

**THE INFLUENCE OF JOB INSECURITY ON TURNOVER INTENTIONS THROUGH
THE ROLE OF MEDIATING JOB SATISFACTION IN TEXTILE INDUSTRY
SOLO DISTRICT, INDONESIA**

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Abstract: *The moderate turnover rate of textile industry employees in Solo District, Indonesia, must be prevented early on from employee turnover intentions. Turnover intentions and other antecedent factors are more meaningful to examine because have an excellent predictive effect on actual turnover. This study proposes to empirically analyze the effect of job insecurity on turnover intentions through job satisfaction. This study used primary data collected from 111 textile industry employees from Community College (AK-Tekstil) graduates in Solo District and Structural Equation Model (SEM) with SMART PLS. This study identified that job insecurity has a strong detrimental impact on turnover intentions. However, it has a substantial favorable impact on job satisfaction. This study also found the contribution of a moderate mediating effect of job satisfaction between job insecurity and turnover intentions, and job satisfaction has an adverse influence on turnover intentions. This study has shown that job insecurity can have detrimental effects on turnover intentions even though job satisfaction is still at a moderate level overall because employee satisfaction at work still allows consideration to withdrawal. In addition, different directions of mental evaluation of job satisfaction drive a more extensive evaluation than the insecurity effect.*

Keywords: *Job Insecurity, Job Satisfaction, Turnover Intentions*

1. Introduction

The need for management vigilance increasing to reduce the possibility of adverse effects for the company as a result of the consequence impact that employee turnover has on organizational costs (Zopiatis, Constanti, & Theocharous, 2014; Ryan, Ghazali, & Mohsin, 2011; Hinkin & Tracey, 2000; Simons, 2001).

Turnover intention is more than just a hint that employees will leave the organization and hunt for another employment for a while (Chao, Jou, Liao, & Kuo, 2015; Y. Li et al., 2021). However, the turnover intention is also an indication of the initial factors from which employee changes in an organization as well as the effective way job positions are predictable (Brown & Peterson, 1993). Further, the purpose of organizational components to strive to relinquish their credentials as members and leave a current position can be stated. (Jung, Jung, & Yoon, 2021; Meyer & Allen, 1984).

Job satisfaction is an essential giver to turnover intentions theoretically and empirically (Zangaro & Soeken, 2007; Mobley, 1977; Fishbein & Ajzen, 1975) which specifies how employees behave towards their work which is the result of the match between the individual and the work environment (Weiss, Dawis, England, & Lofquist, 1967) and working conditions play an essential role (Chen, Brown, Bowers, & Chang, 2015; Díaz-Carrión, Navajas-Romero, & Casas-Rosal, 2020).

Employee willingness, turnover intentions, and looking for new jobs are increasing due to potential causes of perceived job insecurity (Ashford, Lee, & Bobko, 1989; Arnold & Feldman, 1982). Therefore, the loss of great organizational members can be prevented by reducing job insecurity perceptions (Akgunduz & Eryilmaz, 2018; Jung et al., 2021). Employees lean to have less job satisfaction and organizational commitment, higher turnover intentions, and inferior mental or somatic health when the organization cannot provide job security (Akgunduz & Eryilmaz, 2018; Selenko, Mäkikangas, & Stride, 2017); Qian, Yuan, Niu, & Liu, 2019).

The textile industry and textile product industry, as one of the five manufacturing industries which is a priority throughout 2019, has absorbed 3.73 million human resources as labor for all levels of positions (Indonesian Ministry of Industry, 2021). AK-Tekstil Solo is a dual system Industrial Vocational Corporate University at the Associate's degree-II level which prepares and produces competent graduates and labor in the textile sector. AK-Tekstil Solo has contributed resources to the textile industry, which were absorbed directly by the textile industry during its six years of establishment by graduating 866 for five years of graduation.

However, apart from the direct absorption of the AK-Tekstil Solo graduates, another interesting phenomenon is employee turnover. Employee turnover is not uncommon in the textile industry, as is the case by 19 % AK-Tekstil Solo graduates that absorbed and worked in the textile industry have left. This high turnover rate must be prevented early from the employee's intention to leave. Turnover intentions have more meaning to examine than actual turnover (Kim & Kim, 2014) because it has been widely proven to be a variable that causes turnover that is practical, efficient, important, and has an excellent predictive effect on actual turnover (Sousa-Poza & Henneberger, 2004; N. Li, Zhang, Xiao, Chen, & Lu, 2020).

