

The Impact of Job Insecurity and Job Satisfaction on Employee Performance by Turnover Intention at the Madiun Military Health Service Hospital

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Abstract. This study aims to analyze the effect of Job Satisfaction, Job Insecurity on Turnover Intention which has an impact on employee performance in the Madiun Army Health Service Hospital study. The sample technique in this study used a population 93, in this study using data collection techniques using questionnaire. Data analysis with SPSS 22.0 as an analysis. The results of this study indicate that job satisfaction has a significant negative effect on turnover intention, job insecurity has not a significant positive effect on turnover intention, turnover intention has a significant positive effect on performance, job satisfaction has a significant positive effect on performance, job insecurity has no significant positive effect on performance, turnover intention mediate between job satisfaction on performance, turnover intention does not mediate between job insecurity on performance.

1 Introduction

In today's fast-paced and ever-evolving business environment, characterized by rapid advancements in technology and globalization, companies must constantly adapt to remain competitive. Economic pressures force organizations to respond quickly to changes, not only to survive but also to thrive in the global marketplace [1];[2];[19]. A company's adaptability, however, often depends on its organizational structure, as well as the flexibility and competence of its human resources. This dynamic landscape requires businesses to review and restructure organizational hierarchies to stay competitive, emphasizing the importance of skilled and adaptable employees [3];[20].

Human resources are a critical asset in any organization's capacity to adapt. Employee behavior can significantly affect the organization's overall performance, and in certain

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instances, a company's well-established performance standards can be compromised by shifts in employee attitudes and engagement. One prevalent challenge within organizations today is employee turnover intention, a term that describes an individual's decision or inclination to leave their current employer [4];[22]. High turnover intention rates are often observed in sectors that are under economic or organizational stress and can result from job dissatisfaction, lack of engagement, or job insecurity [5]. When employees consider leaving their positions, the organization faces substantial challenges: High turnover can result in higher recruitment and training expenses, loss of institutional expertise, and decreased productivity [14]. Moreover, excessive turnover can damage the organization's reputation, making it more difficult to attract and retain talent over time.

Despite these challenges, turnover is not without potential benefits. Some research highlights that turnover can provide opportunities for organizations to replace low-performing employees with potentially more motivated or better-suited individuals [6]. This potential advantage, however, often comes at a significant cost, especially when key employees with specialized skills choose to leave, underscoring the importance of managing turnover intention proactively.

The Madiun Army Health Service Hospital (RS DKT), a well-established public healthcare institution in Madiun, East Java, has recently observed increasing turnover intentions among its staff. Employee turnover at RS DKT appears to be particularly high among contract employees, whose employment terms often lack clarity and whose compensation does not meet the local minimum wage requirements. Such conditions can lead to job insecurity, a factor closely associated with high turnover rates and negative psychological outcomes among employees [7]. Job insecurity, compounded by low job satisfaction, may push employees to seek alternative employment opportunities, thereby increasing turnover intention. This increased turnover intention, if left unaddressed, could ultimately impact the hospital's operational performance and, by extension, patient care quality, as resources are repeatedly spent on recruitment and training rather than improvement of service quality.

Turnover intention, job insecurity, job satisfaction, and employee performance are interrelated factors that significantly impact organizational outcomes and employee behavior. Turnover intention, defined as an employee's desire to leave their current job due to dissatisfaction or misalignment with the organization, is a crucial indicator for predicting voluntary turnover [22]. Job insecurity, the feeling of uncertainty and vulnerability regarding one's employment status, further contributes to employees' emotional stress, potentially increasing turnover intention [5].

Job satisfaction, or the positive assessment of one's job and work environment, is a key factor that influences employee attitudes and behaviors, with satisfied employees displaying greater work morale, discipline, and performance [22];[23]. Employee performance, the successful completion of tasks aligned with organizational goals, is influenced by multiple factors, including job satisfaction and turnover intention [24].

Studies indicate that work satisfaction has a negative impact on turnover intention [14];[15], however job instability has a positive impact, increasing employees' intent to leave [8];[16]. Furthermore, turnover intention has been shown to have a negative impact on employee performance [9]. Additionally, job satisfaction positively correlates with employee performance, with higher satisfaction leading to improved performance outcomes [10][11]. Job insecurity, however, tends to have a negative effect on performance, as it undermines employees' motivation and productivity [17].

