

## The Effect of Job Insecurity on Turnover Intention with Organizational Support and Ethical Leadership as Moderation and Job Satisfaction as Mediation (Study on Telecommunication Company Employees)

Diana Gusti Ambarwati  
 Universitas Sebelas Maret, Indonesia  
 \*Email: [dianagusti74@gmail.com](mailto:dianagusti74@gmail.com)

ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b> <i>turnover intention; organizational support; ethical leadership; job satisfaction.</i></p>	<p><i>Based on the Social Exchange Theory (SET). This study aims to determine the effect of job insecurity on turnover intention with organizational support and ethical leadership as moderation and job satisfaction as mediation. This study was conducted using a cross-sectional approach. The population of the study were employees of PT. Telekomunikasi Jakarta in 3 IT departments with a population of 240 respondents. A sample census was used with a sample size of 240 respondents. Data analysis used PLS-SEM. The results of the study prove that job insecurity has a positive and significant effect on turnover intention. The moderating role of organizational support significantly strengthens the influence on job insecurity and turnover intention. The moderating role of ethical leadership significantly strengthens the influence on job insecurity and turnover intention. Job insecurity has a negative and significant effect on job satisfaction. Job satisfaction has a negative and significant effect on turnover intention. The mediating role of job satisfaction has a positive and significant effect on job insecurity and turnover intention.</i></p>

### INTRODUCTION

*Turnover intention* can be defined as a measure of the strength or weakness of employees' intention to leave their current job or organization within a certain period of time voluntarily (Addai et al., 2022). Currently, the level of employee *turnover intention* is becoming one of the important factors in organizational performance, because when human resources as a company asset that is always directly involved in its operational activities experience a disruption (*distraction*), in this case, namely employee turnover that creates a vacant position and then continues the process of recruiting new employees, it can reduce the level of efficiency of organizational performance, because the time that should have been used to achieve company targets is divided for employee replacement recruitment activities, so that the level of *turnover intention* becomes one of the determinants of the level of efficiency of organizational performance (Dwomoh & Frempong, 2017).

One of the factors behind *turnover intention* is when employees experience feelings of *job insecurity*. On the other hand, in addition to factors caused by conditions within employees, external factors also contribute to research by (Dwomoh & Frempong, 2017) stating that another factor in *turnover intention* is *job insecurity*, which is caused by organizational downsizing, reconstruction and acquisition of shares or merging company shares which causes termination of employment or layoffs (Dwomoh & Frempong, 2017). The existence of changes in work life has changed due to global competition that affects companies and jobs, this condition can be a threat to employees and cause *job insecurity* in work and work (Salvador, 2022). Employees currently face increasing uncertainty, due to changes in technology, economy, and politics, as a result, feelings of *job insecurity* are increasing (De Witte et al., 2015). *Job insecurity* based on perceptions and interpretations related to the threat of losing one's job involuntarily in the near future (Salvador et al., 2022). Previous studies have investigated the positive relationship between *turnover intention* and *job insecurity*. (Addai et al., 2022)

According to (Mobley, 2011) when the level of *job insecurity* is high, *turnover intention* tends to increase (Mobley, 2011). According to Obeng, (Aykanata & Öztürkb, n.d.) also explained in his research that the results showed that *job insecurity* has a positive and significant relationship with *turnover intention* (Aykanata & Öztürkb, n.d.). Feelings of *job insecurity* can reduce employee performance and have an impact on physical and mental health. They may be less focused or less trying because they are worried about being fired. Employees who experience *job insecurity* are more likely to look for new jobs or alternative jobs that can provide a sense of security in the long term. (Reisel et al., 2010). The existence of changes in a company causes employees to feel threatened,

anxious and *job insecurity* because of the company's working conditions. If something desired by employees in the company does not match the reality, it causes gaps and *job insecurity*.

Based on the results of previous research, it shows that there is a moderating role between *job insecurity* and *turnover intention*, namely by *organizational support* and *ethical leadership*. (Addai et al., 2022). *Job insecurity* has several *negative impacts* on employees and organizations, including increasing *turnover intention rates*. To reduce these effects, the role of *organizational support* as a moderator is very important, where this factor contributes to employee well-being, motivation, and quality of life (Marques et al., 2020). Fairness, management support and human resource practices are antecedent factors that when implemented properly, will increase the perception of *organizational support* (Addai et al., 2022). When employees have positive beliefs about *organizational support*, they will be more *focused* on work goals and have a sense of achieving targets in work (Srivastava & Agrawal, 2020). *Organizational support* that moderates the relationship between *job insecurity* and *turnover intention* has many benefits, as an impact is the existence of an affective organizational commitment given by employees (Merging Citations). Therefore, the moderating role of *organizational support* includes employee perceptions that the organization appreciates their work contributions and cares about their well-being and creates a comfortable workspace, this indicates low feelings of *job insecurity* and can increase employee attachment to the organization, which has an impact on decreasing *turnover intention* (Sanz et al., 2020).

The relationship between *job insecurity* that leads to withdrawal responses such as *turnover intention* can also be influenced by *ethical leadership* as a moderation between the two relationships, so that if *ethical leadership* is high it will strengthen the relationship between *job insecurity* and *turnover intention*. (Addai et al., 2022). When employees perceive higher levels of support from managers or *leaders*, this can result in greater feelings of obligation and affective attachment to the organization (Boakye et al., 2021). According to (Dinc & Nurovic, 2016), fair treatment of subordinates and the application of ethical principles by *ethical leadership* influence employees to avoid *turnover intention* responses related to perceived *job insecurity*. In addition to managerial support, *ethical leadership* is also a determining factor in how employees react to the relationship between *job insecurity* and *turnover intention*, which involves actions and interpersonal relationships that are in accordance with norms (Addai et al., 2022). Leaders who have good behavior or ethics can encourage employees to be more devoted to the company. The application of ethics applied by a leader in a work unit allows employees not to have *turnover intention* when their superiors use a cooperative approach (Fernández et al., 2018).