There are several interesting questions to study, the effect of job insecurity on job satisfaction and turnover intentions, job satisfaction on turnover intentions among AK-Tekstil graduates who work in the Textile Industry in Solo District.

2. Literature Review

2.1. Turnover Intentions

Turnover intentions (TI) is the possibility that employees will abandon the organization at an employee's work. The increase in turnover intentions is likely to change into actual turnover (Steel, 1996) (Chung, Jung, & Sohn, 2017) and become the central approximation (Galletta, Portoghese, Carta, D'Aloja, & Campagna, 2016; Sutherland & Jordaan, 2004; Richer, Blanchard, & Vallerand, 2002).

2.2. Job Insecurity

Job insecurity is an individual's worry of being unemployed as a result of job loss (Witte, 1999) and appears as a lack of control in a job-threatening circumstance in the desire to hold job continuity (Hui & Lee, 2000). Fear of loss dimensions of work such as benefits, career growth, or rewards is also included (Rosenblatt & Ruvio, 1996; Bedemariam & Ramos, 2021).

Job insecurity affects the behavior and attitudes of employees at work. Employee responses to job insecurity affect organizational effectiveness (Greenhalgh & Rosenblatt, 1984). Emotional tendencies and withdrawal behaviors are particularly evident when employees feel volatile the potential loss of jobs. (Schumacher, Schreurs, Van Emmerik, & De Witte, 2016; Sverke & Hellgren, 2002). Job insecurity can degrade job satisfaction (Richter & Näswall, 2019; Schumacher et al., 2016) and increase turnover (Vu, Vo-Thanh, Nguyen, Nguyen, & Chi, 2022; Bernhard-Oettel, De Cuyper, Schreurs, & De Witte, 2011; Hellgren, Sverke, & Isaksson, 1999).

2.3. Job Satisfaction

Job satisfaction is a s an excellent sense resulting from a comprehensive characteristic evaluation but appropriate for job achievement. Work is a vital part of life for the majority of people. As a result, it stands to reason that total happiness is dependent on job satisfaction or happiness at work (Robbins & Judge, 2017). The employee's judgment of work, background, and conditions of work represent job satisfaction (McShane & Von Glinow, 2018).

2.4. Hypothesis

Effect of Job Insecurity on Job Satisfaction and Turnover Intention

The negative relationship between job insecurity and job satisfaction (Sverke, Hellgren, & Näswall, 2002; Cheng & Chan, 2008; Staufenbiel & König, 2010; Selenko et al., 2017; Jiang & Lavaysse, 2018; Piccoli, Reisel, & De Witte, 2019; Brougham & Haar, 2020) and turnover intention (Bedeian & Armenakis, 1981; Brewer, Kovner, Greene, & Cheng, 2009; Lee & Jeong, 2017; Urbanaviciute, Lazauskaite-Zabielske, Vander Elst, & De Witte, 2018; Alghamdi, 2018; Demirović Bajrami et al., 2021) have been identified by many studies. Job insecurity affects turnover intention. It demonstrates that the more people feel anxious about keeping their existing position, the more likely they are to consider quitting the business (Demirović Bajrami et al., 2021; Lee & Jeong, 2017).

This negative relationship is also found in the textile industry in several African countries (Fink, Gronemeyer, & Rössner, 2021), Asia (Makhdoom, 2017; Madurawala, 2017; Thatshayini & Rajini, 2018; Rajapakshe, 2018; Habib, Hasan, & Nurun, 2018; Welmilla, 2020; Rodrigo & Ratnayake, 2021), and Indonesia (Kurniawati & Wahyuni, 2019). Uncertain continuation of work can give a sense of job insecurity. There are better options available as alternative jobs. Better job opportunities are a primary driver of employee turnover amid operational-level garment employees in Sri Lanka (Thatshayini & Rajini, 2018; Rajapakshe, 2018) because other companies provide competitive offers such as working hour allowances and welfare (Welmilla, 2020). A better work environment with higher competitive wages may be offered by service

sector industries such as retail and tourism, so the apparel industry must compete (Madurawala, 2017).

Hypothesis 1: Job insecurity harms job satisfaction.

Hypothesis 2: Job insecurity harms turnover intentions.