These relationships suggest complex interdependencies where job satisfaction can enhance performance both directly and indirectly through turnover intention, while job insecurity's impact on performance may be limited in its mediation through turnover intention [17]. This study aims to explore these dynamics further, contributing to the

literature on turnover intention and its mediating role in the relationships among job satisfaction, job insecurity, and employee performance.

2 Research Methods

The object of this research was carried out at DKT Madiun Hospital which is located on Jl. Hero No. 79 Madiun City, East Java. The reason for conducting this research was because we wanted to know the relationship between job satisfaction and job insecurity levels turnover intention in the performance of the employees themselves. And the subjects used in this research were all contract employees at DKT Madiun Hospital. In this research the data used is primary data. Primary data is data obtained directly from the source, and a questionnaire is given which contains several questions such as the formulation of the research problem. The measurement scale used in this research questionnaire statement is the Likert. The population used in this research was 93 contract employees at DKT Madiun Hospital. Sampling in this research uses sampling based on a predetermined population. Population is a generalized area consisting of objects and subjects that have certain characteristics that researchers apply to study and draw conclusions from. There are four variables in this research. First, job satisfaction, Job Insecurity, Turnover Intention, Employee performance. Indicators of job satisfaction include job, salary, superior, coworkers, working conditions. Using a questionnaire developed [18].

The second variable is job insecurity which has indicators of job loss, job retention, and threat sources. This questionnaire uses [5]. Turnover Intention with indicators Thinking about leaving the job, Alternative jobs, Possible leaving the job. This questionnaire uses Mobley. The final variable is Employee Performance which has indicators of Work Results, Endurance, Attendance, Cooperation, Responsibility [24]. The first and second hypotheses were tested using multiple regression analysis to examine the influence between job satisfaction, job insecurity to turnover intention. To test a hypothesis the second and third use multiple regression analysis to test the effect job satisfaction, job insecurity, turnover intention on performance. The sixth hypothesis is to test the effect turnover intention (as an intervening variable) indirectly through job satisfaction and job insecurity. Seventh hypothesis to find out turnover intention (as an intervening variable) knowing the direct indirect influence through job insecurity and performance. The Path Analysis method, an extension of the multiple regression analysis technique, is used to look at the effect of intervening [25]. Data processing uses a program *SPSS 12.22 for windows*.

3 Results and Discussion

The respondent in this study was the Madiun Army Service Hospital. The first thing the researcher did was submit a research application letter to the Faculty of Economics and Business addressed to the head of the hospital. The total number of questionnaires sent was 93 with details of the number. Based on the questionnaires sent, 93 questionnaires could be collected. Summary data on respondent characteristics can be seen in Table 1.

Table 1. Sampling

Distributed questionnaires	93
Accumulated cushions	93
Cushion used	93
rate of Response	100%

Sumber: Output SPSS, 2020

To find out whether the instrument from this research meets the criteria for validity and reliability. It can be rated acceptable if the correlation value significance test is at a significance level < 0.05 ($\alpha = 5\%$) meaning the question is considered valid. Conversely, if the significant value is > 0.05 ($\alpha = 5\%$).

Table 2. Validity Test

Variable	Item	Factor Loading Value	Information
Job Satisfaction	1	0,000	Valid
	2	0,000	Valid
	3	0,000	Valid
	4	0,000	Valid
	5	0,000	Valid
	6	0,000	Valid
	7	0,000	Valid
	8	0,000	Valid
	9	0,000	Valid
	10	0,000	Valid
	11	0,000	Valid
	12	0,000	Valid
	13	0,000	Valid
	14	0,000	Valid
Job Insecurity	1	0,000	Valid
	2	0,000	Valid
	3	0,000	Valid
	4	0,000	Valid
	5	0,000	Valid
	6	0,000	Valid
	7	0,000	Valid
Turnover Intention	1	0,000	Valid
	2	0,000	Valid
	3	0,000	Valid
Employee performance	1	0,000	Valid
	2	0,000	Valid
	3	0,000	Valid
	4	0,000	Valid
	5	0,000	Valid
	6	0,000	Valid
	7	0,000	Valid
	8	0,000	Valid
	9	0,000	Valid

Source: Output SPSS, 2020

A questionnaire is declared reliable if the respondent's answers to questions are stable or consistent. The questionnaire is declared reliable (feasible) if it is Cronbach's alpha >0.06 and said to be unreliable if Cronbach's alpha <0.06 .