*Ethical leadership* can act as a moderator because it can reduce the negative impact of feelings of *job insecurity* felt by employees by providing moral support from managers, thereby reducing *turnover intention*. (Martins et al., 2023). According to previous research, one of the decreases in feelings of *job insecurity* and *turnover intention* lies in the moderating factor of a leader who has morals and ethics for his employees, because it can have an impact on employees who have the perception or feel obliged to remain in an organization (Fiaz et al., 2017). According to (Staufenbiel & König, 2010) reported the results of their analysis study related to problems that resulted in increased *turnover intention* in addition to the role of *ethical leadership*, including employees who have a sense of *job insecurity* due to lack of *job satisfaction*, mental and physical health, lack of work welfare, commitment, lack of cohesiveness in the organization (Staufenbiel & König, 2010).

*Job insecurity* can cause *negative pressure* on work outcomes and attitudes such as *job satisfaction*, which leads to poor performance. (Kok et al., 2008) *Job satisfaction* is a mediating factor that can influence work investment, improve employee performance and reduce employee *turnover intention*. (Nemteanu et al., 2021). One way to find out how satisfied an employee is with their job is to talk about various aspects of their job, such as salary, supervisor, coworkers, and employee compensation (Khalid & Sahibzada, 2023). In previous studies, *job satisfaction* was mentioned to have a strong mediating effect and a statistically positive effect on *job insecurity* and *turnover intention* (Khalid & Sahibzada, 2023). Lack of *job insecurity* and job stability reduces *job satisfaction* and triggers *turnover intention* (Nemteanu et al., 2021). From the results of previous studies, it has been revealed that *job satisfaction* plays a successful role as a mediator in the relationship between lack of *job insecurity* and *turnover intention*. (Maqableh et al., 2023).

PT Telekomunikasi, as one of the largest telecommunications companies in Indonesia, has undertaken various strategic initiatives in recent years to address the ever-changing market dynamics. One significant step taken is organizational restructuring, which includes strategic acquisitions and collaborations, such as the purchase of PT Link Net Tbk shares in 2022. This restructuring was carried out to strengthen the company's position in the broadband market and improve convergence services between *mobile* and *fixed broadband services*. However, major organizational changes like this often have an impact on employees, one of which is *job insecurity* due to job uncertainty. *Job insecurity* occurs when employees feel worried about job stability in the future due to structural changes in the company. Based on the results of interviews with several permanent employees and contract employees who have worked at PT Telekomunikasi, it shows that *job insecurity* occurs when there is a reorganization that triggers a high level of *turnover intention*, namely the employee's desire to leave the company. In Telekomunikasi, the *turnover event* certainly begins with the employee's desire to leave the company or *turnover intention*. *Turnover intention* is the behavior or extent to which employees have thoughts of leaving their jobs. The phenomenon was also found by researchers at PT Telekomunikasi based on initial interviews with *human resources department* (HRD) staff, it was found that in the last 5 (five) years the *turnover* rate of IT division

employees was 25%, which is a very high number. This is often reinforced by the lack of effective communication from management regarding the future of work and changes that will occur and according to the results of further interviews with several employees, they admitted that they were afraid of their current jobs being suddenly laid off due to the restructuring that occurred and employees did not know what factors were the basis for why employees were laid off, so that before it happened, several employees had the intention to leave the company (<https://www.xlaxiata.co.id/en/news/axiata-and-xlaxiata-successfully-acquisition-linknet-shares>)

This phenomenon is important to be handled properly by company management because high *turnover intention* can have a negative impact on the company's overall performance. Losing experienced and skilled employees in the IT division not only causes high recruitment and training costs but can also disrupt the stability of the company's operations. This is important for managers in the technology sector. This study involved several employees in 3 IT departments at PT. Telekomunikasi Jakarta, whose data were taken through an *online questionnaire*. The purpose of this study was to test whether *job insecurity really affects turnover intention* at PT. Telekomunikasi Jakarta by testing whether *organizational support and ethical leadership* and *job satisfaction* can inhibit employee *turnover intention* and it is hoped that this study will provide theoretical and practical contributions to managers so that they can improve the quality of resources (<https://www.xlaxiata.co.id/en/news/axiata-and-xlaxiata-successfully-acquisition-linknet-shares>).

While numerous studies have examined the relationship between job insecurity and turnover intention, as well as the moderating role of organizational support and ethical leadership, there remains a lack of exploration into how these factors interplay specifically within the telecommunications industry. Furthermore, previous research has not adequately addressed the combined mediating effect of job satisfaction and the dual moderation of organizational support and ethical leadership. This study aims to fill this gap by providing a holistic analysis of these variables within the context of PT. Telekomunikasi, addressing the unique challenges of restructuring and job stability in the Indonesian telecommunications sector.

This study contributes a novel perspective by integrating both organizational support and ethical leadership as moderating variables while simultaneously exploring job satisfaction as a mediating factor. Unlike previous research, this study not only examines individual effects but also investigates their combined impact on turnover intention, providing a multi-dimensional understanding. Additionally, the focus on a specific industry undergoing significant restructuring offers unique insights that can be generalized to similar contexts globally.

The primary objective of this research is to analyze the impact of job insecurity on turnover intention, moderated by organizational support and ethical leadership, with job satisfaction as a mediating factor. The findings aim to offer theoretical contributions by advancing the understanding of these interrelations. Practically, the study provides actionable recommendations for managers in the telecommunications industry to implement strategies that enhance employee satisfaction and retention. This is expected to lead to improved organizational performance and reduced turnover costs, benefiting both employees and the company.

This study aims to examine and analyze various factors that influence turnover intention in an organization. The main focus of the study is to analyze the negative influence of job insecurity on turnover intention, as well as to explore the moderating role of organizational support and ethical leadership in the relationship. In addition, this study also attempts to examine the influence of job satisfaction on turnover intention, both directly and as a mediating variable in the relationship between job insecurity and turnover intention. Thus, this study is expected to provide a comprehensive understanding of the factors that influence employees' desire to leave the organization, as well as identify the important roles of job satisfaction, organizational support, and ethical leadership in reducing the negative impact of job insecurity.