Effect of Job Satisfaction on Turnover Intention

The negative link between job satisfaction beside turnover intention has the support of many (Chen et al., 2015; Zimmerman, Swider, & Boswell, 2019; Zopiatis et al., 2014). In the textile industry, job satisfaction also predicts employee turnover intentions (Ahamed, 2014; Rathnayake & Gamage, 2014; Makhdoom, 2017; Rajapaksha & Kappagoda, 2017; Habib et al., 2018; Uddin, Azim, & Haque, 2021). Job satisfaction negatively correlates with turnover intention among apparel industry employees (Ncede, 2013; Rajapaksha & Kappagoda, 2017). Overall, job satisfaction items, including appreciation of supervision, the meaning of the work itself, job satisfaction, and co-workers, have a negative relationship. This negative relationship indicates that superiors do not have an appreciation, employees perceive work as meaningless, unsatisfactory job functions and weak relationships with co-workers will increase the likelihood of turnover intentions (Ncede, 2013). The level of job satisfaction is necessary to manage because it encourages turnover intentions and turnover (Luthans, 2011; Ncede, 2013).

The growth of a company's business is influenced by a critical factor, namely, job satisfaction. Employee morale and job satisfaction will increase because the company's work environment is available and conducive, and the work environment needs to be considered carefully and get the proper treatment. If obtained correctly, this essential element will reduce costs, increase productivity, retain employees with competitive advantages, and prevent higher turnover in the apparel industry, part of the textile industry (Rajapaksha & Kappagoda, 2017).

Hypothesis 3: Job satisfaction harms Turnover Intentions.

Job Satisfaction Mediates Job Insecurity and Turnover Intentions

A negative association between job insecurity beside employee work attitudes is essential from an organizational point of view, such as job satisfaction or turnover intentions noted by many studies (Cheng & Chan, 2008; Witte, 2005; Näswall & De Witte, 2003; Hellgren et al., 1999; Laine, van der Heijden, Wickström, Hasselhorn, & Tackenberg, 2009; Sverke et al., 2002; Sender, Arnold, & Staffebach, 2017; Zamanan et al., 2020; Falatah, Almuqati, Almuqati, & Altunbakti, 2021). Voluntary turnover poses a major problem for the textile industry, which can only be overcome by identifying and understanding prior intentions to exit (Thiranagama, 2015).

Employee turnover and absenteeism rates pose a significant problem for the textile industry in the garment sector in Myanmar. Lack of security at work and dislike of organizational culture; dissatisfaction with wages, fairness, and disparity in employment opportunities (Fink et al., 2021). Workers feel job insecurity and dissatisfaction with their jobs. A significant indicator of turnover intention is job satisfaction, both intrinsically and extrinsically. It indicates that giving authority and job responsibilities, job variety, and job security are carried out so that the organization does not fail to retain employees (Zopiatis et al., 2014).

Hypothesis 4: Job satisfaction mediates the negative effect of job insecurity on turnover intentions.