Table 3. Reliability Test

Variable	Cronbach's alpha	Information
Job Satisfaction	0,947	Realizable
<i>Job Insecurity</i>	0,753	Realizable
<i>Turnover Intention</i>	0,773	Realizable
Performance	0,920	Realizable

Source: Output SPSS, 2020

This Normality Test aims to test whether there is a regression model *Dependent Variable*, *Independent Variable* or both have a normal or non-normal distribution. A good regression model is a normal or close to normal distribution. To test normality, you can analyze by looking at the probability > 0.05 , so the regression model meets the normality assumption.

Table 4. Normality Test

Regression	Asymp. Sig. (2-tailed)	Standard Value	Information
1	0,200	0,05	Normal
2	0,078	0,05	Normal

Source: Output SPSS, 2020

The purpose of this heteroscedasticity test is to determine whether the variance of the regression model varies unequally among the residual observations. It can be referred to as homoscedasticity if the residual variance between observations stays constant, and heteroscedasticity if it varies.

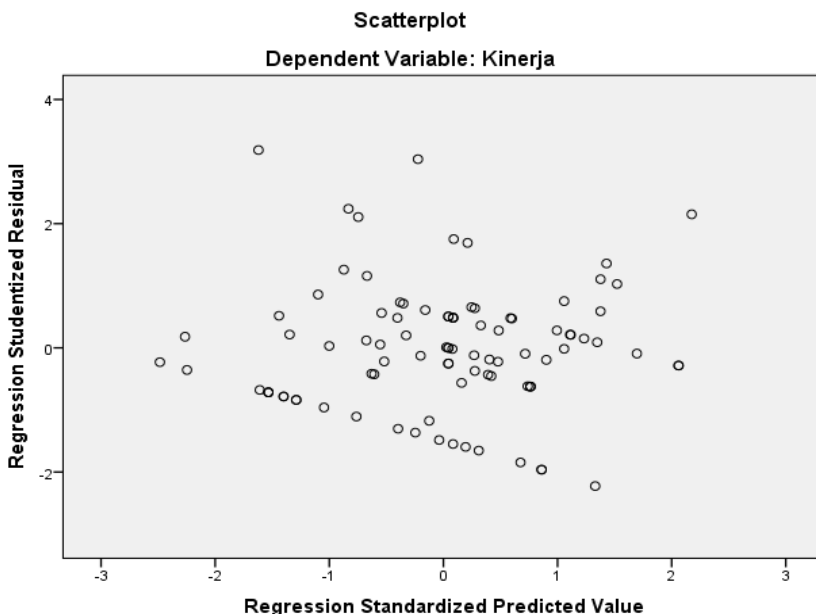


Fig. 1. First stage heteroscedasticity test

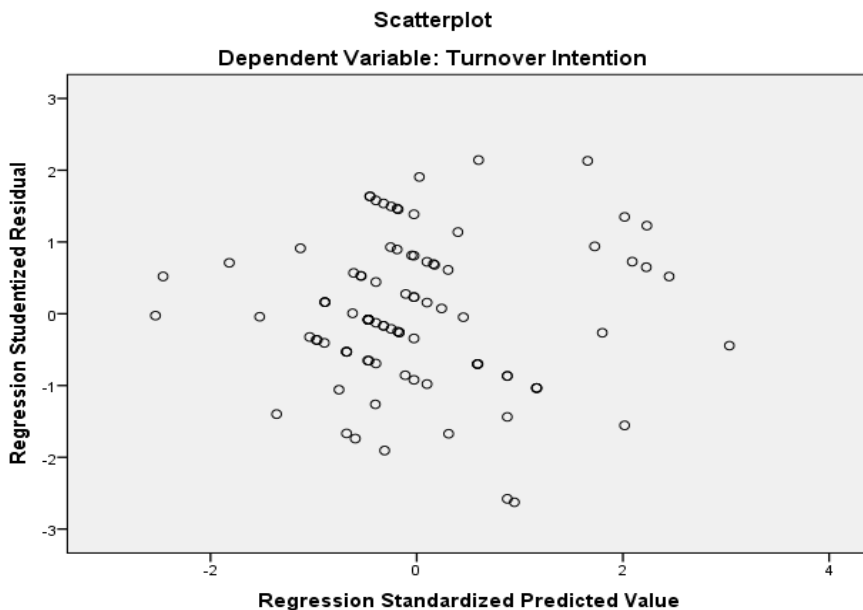


Fig. 2. Second stage heteroscedasticity test

Heteroscedasticity testing with methods *scatterplot* the dots above do not form a pattern and are located erratically or abstractly if seen from the position of the dots spread above and below the number 0.