This research offers both theoretical and practical benefits. Theoretically, it is expected to serve as a valuable reference for future studies exploring the influence of job insecurity on turnover intention, with organizational support and ethical leadership acting as moderating variables and job satisfaction as a mediating factor. The findings aim to contribute to strategies for reducing turnover intention in telecommunications companies. Practically, the study provides insights and considerations for managers in the start-up sector, particularly in technology, to guide policy decisions addressing job insecurity, turnover intention, organizational support, ethical leadership, and job satisfaction among employees of PT. Telekomunikasi. This, in turn, is anticipated to help improve human resource quality within the organization.

## **METHOD**

This study was conducted using a cross-sectional approach, namely a research approach with data collection at one time to answer various research questions in the questionnaire (Creswell, 2019). In this study, each employee was used as a unit of analysis. In this case, the researcher examined data from each employee and treated each employee's responses as a source of personal data (Bougie & Sekaran, 2019). The data collection process in this study will be carried out during July 2024.

## **RESULTS AND DISCUSSION**

### **Descriptive Analysis**

This analysis contains a description of the research data. An overview of the respondents is obtained from the personal data contained in the questionnaire in the respondent identity section. The following is a description of the respondents and the number of those who responded regarding demographic data.

**a. Respondent Characteristics**

**Table 1. Respondent Characteristics**

Characteristics	Information	Amount	%
Gender	Man	201	83.8
	Woman	39	16.3
Amount		240	100
Length of work	1-5 Years	122	50.8
	6-10 Years	76	31.7
	>10 Years	42	17.5
Amount		240	100
Age	17-25 Years	33	13.8
	26-30 Years	118	49.2
	>31 Years	89	37.1
Amount		240	100
Division	Microservice Api / API	128	53.3
	ESS	80	33.3
	IT Core/Charging	32	13.3
Jumlah		240	100
Role Pekerjaan	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
Amount	Frontend Developer	20	8.3
Amount		240	100

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

Table 1. shows the characteristics of respondents in the study totaling 240 respondents. The largest percentage of respondents filling out the questionnaire were male with 201 respondents and female with 39 respondents. The highest percentage of work duration was 1-5 years with 122 respondents and the lowest number of work duration was >10 years with 42 respondents. This shows that employees who are still *fresh graduates* get more opportunities in telecommunications companies so that they can complete their work effectively and efficiently. In distributing the questionnaire, the age was dominated by respondents aged 26-30 years with 118 respondents. In fact, most telecommunications companies are dominated by the millennial generation under the age of 40 who have more digital skills, are more creative and innovative. The division is dominated by Api Microservice / API with 128 respondents, and for the job role here it is dominated by developers with 49 respondents, the second place is UI UX with 42 respondents, for the lowest there is the Full Stack division with 11 respondents.

**b. Description of Respondents' Answers**

**1) Job Insecurity**

**Table 2. Job Insecurity Description**

Item	Question	Average
J11	I'm not sure I can keep my job	3.86
J12	Chances are, I will lose my job soon.	3.84
J13	I think I might lose my job in the near future	3.91
J14	I feel insecure about my job future.	3.87
	Average	3.87

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

Table 4.2 shows that the questionnaire with code J13 is the question item with the most answers, with the question "I think I might lose my job in the near future " with an average of 3.91 included in the good or high category. This means, more subjective personal perception of the possibility of losing a job. The high average (3.91) indicates that respondents have significant concerns about the stability of their jobs. Meanwhile, the questionnaire with code J2 in the form of " Possibly, I will soon lose my job " is the question item with the lowest

respondent answers with an average of 3.84 included in the good or high category. This shows that the perception of *immediate or urgent* job loss is considered smaller than the fear of losing a job in the near future.

**2) Turnover Intention**

**Table 3. Description of Turnover Intention**

Item	Question	Average
TOI1	I often consider leaving my current job.	3.82
TOI2	I intend to look for the same job, but in another place of work	3.91
TOI3	I intend to look for a job that is different from my current job.	3.86
TOI4	There is a possibility that I will get a better job than my current job.	3.85
TOI5	I intend to leave my current job	3.85
TOI6	I intend to leave my current field of employment	3.84
TOI7	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 4.3 shows that the questionnaire with the TOI2 code is the question item with the most answers, with the question " I intend to look for the same job, but with another workplace " with an average of 3.91 included in the good or high category. Meanwhile, the questionnaire with the TOI7 code in the form of " Maybe I will look for a better job than my current job " is the question item with the lowest respondent answers with an average of 3.81 included in the high category.

**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	Organizations care about improving employee performance	3.6
OS5	Organizations care about employee hard work	3.6
	Average	3.68

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

Table 4.4 shows that the questionnaire with the OS3 code is the question item with the most answers, with the question " The organization cares about employee satisfaction " with an average of 3.78 included in the good or high category. Meanwhile, the questionnaire with the OS4 & OS5 codes in the form of " The organization cares about improving employee performance and the organization cares about employee hard work " is the question item with the lowest respondent answers with an average of 3.60 included in the fairly good category

**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 by how they are achieved.	3.81
EL3	My leader puts the best interests of employees first.	3.78
EL4	My leaders make 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 4.5 shows that the questionnaire with code EL2 is the question item with the most answers, with the question " My leader defines success not only based on results but also how to get them " with an average of 3.81 included in the good or high category. Meanwhile, the questionnaire with code EL1 in the form of " My leader

listens to what employees say " is the question item with the lowest respondent answers with an average of 3.55 included in the good or high category.

**5) Job Satisfaction**

**Table 6. Job Satisfaction Description**

Item	Question	Average
JS1	I find 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	Often times, I have to force myself to go to work.	3.79
JS5	Almost every day, I am enthusiastic about my work.	3.77
JS 6	I'm disappointed that I ever took this job.	3.7
Average		3.78

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

Table 6. shows that the questionnaire with code JS1 is the question item with the most answers, with the question " I think my job is not fun " with an average of 3.83 included in the good or high category. Meanwhile, the questionnaire with code JS6 in the form of " I am disappointed because I ever took this job " is the question item with the lowest respondent answers with an average of 3.70 included in the good category.