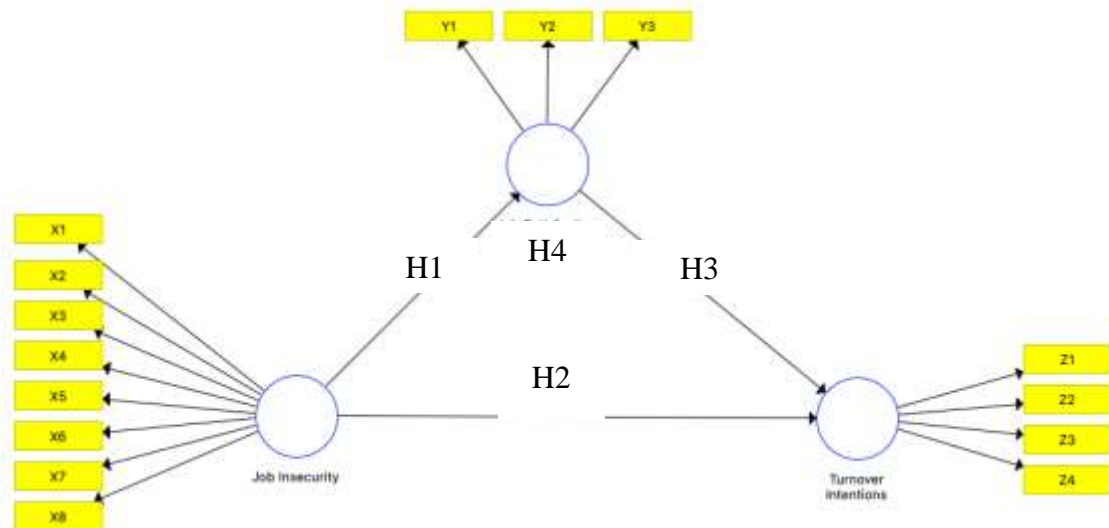


Figure 1.
Research Model

3. Research Method

This study uses quantitative methods to examine the relationship between measurable variables, with instruments and statistical procedures used for analysis (Creswell & Creswell, 2018) and a non-experimental cross-sectional survey design that looks for information and composes data from a sample at one moment (Leavy, 2017; Creswell & Creswell, 2018) of the total target population (Sreejesh, Mohapatra, & Anusree, 2014). The population in this study were 866 employee's textile industry from AK-Tekstil Solo graduates in the Solo District. The sample size was 111 randomly selected because of non-experimental survey research (Edmonds & Kennedy, 2017) by using a questionnaire with a Likert scale (Sreejesh et al., 2014)

Variable measurements were rated on a 5-point Likert scale (1 = strongly disagree; 5 = strongly agree). The instrument includes three sections: job insecurity, job satisfaction, and turnover intentions. Eight items measure job insecurity (JI) (Akgunduz & Eryilmaz, 2018). The job satisfaction (JS) scale is measured by three items from (Bowling & Hammond, 2008). The turnover intentions (TI) scale includes four items from (Brougham & Haar, 2020; Akgunduz & Eryilmaz, 2018; Feng, Su, Yang, Xia, & Su, 2017; Olaniyan & Hystad, 2016).

Analysis techniques use the descriptive analysis of the respondents to determine the sample's characteristics and the respondents' responses using the SPSS 26.0 program. Evaluation of the structural equation model (SEM) by Smart PLS 3.2.9 is accustomed to test the validity, reliability, and hypothesis testing.

4. Result and Discussion

4.1. Result

This study uses a reflective measurement model. Evaluation of the reflective measurement model to measure reliability, indicator reliability ($>0.708/0.40-0.70$ with $AVE > 0.5$) and the construct level of internal consistency reliability ($0.70-0.95$), indicator validity by convergent validity ($AVE \geq 0.50$) and discriminant validity ($HTMT < 0.9$) (Hair, Black, Babin, & Anderson, 2019; Hair, Howard, & Nitzl, 2020; Hair, Hult, Ringle, & Sarstedt, 2017).

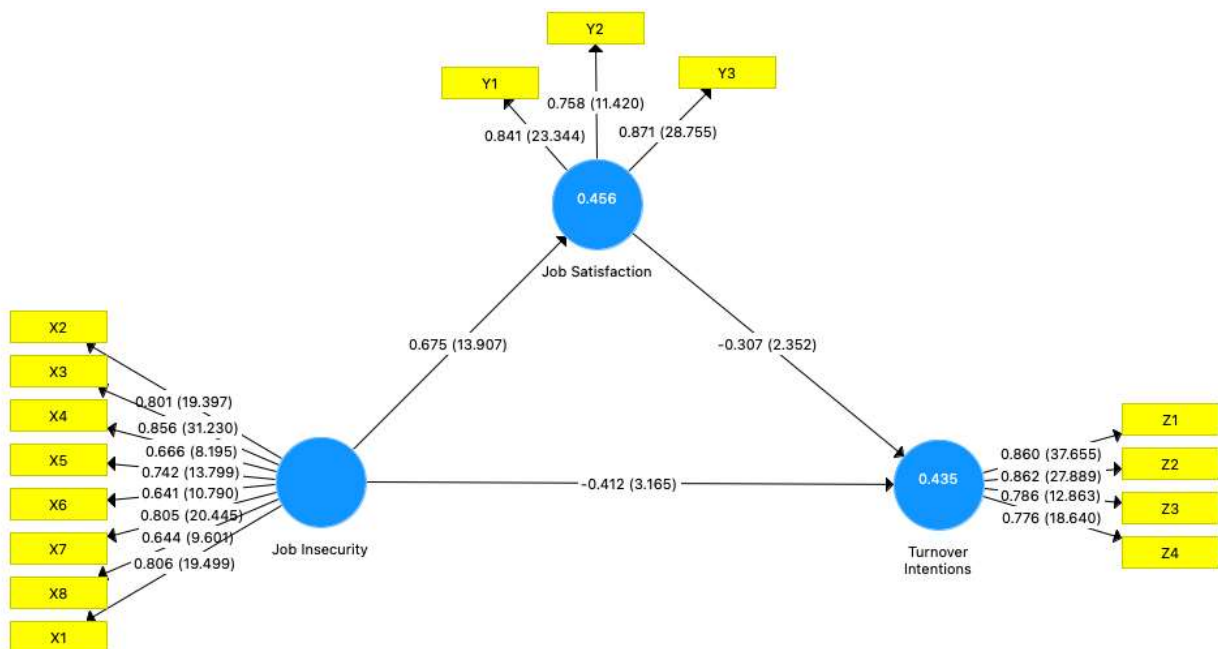


Figure 2.
Algoritma dan Bootstrapping Output PLS-SEM

Table 1 below unveils the resultants of evaluating the measurement model by PLS-SEM algorithm estimation.