The purpose of this multicollinearity test is to ascertain whether the traditional multicollinearity assumption—that is, that there is a linear relationship between the independent variables in the regression model—is being violated. The variance inflation factor (VIF) and tolerance values are used to determine whether multicollinearity symptoms are provided. Regression model symptoms of multicollinearity are absent if the VIF value is less than 10, and multicollinearity symptoms appear if the VIF value is greater than 10.

Table 5. Multicollinearity Test

Variable	VIF	Tolerance	Information
Job Satisfaction	1,543	0,648	Multicollinearity does not occur
<i>Job Insecurity</i>	1,179	0,848	Multicollinearity does not occur
<i>Turnover Intention</i>	1,338	0,747	Multicollinearity does not occur

Source: Output SPSS, 2020

Hypothesis Testing by using multiple regression analysis the results can be seen below in the following Table 6 Significant relationships are found for job satisfaction with both turnover intention and performance, and for turnover intention with performance. Non-significant relationships indicate that job insecurity does not strongly impact turnover intention or performance in this sample.

Table 6. Hypothesis Testing

	B	Say
Job Satisfaction – Turnover Intention	-0,543	0,000
Job Insecurity – Turnover Intention	0,115	0,246
Turnover Intention - Performance	0,297	0,008
Job Satisfaction – Performance	0,418	0.001
Job Insecurity - Performance	0,165	1,111

Source: Output SPSS, 2020

3.1 The influence of job satisfaction on *Turnover intention*

Based on a significant value of 0.000 which is smaller than 0.05. This means that job satisfaction has a significant effect on turnover intention, then the β value of job satisfaction is -0.543, which means that job satisfaction has a negative effect on turnover intention. It can be concluded that this test results in job satisfaction having a significant negative effect on turnover intention, so with this on H1 is accepted. High job satisfaction among DKT Hospital employees occurs when employees feel satisfied learning new things within their organization. As well as satisfaction with superiors and satisfaction with colleagues have been achieved resulting in turnover intention in employees decreased. Thus, the hypothesis states that job satisfaction has a negative and significant effect on turnover intention proven at DKT Madiun Hospital [12];[14];[15];[18].

3.2 Influence Job Insecurity to Turnover Intention

The significance value can be seen job insecurity to turnover intention of 0.246 which is greater than 0.05, so no effect on turnover intention, then the variable positive influence on turnover intention seen from the β value of 0.115. It can be concluded that this test got results job insecurity have a positive and insignificant influence on turnover intention, so that's it H2 is rejected. This means when job insecurity high does not influence employees to leave the company. Job insecurity does influence employees' intentions to leave the company, this influence is shown by the emergence of employees' intentions to leave their company or employees starting to look for job information elsewhere. Reason job insecurity should be associated with a decline turnover intention. This case happened to a contract employee at the Madiun Army Health Service Hospital because of the satisfaction factor that occurs in employees at this hospital which makes the employee still survive and still want to work in the company, even though the employee may occasionally think about looking for a new job out there [16];[17].

3.3 Influence *Turnover Intention* on Performance

The third hypothesis is to look at the significance value turnover intention 0.008 which is smaller than 0.05. Meaning that turnover intention has a significant effect on performance, then the β value is 0.297 which means it is positive for performance. It can be concluded that this test got the following results turnover intention has a positive and significant effect on performance, so that way hypothesis 3 is rejected.

. This means that when employees intend to leave and look for a new job, employee performance will also increase. This means that even though the employees are thinking about leaving the company, the employees at this hospital also have high performance. This

can happen when contract employees at a hospital want to have a better job from the company, but the employee has not found and gotten a job outside the organization so that hospital employees have high performance and to maintain their job and position in the organization so that they are not expelled by the party. company due to its deteriorating performance [10].

3.4 The Effect of Job Satisfaction on Employee Performance

The significant value of job satisfaction on performance is 0.001 which is smaller than 0.05. This means that job satisfaction has a significant effect on performance, then the β value is 0.418. It can be concluded that testing this hypothesis shows that job satisfaction has a positive and significant effect on performance hypothesis 4 is accepted.