The research used PLS-SEM 3.0. In the first stage of using PLS-SEM, namely evaluating the measurement model, it was tested with several indicators, namely: convergent validity, discriminant validity, and reliability.

**a. Validity Test**

**Table 7. Outer Loading Results**

Variables	Indicator	Outer Loading
<i>Ethical Leadership</i>	EL1	0.787
	EL2	0.871
	EL3	0.878
	EL4	0.869
	EL5	0.912
<i>Job Insecurity</i>	Jl1	0.892
	Jl2	0.890
	Jl3	0.870
	Jl4	0.879
<i>Job Satisfaction</i>	JS1	0.882
	JS2	0.857
	JS3	0.834
	JS4	0.881
	JS5	0.853
	JS6	0.862
<i>Organizational Support</i>	OS1	0.842
	OS2	0.897
	OS3	0.911
	OS4	0.742
	OS5	0.838
<i>Turnover Intention</i>	TO11	0.832
	TO12	0.831
	TO13	0.830
	TO14	0.795
	TO15	0.849
	TO16	0.864

Variables	Indicator	Outer Loading
	TOI7	0.854

Sumber: PLS-SEM (2024).

Table 7. *outer loading* values of all variable indicators. Based on the table, it shows that all indicators are said to be valid if the *outer loading value* of each variable indicator item is above > 0.70. This criterion is in accordance with Hair et al., (2019) that data is declared valid if the value is more than 0.70. The convergent validity test requires *the average variance extracted (AVE)* value accepted for convergent validity to be > 0.50. So that the questions of all questionnaires in the study are said to be valid, which can be seen from Table 4.8.

**Table 8. AVE Values**

Variables	AVE
<i>Ethical Leadership</i>	0.747
<i>Job Insecurity</i>	0.779
<i>Job Satisfaction</i>	0.742
<i>Organizational Support</i>	0.719
<i>Turnover Intention</i>	0.700

Sumber: PLS-SEM (2024).

The discriminant validity test in the study can be seen from Table 9 regarding the results of the discriminant validity test (*fornell-lacker criterion*) which is tested by means of the square root value of the Average Variance Extracted (AVE) for each latent variable such as 0.864 for Ethical Leadership and 0.883 for Job Insecurity must be greater than the correlation value between the latent variable and the variable. All latent variables in the model meet good discriminant validity, because the AVE root value is greater than the correlation between variables. While for *Moderating Effect 1 (M1)* and *Moderating Effect 2 (M2)* is the effect produced by the moderating variables, namely *Organizational Support (OS)* and *Ethical Leadership (EL)*. *Moderating Effect* shows that there is an influence of the moderator variables of *Organizational Support* and *Ethical Leadership* in the relationship between the main latent variables, such as *Job Insecurity (JI)* and *Turnover Intention (TOI)*.

**Table 9. Results of Discriminant Validity Test**

Variables	EL	JI	JS	M1	M2	OS	TOI
<i>Ethical Leadership</i>	0.864						
<i>Job Insecurity</i>	-0.176	0.883					
<i>Job Satisfaction</i>	0.237	-0.690	0.862				
<i>Moderating Effect 1</i>	0.059	-0.088	0.212	1.000			
<i>Moderating Effect 2</i>	0.047	-0.058	0.150	0.378	1.000		
<i>Organizational Support</i>	0.460	-0.332	0.424	0.110	0.062	0.848	
<i>Turnover Intention</i>	-0.156	0.685	-0.664	-0.343	-0.318	-0.290	0.837

Source: PLS-SEM (2024).

**b. Reliability Test**

To see the reliability of the data in the study using the reliability test shown in Table 10. The variables used in the study have a *cronbach's alpha value* for all variables shown above >0.70. Based on these results, it can be said that all variables in the study are reliable.

**Table 10. Reliability Test Results**

Variables	Cronbach's Alpha
<i>Ethical Leadership</i>	0.918
<i>Job Insecurity</i>	0.905
<i>Job Satisfaction</i>	0.931
<i>Organizational Support</i>	0.905
<i>Turnover Intention</i>	0.928

Sumber: PLS-SEM (2024).

**c. Uji R Square**

In using (PLS-SEM) researchers must be careful in interpreting and using *the fit model* in (PLS-SEM) (Hair et al., 2019). The results of the *model fit test (R square)* in the study can be seen in table 11.