Table 1. Measurement Model Evaluation Results

Variable	Indicator	Outer Loading	CR	AVE
JI	JI1	0,806	0,901	0,562
	JI2	0,801		
	JI 3	0,856		
	JI 4	0,666		
	JI 5	0,742		
	JI 6	0,641		
	JI 7	0,805		
	JI 8	0,644		

	KK1	0,841		
JS	KK2	0,758	0,862	0,864
	KK3	0,871		
	TI1	0,86		
TI	TI2	0,862	0,893	0,893
	TI3	0,786		
	TI3	0,776		
Variable	JI	JS	Requirement	HTMT
JS	0,773		< 0,9	
TI	0,69	0,73		Valid

Table 1 above unveils the evaluation of the measurement model for loading factor $> 0,708$ and below $0,708$ but fulfilling the $AVE > 0,5$. The outcome demonstrates that the metrics used to measure the construct variables have indicator reliability. The composite reliability is $0,864-0,900$, representing a good reliability level. The AVE for all research variables $> 0,50$ is valid. HTMT of the study model $< 0,9$ provides additional strong evidence of discriminant validity for the path model construct. All measurement model results prove to be good outer models.

Evaluation of the structural equation model (SEM) is evaluating the relationship between latent entities as hypothesized in this probe, how the first model association investigates the impact of job insecurity on turnover intentions through job satisfaction as mediation. Measurement starts with the evaluation of collinearity, endogenous R^2 values, f^2 (effect size), Q^2 (predictive relevance), size, and statistical significance (T-Test). Mediating effect size is calculated as VAF (Variance Accounted For), which is the proportion of indirect effect to total effect (Hair et al., 2019; Hair et al., 2020; Hair et al., 2017).

Table 2 below unveils the bootstrapping estimates of the inner structural model with SMART PLS 3.2.9 for the evaluation of collinearity (VIF), endogenous R^2 , f^2 (effect size), Q^2 (predictive relevance).

Table 2. Evaluation of the Structural Equation Model (SEM)

Inner VIF		
Variable	Job Satisfaction	Turnover intentions
Job insecurity	1	1,839
Job Satisfaction		1,839
Outer VIF		
	X1	3,167
	X2	2,979
Job Insecurity	X3	4,406
	X4	2,373
	X5	2,551
	X6	1,958

	X7	3,753
	X8	1,911
	Y1	1,657
Job Satisfaction	Y2	1,408
	Y3	1,716
	Z1	2,162
Turnover Intentions	Z2	2,231
	Z3	1,729
	Z4	1,66
(R ²)		
Job Satisfaction		0,456
Turnover intentions		0,435
(f ²)		
	Job Satisfaction	Turnover intentions
Job insecurity	0,839	0,164
Job Satisfaction		0,09
Q ² (=1-SSE/SSO)		
Job Satisfaction		0,299
Turnover Intentions		0,278

Table 2 above shows all VIF levels that are definitely less than 5. Therefore, collinearity is not a crucial problem. The R² value indicates that 43.5% of the variable turnover intentions can be influenced by job insecurity and job satisfaction variables. The R² value of job satisfaction indicates that job insecurity can influence 45.6% of job satisfaction variables. The effect size f² of job insecurity on the job satisfaction variable is 0.839 (a large effect size). The effect size f² from job satisfaction to turnover intentions is 0.090 (small effect size), and job insecurity to turnover intentions is 0.164 (medium effect size). The result from PLS-SEM for T-Test of the structural model can be witnessed in Table 3.

Table 3. Result for Model Path Coefficient and Total Effects

Relationship	path coefficients	t-value	p-value	95% Interval		significance (p < 0.05)
JI -> JS	0,675	13,549	0,000	0,561	0,757	Yes
JI -> TI	-0,412	3,373	0,001	-0,645	-0,167	Yes
JI -> TI (Total effect)	-0,619	8,758	0,000	-0,735	-0,44	Yes
JS -> TI	-0,307	2,452	0,011	-0,568	-0,06	Yes

The results show that the significance and relevance values of the path coefficients (T-Test) structural equation model for the path coefficients JI -> JS (β_1 positive), JI -> TI, and JS -> TI (β_2 and β_3 negative). Total effect JI -> TI negative. All t-values for path coefficients and total

effects > 1,96 (for Sig. 5% 2-tailed) (Hair et al., 2017) and p values < 0,05, the results of hypothesis testing on the structural path are supported.

