Research Article

The Effect of Job Insecurity, Job Satisfaction and Organizational Commitment on Employee Turnover Intention Mediated by Organizational Culture: Study on The Airline Transportation Services in Indonesia

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Abstract: The purpose of this study is to analyze Job Insecurity, job satisfaction, and organizational Commitment directly affect turnover intention and organizational culture; it analyzes Job Insecurity, job satisfaction, and organizational Commitment have an indirect impact on turnover intention through organizational culture. The population of this study was employees of The Airline Transportation Services Company, with 300 samples taken as research subjects. The analysis method uses Structural Equation Modeling (SEM) through AMOS software version 2.2. The results showed that Job Insecurity, job satisfaction, and organizational culture had a significant effect on turnover intention, work commitment had no significant impact on turnover intention, Job Insecurity, job satisfaction, and Commitment had a considerable influence on organizational culture, and organizational culture was able to mediate the effect of Job Insecurity, job satisfaction, and organizational commitment. Work has a significant impact on turnover intention.

Keywords: Job insecurity, Job satisfaction, Organizational Commitment, Turnover Intention, Organizational Culture.

A. INTRODUCTION

The results of a survey conducted by (Chandra 2014 in Sugiono) show that 66% of employees in Indonesia tend to move or find work in other companies. Employee turnover like this becomes a reasonably high cost for the company because of the expenses that arise as a result of the entry and exit of the employee, such as the cost of training carried out while the employee is working at the company or the costs incurred as a result of the process of accepting new employees as a substitute for employees who have been hired out (Waspodo et al., 2013). The phenomenon of employee displacement is influenced by factors of dissatisfaction or dissatisfaction in the work environment. Hartono in Pratiwi & Susilo (2018) stated that the employee's desire to leave the job is also referred to as "turnover intention." It is defined as the level of intensity of the desire to leave the company. As quoted in (Prabawa & Suwandana, 2017), Mini states that turnover intention is influenced by several factors such as job insecurity, Organizational commitment, and job satisfaction. Job insecurity can be a vital concern in impacting turnover intention for the organization (Çınar, O., et al., 2014). Commitment as an emotional attachment and identification with and involvement in the organization (Aydogdu, S., & Asikgil, B., 2011). With an overview of the perspective of job insecurity, organizational commitment, and job satisfaction, it provides insight into the organizational development process (El-Nahas et al., 2013).

The Company, as one of the companies engaged in air transportation services; has an Organizational Culture that is fun and friendly. From several discussions held with several employees in this company, they stated that there had been changes in the company so that
the organizational culture was considered to have disappeared. On that basis, and reading some of the results of previous research, it can be seen that there is a gap in the results of previous research presented in table 1, it can be seen that there is an inconsistency in the results of the study where the author wants to close the gap and make "organizational culture" as a mediating or intervening variable, so it is hoped that will be able to produce research updates.

**Table 1 Research Result Gaps**

| Research Result Gaps | Previous Research Results |
|----------------------|--------------------------|
| Gaps 1. There is an inconsistency in research findings of the effect of job insecurity on employee turnover intention. | Job insecurity has no significant effect on employee turnover intention (Choiril Nur Aswad, 2011).  
Job insecurity has a positive and significant effect on employee turnover intention (Widyasari, N. M. et al., 2017). |
| Gaps 2. There is an inconsistency in the findings of research on job satisfaction on employee turnover | Job satisfaction has no significant effect on employee turnover intention (Sulastri Irbayuni, 2012).  
Job satisfaction positively affects employee turnover intention (Egan, T. M., et al., 2004). |
| Gaps 3. There is an inconsistency in the findings of research on organizational Commitment to employee turnover intention. | Organizational Commitment does not affect employee turnover intention (Johantono & Widuri Renaningtyas, 2013).  
Organizational Commitment significantly affects employee turnover intention (Tampubolon, V. S., & Sagala, E. J., 2020). |

Source: Journal Review Results (2021)

It can also be conveyed data on employee turnover that occurred from 2018 to 2020 in table 2 below:

**Table 2 Employee Turnover Data**

| Data          | Year 2018 | Year 2019 | Year 2020 |
|---------------|-----------|-----------|-----------|
|               | Semester 1 | Semester 2 | Semester 1 | Semester 2 | Semester 1 | Semester 2 |
| Number of Employees Out | 25% | 27% | 20% | 30% | 5% | 45% |
| Number of Employees In   | 20% | 45% | 25% | 20% | 0% | 0% |

The employee data presented above are data for the entirety of the employee data of this airline transportation services company and which will later be used in research more specifically to the movement of employees in departments that support the company's operations as air transportation services, namely cabin crew, and pilot employee data, where their number is approximately 60% of the total employees at this company.

Based on the background of the problems described above, the researchers are interested in researching to examine "How do Job Insecurity, Job Satisfaction and Organizational Commitment Affect Turnover Intention mediated by Organizational Culture (Study at The Airline Transportation Services Company)?"
B. METHOD

The data analysis method that will be used in this research is the quantitative analysis method using Structural Equation Modeling (SEM) through AMOS software version 2.2. The population of this study were employees of The Airline Transportation Services, which works as a frontline employee who directly deals with customers from flight service users, is 600 people. The variables in this study include Job Discomfort (X₁), Job Satisfaction (X₂), Organizational Commitment (X₃), Desire to Leave (Y), and the mediating variable Organizational Culture (Z).