**Table 11. Model-Fit Results**

	R Square	R Square Adjusted
<i>Job Satisfaction</i>	0.476	0.474

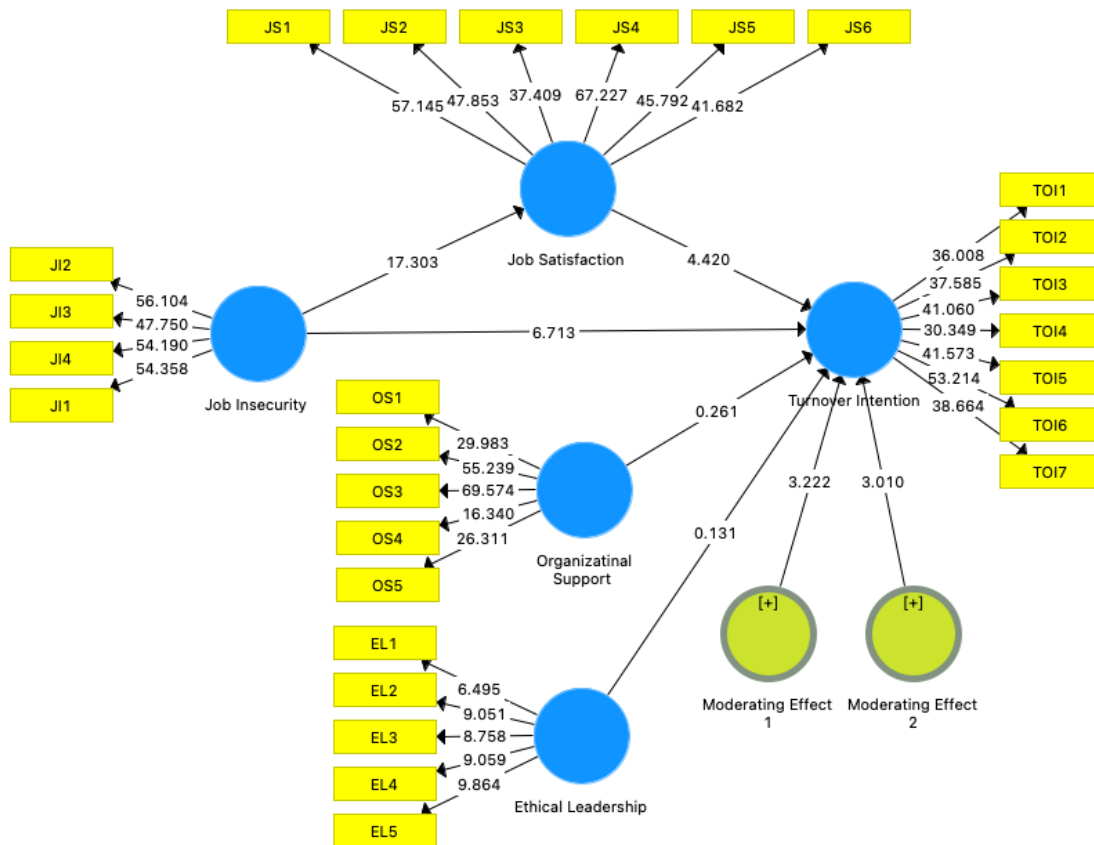
Turnover Intention	0.622	0.613
--------------------	-------	-------

Source: PLS-SEM (2024).

Table 11. shows the results of the determination coefficient value in the study. The value of the job satisfaction variable is 0.467 or 46.7%. Job satisfaction can be explained by the job insecurity variable by 46.7% and the rest is explained by variables other than those in the study. The value of the turnover intention variable is 0.622 or 62.2%. Turnover intention can be explained by the variables of ethical leadership, job insecurity, job satisfaction, organizational support by 62.2% and the rest is explained by variables other than those in the study.

**d. Hypothesis Testing**

Hypothesis testing in research is seen from the magnitude of t-statistics and original samples to see the significance between variables. As in Figure 4.1 shows the results of hypothesis testing, namely indirect and direct effects. To ensure the value of influence in hypothesis testing can be seen from the p-values, T-statistics and the original sample as summarized in table 12.



- JS = Job Satisfaction (Z)
- OS = Organizational Support (M1)
- ET = Ethical Leadership (M2)
- TOI = Turnover Intention (Y)

**Tabel 12 Rangkuman Hipotesis Penelitian**

Hipotesis	(O)	(M)	T Statistics	P Values	Keterangan
Job Insecurity -> Turnover Intention	0.470	0.463	6.713	0.000	H1 didukung
Moderating Effect 1(Organizational Support) -> Turnover Intention	-0.153	-0.158	3.222	0.001	H2 didukung
Moderating Effect 2 (Ethical Leadership) -> Turnover Intention	-0.167	-0.161	3.010	0.003	H3 didukung
Job Insecurity -> Job Satisfaction	-0.690	-0.688	17.303	0.000	H4 didukung

<i>Job Satisfaction -&gt; Turnover Intention</i>	-0.282	-0.289	4.420	0.000	H5 didukung
<i>Job Insecurity -&gt; Job Satisfaction -&gt; Turnover Intention</i>	0.194	0.199	4.193	0.000	H6 didukung

Catatan: signifikan ( $p < 0.05$ ).

Sumber: PLS-SEM (2024).

Table 12. shows the results of the hypothesis test. The coefficient results of the influence of *job insecurity* on *turnover intention* have an *original sample value* of 0.470 (positive), which means that the higher *the job insecurity*, the higher *the turnover intention*. The *t-statistics* value is  $6.713 > 1.96$  and *p-value*  $0.000 < 0.05$ , reflects a positive influence, so that hypothesis 1 is supported. Meanwhile, in *Moderating Effect 1* is the moderating effect of *organizational support* on the relationship between *job insecurity* and *turnover intention* which is indicated by the *original sample* moderation value of -0.153 (negative) meaning that *organizational support* can weaken the relationship between *job insecurity* and *turnover intention*. And at the *t-statistic* value of  $3.222 > 1.96$  and *p-value*  $0.001 < 0.05$ , so that hypothesis 2 is supported. Furthermore, for *Moderating Effect 2* is the moderating effect of *ethical leadership* on the relationship between *job insecurity* and *turnover intention* which is indicated by the *original sample* value of -0.167 (negative) meaning that *ethical leadership* can weaken the relationship between *job insecurity* and *turnover intention*. And at the *t-statistic* value of  $3.010 > 1.96$  and *p-value*  $0.003 < 0.05$ , so that hypothesis 3 is supported. Furthermore, the coefficient results of the influence of *job insecurity* on *job satisfaction* have an *original sample value* of -0.690 (negative), meaning that the higher *the job insecurity*, the lower *the job satisfaction*, so this reflects that *job insecurity* has a negative influence on *job satisfaction*, this is also shown in the *t-statistic* value of  $17.303 > 1.96$  and *p-value*  $0.000 < 0.05$  so that hypothesis 4 is supported.

Furthermore, the coefficient results of the influence of *job satisfaction* on *turnover intention* have an *original sample value* of -0.282 (negative) reflecting a negative influence, a *t-statistic* value of  $4.420 > 1.96$  and a *p-value* of  $0.000 < 0.05$ . so that hypothesis 5 is supported, meaning that *job satisfaction* has a significant negative effect on *turnover intention*.