The PLS-SEM bootstrapping results for specific indirect effect of $JI \rightarrow KK \rightarrow TI$ of -0.207, and the total effect of $JI \rightarrow TI$ results in Table 3 of -0,619 so that the VAF is $-0,207/-0,619 = 0,334$ (partial mediation) refers to the recommendation ($0 < VAF < 0,2 = \text{none}$, $0,2 \leq VAF < 0,8 = \text{partial}$ and $> 0,8 = \text{full}$) (Hair et al., 2017).

4.2. Discussion

Hypothesis 1 (H1), job insecurity harms job satisfaction, t-value of 13,549 > t-critical of 1,96 and a p-value of 0,000 < 0,05 with a positive coefficient value of 0,675. These results indicate no adverse effect of job insecurity on job satisfaction, and it can be concluded that hypothesis 1, "Job insecurity harms job satisfaction," is rejected.

The results of the hypothesis and descriptive responses of respondents about job satisfaction are at a moderate level, even though job insecurity at a moderate level tends to be high. These findings support research claims by Falatah et al. (2021), who found that low job security or, in other words, high job insecurity still has a positive effect on job satisfaction and a high percentage of satisfaction with work. In line with that, research claims by Brougham and Haar (2020) that an employee who likes their job may still think about leaving and looking for alternative jobs. This happens because of the different psychological pathways of job satisfaction. Job satisfaction encourages a more extensive evaluation than the effects of perceived insecurity.

Hypothesis 2 (H2), job insecurity harms turnover intentions obtains a t-values of 8,758 < t-critical of 1,96 and a p-value of 0,001 < 0,05 with a negative coefficient value of -0,619. These results indicate a negative effect of job insecurity on turnover intentions, and it can be concluded that hypothesis 2, "Job insecurity harms turnover intentions," is supported. The results of this hypothesis support investigate handled by Piccoli et al. (2019), which asserts that job insecurity eventually interferes with employees' attention to work, and that individuals can choose to withdraw from work by putting in minimal effort. Research by Falatah et al. (2021) identified that low job security or, in other words, high job insecurity harms turnover intentions. The study by Brougham and Haar (2020) finds a direction toward higher job insecurity, increasing turnover intentions.

Hypothesis 3 (H3), job satisfaction harms turnover intentions obtains a t-values of 2.452 < t-critical of 1,96 and a p-value of 0,011 < 0,05 with a negative coefficient value of -0,307. These results indicate a negative effect of job satisfaction on turnover intentions, and it can be concluded that hypothesis 3, "Job satisfaction harms turnover intentions," is supported. The results of this hypothesis support study by Jang and George (2012) and Liu, Zhu, Wu, and Mao (2019) assert that there is a significant negative link between the two elements. Research by Zopiatis et al. (2014) also found that the nature of extrinsic work has a decisive role in influencing both overall job satisfaction and turnover intentions; a major negative interconnected was found between turnover intention beside extrinsic job satisfaction.

Hypothesis 4 (H4), job satisfaction mediates the negative effect of job insecurity on turnover intention, with t-values of 2,465 < t-critical of 1,96 and a VAF result of 0,334. These results indicate a partial effect of job satisfaction on turnover intentions, and it is possible to deduce that hypothesis 4, "Job satisfaction mediates the negative effect of job insecurity on turnover intentions," is supported. The results of this hypothesis support study by Abolade (2018), which

found that job insecurity is why employees leave the organization because of dissatisfaction at work. In line with Alghamdi (2018), which claims that job insecurity must be a managerial consideration in human resources because it contributes to various adverse outcomes for people and businesses, dissatisfaction, and high turnover intentions.

5. Conclusion and Implication

Job insecurity amid employees is a phenomenon which often occurs in conditions where people work. This research exhibited that job insecurity can influence turnover intentions, even though employee job satisfaction is still moderate overall. Overall, this research provides much-needed insight into how people view the job regarding their current job insecurity and turnover intentions. It should be noted which factors that can change how the future of work looks, such as welfare, employee empowerment, and career paths, as companies need employee retention strategies to understand how employees consider surviving in the face of changes in the company that can occur at any time.

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