This means that high job satisfaction is followed by high performance, which indicates that the employees of the Madiun Army Health Service Hospital have a high level of job satisfaction and high performance. Things like this can happen when employees feel satisfied with the facilities, superiors or leaders, co-workers, the work environment or the atmosphere within the organization that makes employees satisfied. So, high or low job satisfaction can affect employee performance. Thus, the hypothesis that job satisfaction has a significant positive effect on performance is proven at DKT Madiun Hospital.

Influence Job Insecurity on Employee Performance, Significant value job insecurity on performance of 0.111 which is greater than 0.05. That way job insecurity has no effect on performance, then the β value job insecurity namely 0.165 which is significant job insecurity positive influence on turnover intention. It can be concluded that testing this hypothesis got results job insecurity there is no significant positive effect on performance, therefore hypothesis 5 is rejected.

This means when job insecurity is high, it does not necessarily mean that employee performance is also high. This means that the job insecurity that employees feel does not necessarily mean that employee performance will be high and if in one company employees experience this level of job insecurity High performance does not necessarily mean that the performance of the employees is high. This happens when these contract employees feel insecure because the status of employees at the hospital is limited to contract employees and the employees think they will be replaced by other employees and that is all that causes employees at the hospital to experience poor performance. low and performance fluctuates. On the other hand, if job insecurity low allows employee performance to be high. Thus, the hypothesis stated Job Insecurity having a significant negative influence on performance does not occur among employees at the Madiun Army Health Service Hospital.

Testing Hypotheses 6 and 7

Hypotheses 6 and 7 are to test the mediation value of turnover intention. So, a path diagram step or step is needed path analysis. In stages path analysis This then requires several steps, among others:

Create a path diagram

The first step is to create a path diagram that is in accordance with the conceptual framework that has been created. The model contains the variables used in the research.

The direct influence of this research is job satisfaction on performance which has a value of $\beta = 0.418$ and other direct influences are job insecurity on performance has a value of $\beta = 0.165$. The indirect effect is job satisfaction on performance through turnover intention which has a value of $\beta = -0.543$ and $\beta = 0.297$ and the next indirect effect is job insecurity on performance through turnover intention which has values $\beta = 0.115$ and $\beta = 0.297$.

From the results of multiplying the direct and indirect effects above, it can be concluded that the direct effect of job satisfaction on performance is 0.418, while the indirect effect of job satisfaction on performance is through turnover intention of 0.161. The next direct and

indirect influences are job insecurity on performance is 0.165 and Job insecurity on performance through turnover intention is 0.034.

To find out the value of mediation, you can also use sobel test. Ways to earn sobel test namely by using a Sobel calculator. From the calculation results sobel test mediation value turnover intention between job satisfaction and performance is 2,436 and job insecurity on performance is 1.07. A variable is said to be mediating if the value obtained from sobel test greater than 1.98 with a significance of 5%. The results of research on job satisfaction on performance have a value of 2.436 which is greater than 1.98, which means it mediates the effect of job satisfaction on performance, with the results of calculating the path and sobel test from hypothesis 6 which states "job satisfaction on performance through turnover intention effect as an intervening variable" is accepted. Likewise with the research results job insecurity the effect on performance has a value of 1.07 which is smaller than 1.98, which means it does not mediate the influence job insecurity on performance, with the results of path calculations and sobel test from hypothesis 7 which states "job insecurity on performance through turnover intention has no effect as a mediating variable" is accepted.

4 Conclusion

Based on the data analysis from questionnaires distributed to contract employees at the Madiun Army Health Service Hospital, it was found that employees reported **high levels of job satisfaction and performance**, while **job insecurity and turnover intention were moderate**. Hypothesis testing revealed that **job satisfaction has a significant negative effect on turnover intention**, meaning higher satisfaction reduces employees' desire to leave. **Job insecurity** does not affect turnover intention or performance. Interestingly, **turnover intention positively influences performance**, suggesting that employees considering leaving may temporarily boost their performance. **Job satisfaction also has a positive effect on performance**, and turnover intention acts as a mediator between job satisfaction and performance, but it does not mediate the relationship between job insecurity and performance. Overall, job satisfaction plays a crucial role in enhancing performance and reducing turnover intention.

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