The mediation relationship shows a coefficient value of 0.194 (positive), which means that *job insecurity* contributes to increasing *turnover intention* through decreasing *job satisfaction*, so this means that *job satisfaction* has a negative influence on *turnover intention*, at a *t-statistic* value of  $4.193 > 1.96$  and a *p-value* of  $0.000 < 0.05$ , so this value shows that hypothesis 6 is supported.

### 1. *Job insecurity affects turnover intention*

The findings of this study indicate that *job insecurity* has a significant influence on *turnover intention*, which is shown in table 4.12 which shows a *t-statistic* value  $> 1.96$  which is 6.713 and for *p-value*  $< 0.05$ , namely in table 4.12 shows a value of 0.000 so that hypothesis one is supported. When employees feel that *job insecurity* in an organization is high, then their *turnover intention* tends to be high, where this relationship is explained by the assumption of *social exchange theory*, because if their organization does not provide job security in return their *turnover intention* increases (Blau, 1964). These findings are supported by (Brougham & Haar, 2020) who stated that *job insecurity* has a positive and significant influence on *turnover intention*. Another finding put forward by (Ergun et al., 2023) stated that employees who feel insecure in their jobs tend to be more likely to seek other opportunities, especially in an unsupportive environment. Further research in this area can help organizations develop strategies to improve *job insecurity*. and reduce *turnover intention*. This research is supported by the results of other studies which state that *job insecurity* has a significant effect on *turnover intention*. (Akgunduz & Eryilmaz, 2018).

### 2. *The role of organizational support in moderating job insecurity and turnover intention*

The findings of this study indicate that the moderating role of *organizational support* significantly weakens (path coefficient) the relationship between *job insecurity variables* and *turnover intention*. Shown in table 4.12, the moderation coefficient value is -0.153 (negative) and the *t-statistic* has a value of 3.222 and the *p-value* shows a value of 0.001. This can be interpreted that when *organizational support* is high, it actually weakens the relationship between *job insecurity* and *turnover intention* in the telecommunications company employee environment. Conversely, when *organizational support* is low, it will strengthen the relationship between *job insecurity* and *turnover intention*. By increasing *organizational support* for employees, organizations can weaken the negative influence of *job insecurity* on *turnover intention*. Good *organizational support* not only helps reduce employee intentions to leave, but also improves work well-being and productivity. In the study (Fournier et al., 2021) the moderating role of *organizational support* was significant in the relationship between *job insecurity* and *turnover intention*. *Organizational support* can function as a buffer against negative impacts *job insecurity* on *turnover intention*. When employees feel strong support from the organization, the influence of *job insecurity* on *turnover intention* becomes weak. This *organizational support* helps employees feel more secure and attached to the organization, even when facing uncertainty.

### 3. *The role of ethical leadership moderating job insecurity and turnover intention*

The findings of this study indicate that the moderating role of *ethical leadership* significantly weakens the relationship between the influence of *job insecurity variables* on *turnover intention*. This is proven in table 4.12 which shows a moderation coefficient value of -0.167 (negative) which means that *ethical leadership* can weaken the relationship between *job insecurity* and *turnover intention*. Conversely, when *ethical leadership* is high, it will weaken the relationship between *job insecurity* and *turnover intention*. By creating an environment based on trust and support, *ethical leadership* can reduce the perception of *job insecurity* in employees. Ethical leadership encourages a sense of security and employee engagement, despite uncertainty in the job. In the study (Addai et al., 2022) *ethical leadership* moderates the relationship between *job insecurity* and *turnover intention*. *Ethical leadership* can serve as a positive moderating factor, where ethical leadership can reduce the negative impact of the relationship between *job insecurity* and *turnover intention*. Leaders who demonstrate integrity and fairness can help create a more stable and supportive work environment for their employees.

#### **4. Job Insecurity influence on job satisfaction**

The findings of this study indicate that *job insecurity* has a negative and significant influence on *job satisfaction*, so that hypothesis four is supported. This shows that *Job insecurity* often has a negative impact on *job satisfaction*. When employees feel insecure in their jobs, it can lead to stress, anxiety, and dissatisfaction. Anxiety about the possibility of losing their jobs can distract employees from their tasks and reduce *job satisfaction*. (Pu et al., 2024). These findings are supported by (Rorong et al., 2021) that *job insecurity* has a significant effect on *job satisfaction*. This also explains that employees who feel job insecurity tend to have a negative view of the work environment, so they feel less appreciated or do not get enough support from management and coworkers, which in turn can reduce the level of job satisfaction. This study is supported by the results of other studies which state that *job insecurity* has a significant effect on *job satisfaction*. (Wen et al., 2019).

#### **5. Job satisfaction influences turnover intention**

The findings of this study indicate that *job satisfaction* has a negative and significant effect on *turnover intention*, so that hypothesis five is supported. This shows that when employees are satisfied with their jobs, employees tend to have lower intentions to move. Conversely, job dissatisfaction can encourage employees to consider other career or job options ((Nemteanu et al., 2021)). These findings are supported by (Bufquin et al., 2017) *Job satisfaction* has a significant effect on *turnover intention*. Employees who are satisfied with various aspects of their work, for example, salaries that are considered adequate, good working conditions, will not look for other jobs. Another finding put forward by (Ergun et al., 2023) when employees feel satisfied with their work tend to have a stronger emotional attachment to the organization. This attachment makes them more loyal and has low *turnover intention*. This study is supported by the results of other studies which state that *job satisfaction* has a significant effect on *turnover intention* (Akgunduz & Eryilmaz, 2018).

#### **6. The role of job satisfaction in mediating job insecurity and turnover intention**

Based on the research findings in table 4.12, it shows that the mediating role of *job satisfaction* significantly influence *job insecurity* and *turnover intention*, which means that hypothesis six is supported. This is indicated by the coefficient value of 0.194 and t-statistic 4.193 and p-value 0.000, it can be concluded that this study shows the mediating role of *job satisfaction* between *job insecurity* and *turnover intention* is partial. Although partial, by implication, organizations not only need to increase *job satisfaction* to reduce *turnover intention*, but also manage the perception of *job insecurity* directly to provide a sense of security to employees. When employees experience *job insecurity*, this can reduce the level of *job satisfaction*. In other words, employees who feel insecure with their jobs tend to feel less satisfied. So when *job satisfaction* decreases due to *job insecurity*, *turnover intention* increases. Employees who are dissatisfied with their jobs are more likely to look for other opportunities, especially if they feel insecure in their current position. According to (Zhao et al., 2010) this relationship is called *complementary mediation*, namely the mediating influence of *job satisfaction* and the direct effect of *job insecurity* on *turnover intention* point in the same direction. This shows that *job satisfaction* plays a role as a mediator in the relationship between *job insecurity* and *turnover intention* providing important insights for telecommunications companies. This emphasizes the importance of paying attention to *job satisfaction* employees in the context of job stability. The results of this study also support the results of other studies conducted by ((Renggani & Zona, 2024) which states that *job satisfaction* has a significant mediating effect on the relationship between *job insecurity* and *turnover intention*.

## **CONCLUSION**

This study aims to examine the effect of *job insecurity* on *turnover intention* with *organizational support* and *ethical leadership* as moderation and *job satisfaction* as mediation. Based on the results of the data analysis that has been done, the conclusions of this study are:

*Job insecurity* has a positive effect on *turnover intention*. This means that the higher the sense of job insecurity, the higher the employee's desire to leave or *turnover intention*.

Role *organizational support* moderation significantly affects *job insecurity* and *turnover intention*. This means that the moderating role of *organizational support* weakens the relationship between *job insecurity* and *turnover intention variables*. By providing support, such as recognition of employee hard work, job security, training and career development opportunities, organizations can reduce the direct impact of *job insecurity* on *turnover intention*.

Role *ethical leadership* moderation significantly influences *job insecurity* and *turnover intention*. This means that *ethical leadership* has a role in weakening the relationship between *job insecurity* and *turnover intention*. For example, leadership based on ethical values helps create a fair, transparent and supportive work environment.

*Job insecurity* has a significant effect on *job satisfaction*. This means that the effect of *job insecurity* can be mediated by *job satisfaction*, where the higher the *job insecurity*, the lower the *job satisfaction*. Because uncertainty related to the future of work can reduce work enthusiasm and happiness in work, organizations need to reduce feelings of *job insecurity*.

*Job satisfaction* has a significant effect on *turnover intention*. This means that *job satisfaction* can mediate the occurrence of *turnover intention*, when employees experience low *job satisfaction*, employees tend to look for other jobs. The reason is, employees work to get an environment that supports well-being, rewards their contributions and meets professional and personal expectations.

The mediating role of *job satisfaction* significantly affect *job insecurity* and *turnover intention*. This means that when employees feel *job insecurity* increases, they tend to experience decreased job satisfaction which ultimately triggers the desire to leave the organization. This shows the importance of the role of *job satisfaction* as a link between *job insecurity* and *turnover intention*. Organizations need to focus on efforts to increase *job satisfaction* through a supportive work environment, transparent communication, and policies that provide a sense of security for employees to reduce *turnover intention*.

## REFERENCES

- Abdul-Muneer, P. M. (2014). Application of microsatellite markers in conservation genetics and fisheries management: recent advances in population structure analysis and conservation strategies. *Genetics Research International*, 2014(1), 691759.
- Addai, P., Mottey, R., Afrifah, M., & Boakye, A. O. (2022). Job insecurity and turnover intentions among banking sector employees: The moderating role of organizational support and ethical leadership. *SEISENSE Journal of Management*, 5(1), 17–30.
- Akgunduz, Y., & Eryilmaz, G. (2018). Does turnover intention mediate the effects of job insecurity and co-worker support on social loafing? *International Journal of Hospitality Management*, 68(March 2017), 41–49. <https://doi.org/10.1016/j.ijhm.2017.09.010>
- Alonso, A., Kurtessis, J. N., Schmidt, A. A., Strobel, K., & Dickson, B. (2015). A competency-based approach to advancing HR. *People and Strategy*, 38(4), 38.
- Aykanata, Z., & Öztürkb, M. (n.d.). *İktisadi ve İdari Bilimler Fakültesi Dergisi*.
- Boakye, D. J., Tingbani, I., Ahinful, G. S., & Nsor-Ambala, R. (2021). The relationship between environmental management performance and financial performance of firms listed in the Alternative Investment Market (AIM) in the UK. *Journal of Cleaner Production*, 278, 124034.
- Bougie, R., & Sekaran, U. (2019). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Brougham, D., & Haar, J. (2020). Technological disruption and employment: The influence on job insecurity and turnover intentions: A multi-country study. *Technological Forecasting and Social Change*, 161(May). <https://doi.org/10.1016/j.techfore.2020.120276>
- Bufquin, D., DiPietro, R., Orłowski, M., & Partlow, C. (2017). The influence of restaurant co-workers' perceived warmth and competence on employees' turnover intentions: The mediating role of job attitudes. *International Journal of Hospitality Management*, 60, 13–22. <https://doi.org/10.1016/j.ijhm.2016.09.008>
- Creswell, J. W. (2019). *Research design: Pendekatan metode kualitatif, kuantitatif dan campuran*.
- De Witte, H., Vander Elst, T., & De Cuyper, N. (2015). Job insecurity, health and well-being. *Sustainable Working Lives: Managing Work Transitions and Health throughout the Life Course*, 109–128.
- Dinc, M. S., & Nurovic, E. (2016). The impact of ethical leadership on employee attitudes in manufacturing companies. *Nile Journal of Business and Economics*, 2(3), 3–14.
- Dwomoh, G., & Frempong, E. O. (2017). Factors influencing employees' retention in the banking industry of Ghana. *Review Pub Administration Manag*, 5(223), 1–6.
- Ergun, G. S., Bozkurt, H. O., Arslan, E., Kendir, H., & Yayla, O. (2023). Psychological capital as a moderator in the relationship between job insecurity, job stress, and hotel employees' turnover intention during the Russia-Ukraine war. *International Journal of Hospitality Management*, 111(May 2022), 103475. <https://doi.org/10.1016/j.ijhm.2023.103475>
- Fernández, M. F., Reina-Pérez, I., Astorga, J. M., Rodríguez-Carrillo, A., Plaza-Díaz, J., & Fontana, L. (2018). Breast cancer and its relationship with the microbiota. *International Journal of Environmental Research and Public*

*Health*, 15(8), 1747.

- Fiaz, M., Su, Q., & Saqib, A. (2017). Leadership styles and employees' motivation: Perspective from an emerging economy. *The Journal of Developing Areas*, 51(4), 143–156.
- Fournier, P. L., Chênevert, D., & Jobin, M. H. (2021). The antecedents of physicians' behavioral support for lean in healthcare: The mediating role of commitment to organizational change. *International Journal of Production Economics*, 232. <https://doi.org/10.1016/j.ijpe.2020.107961>
- Hair, J. F., Sarstedt, M., & Ringle, C. M. (2019). Rethinking some of the rethinking of partial least squares. *European Journal of Marketing*, 53(4), 566–584. <https://doi.org/10.1108/EJM-10-2018-0665>
- Khalid, K. M., & Sahibzada, A. (2023). The mediating role of job satisfaction at selected public universities in Afghanistan: the effect of job security on turnover intention. *Journal of Management and Business Education*, 6(3), 244–256.
- Kok, S. H. L., Gambari, R., Chui, C. H., Yuen, M. C. W., Lin, E., Wong, R. S. M., Lau, F. Y., Cheng, G. Y. M., Lam, W. S., & Chan, S. H. (2008). Synthesis and anti-cancer activity of benzothiazole containing phthalimide on human carcinoma cell lines. *Bioorganic & Medicinal Chemistry*, 16(7), 3626–3631.
- Maqableh, O., Helalat, A., & Nor, C. S. M. (2023). Exploring the mediating influence of job satisfaction on the relationship between job security and turnover intention: A case study of the hospitality industry of Jordan. *Problems and Perspectives in Management*, 21(1), 384.
- Marques, B. L., Tomasi, Y. T., Saraiva, S. dos S., Boing, A. F., & Geremia, D. S. (2020). Orientações às gestantes no pré-natal: a importância do cuidado compartilhado na atenção primária em saúde. *Escola Anna Nery*, 25(1), e20200098.
- Martins, P., Nascimento, G., & Moreira, A. (2023). Leadership and turnover intentions in a public hospital: The mediating effect of organisational commitment and moderating effect by activity department. *Administrative Sciences*, 13(1), 18.
- Mobley, R. K. (2011). *Maintenance fundamentals*. Elsevier.
- Nemteanu, M.-S., Dinu, V., & Dabija, D.-C. (2021). Job insecurity, job instability, and job satisfaction in the context of the COVID-19 pandemic. *Journal of Competitiveness*, 2.
- Ouyang, Z., Sang, J., Li, P., & Peng, J. (2015). Organizational justice and job insecurity as mediators of the effect of emotional intelligence on job satisfaction: A study from China. *Personality and Individual Differences*, 76, 147–152. <https://doi.org/10.1016/j.paid.2014.12.004>
- Pu, B., Sang, W., Ji, S., Hu, J., & Phau, I. (2024). The effect of customer incivility on employees' turnover intention in hospitality industry: A chain mediating effect of emotional exhaustion and job satisfaction. *International Journal of Hospitality Management*, 118(296). <https://doi.org/10.1016/j.ijhm.2023.103665>
- Reisel, W. D., Probst, T. M., Chia, S.-L., Maloles, C. M., & König, C. J. (2010). The effects of job insecurity on job satisfaction, organizational citizenship behavior, deviant behavior, and negative emotions of employees. *International Studies of Management & Organization*, 40(1), 74–91.
- Rengani, R., & Zona, M. A. (2024). Stres Kerja dan Burnout: Peran Mediasi Resilience pada Perawat di RSUD dr. Rasidin Padang. *Oikonomia: Jurnal Manajemen*, 20(2), 151–164.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of Applied Psychology*, 87(4), 698.
- Rorong, E., Hanifah, Siagian, P., & Pakolo, P. (2021). Working from home during pandemic Covid-19: Effects of mobile technology use, supervisor support and job insecurity on employee's role stress and job satisfaction. *Jurnal Akuntansi, Manajemen Dan Ekonomi*, 23(2), 20–33.
- Salvador, M., Moreira, A., & Pitacho, L. (2022). Perceived organizational culture and turnover intentions: The serial mediating effect of perceived organizational support and job insecurity. *Social Sciences*, 11(8), 363.
- Sanz, M., Herrera, D., Keschull, M., Chapple, I., Jepsen, S., Berglundh, T., Sculean, A., Tonetti, M. S., Consultants, E. F. P. W. P. and M., & Merete Aass, A. (2020). Treatment of stage I–III periodontitis—The EFP S3 level clinical practice guideline. *Journal of Clinical Periodontology*, 47, 4–60.
- Srivastava, S., & Agrawal, S. (2020). Resistance to change and turnover intention: a moderated mediation model of burnout and perceived organizational support. *Journal of Organizational Change Management*, 33(7), 1431–1447.
- Staufenbiel, T., & König, C. J. (2010). A model for the effects of job insecurity on performance, turnover intention, and absenteeism. *Journal of Occupational and Organizational Psychology*, 83(1), 101–117.
- Wen, J., Huang, S. (Sam), & Hou, P. (2019). Emotional intelligence, emotional labor, perceived organizational support, and job satisfaction: A moderated mediation model. *International Journal of Hospitality Management*, 81(July 2017), 120–130. <https://doi.org/10.1016/j.ijhm.2019.01.009>
- Zhao, X., Lynch Jr, J. G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *Journal of Consumer Research*, 37(2), 197–206.