Based on the research conducted, the proposed hypotheses are as follows:
1. H₁: Job insecurity has a positive and significant effect on turnover intention.
2. H₂: Job satisfaction has a negative and significant effect on turnover intention.
3. H₃: Organizational commitment does not have a positive and significant effect on turnover intention.
4. H₄: Job insecurity has a positive and significant effect on job satisfaction
5. H₅: Job satisfaction will have a positive and significant effect on organizational commitment or organizational commitment.
6. H₆: Job insecurity will have a positive and significant effect on organizational commitment.
7. H₇: Organizational culture has an indirect and significant positive effect on Job Insecurity on turnover intention.
8. H₈: Organizational culture has an indirect and significant positive effect on Job Satisfaction on turnover intention.
9. H₉: Organizational culture has an indirect and significant positive effect on organizational commitment on turnover intention.
10. H₁₀: Organizational culture has a direct and significant positive effect on turnover intention.

C. RESULT AND DISCUSSION

1. Validity and Reliability Test

Job insecurity variable validity and reliability test (X₁), the following are the results of the Job Insecurity (X₁) validity and reliability test based on the recapitulated output of IBM SPSS 26.0.

| Variable               | Item | r Count | r Table | Description |
|------------------------|------|---------|---------|-------------|
| Job Insecurity (X₁)    | X1.1 | 0.913   | 0.361   | Valid       |
|                        | X1.2 | 0.919   | 0.361   | Valid       |
|                        | X1.3 | 0.861   | 0.361   | Valid       |
|                        | X1.4 | 0.594   | 0.361   | Valid       |
|                        | X1.5 | 0.867   | 0.361   | Valid       |
|                        | X1.6 | 0.810   | 0.361   | Valid       |

| Variable               | Cronbach Alpha Value | Critical Point | Decision | Variable       |
|------------------------|----------------------|----------------|----------|----------------|
| Job Insecurity (X₁)    | 0.905                | 0.7            | Reliable | Job Insecurity (X₁) |

Source: Primary Data Processing Results, 2021

The correlation obtained from the questions on the X1.1 – X1.6 indicators is above the number 0.361, so the questions are decided to be significant and have good validity.

Job Satisfaction (X₂) variable validity and reliability test, the following are the results of Job Satisfaction (X₂) validity and reliability test based on the IBM SPSS 26.0 output that
has been recapitulated.

Table 4 Job Satisfaction (X2) Variable Validity Test

| Variable                  | Item       | r count | r table | Description |
|---------------------------|------------|---------|---------|-------------|
| Job Satisfaction (X2)     | X2.1       | 0.728   | 0.361   | Valid       |
|                           | X2.2       | 0.882   | 0.361   | Valid       |
|                           | X2.3       | 0.916   | 0.361   | Valid       |
|                           | X2.4       | 0.661   | 0.361   | Valid       |
|                           | X2.5       | 0.949   | 0.361   | Valid       |
|                           | X2.6       | 0.948   | 0.361   | Valid       |

| Variable                  | Cronbach Alpha Value | Critical Point | Decision | Variable              |
|---------------------------|----------------------|----------------|----------|-----------------------|
| Job Satisfaction (X2)     | 0.922                | 0.7            | Reliable | Job Satisfaction (X2) |

Source: Primary Data Processing Results, 2021

The correlation obtained from the questions on the X2.1 – X2.6 indicators is above the number 0.361, so the questions are decided to be significant and have good validity.

The following are the results of the validity and reliability test of the Organizational Commitment (X3) variable based on the recapitulated output of IBM SPSS 26.0.

Table 5 Organizational Commitment (X3) Variable Validity Test

| Variable                  | Item       | r count | r table | Description |
|---------------------------|------------|---------|---------|-------------|
| Organizational Commitment (X3) | X3.1       | 0.941   | 0.361   | Valid       |
|                           | X3.2       | 0.813   | 0.361   | Valid       |
|                           | X3.3       | 0.797   | 0.361   | Valid       |

| Variable                  | Cronbach Alpha Value | Critical Point | Decision | Variable              |
|---------------------------|----------------------|----------------|----------|-----------------------|
| Organizational Commitment (X3) | 0.801                | 0.7            | Reliable | Organizational Commitment (X3) |

Source: Primary Data Processing Results, 2021

The correlation obtained from the questions on the X3.1 – X3.3 indicators is above the number 0.361, so the questions are decided to be significant and have good validity.

The following are the results of the validity and reliability test of the Turnover Intention (Y1) variable based on the recapitulated output of IBM SPSS 26.0.

Table 6 Turnover Intention (Y1) Variable Validity Test

| Variable                  | Item       | r count | r table | Description |
|---------------------------|------------|---------|---------|-------------|
| Turnover Intention (Y1)   | Y1.1       | 0.737   | 0.361   | Valid       |
|                           | Y1.2       | 0.720   | 0.361   | Valid       |
|                           | Y1.3       | 0.737   | 0.361   | Valid       |
|                           | Y1.4       | 0.857   | 0.361   | Valid       |
|                           | Y1.5       | 0.915   | 0.361   | Valid       |

| Variable                  | Cronbach Alpha Value | Critical Point | Decision | Variable              |
|---------------------------|----------------------|----------------|----------|-----------------------|
| Turnover Intention (Y1)   | 0.842                | 0.7            | Reliable | Turnover Intention (Y1) |

Source: Primary Data Processing Results, 2021

The correlation obtained from the questions on the Y1.1 – Y1.5 indicators is above the number 0.361, so the questions are decided to be significant and have good validity.

The following are the results of the validity and reliability test of the Organizational Culture (Y2) variable based on the recapitulated output of IBM SPSS 26.0.
### Table 7 Organizational Culture (Y2) Variable Validity Test

| Variable                      | Item   | r count | r table | Description |
|-------------------------------|--------|---------|---------|-------------|
| Organizational Culture (Y2)   | Y2.1   | 0.911   | 0.361   | Valid       |
|                               | Y2.2   | 0.833   | 0.361   | Valid       |
|                               | Y2.3   | 0.942   | 0.361   | Valid       |
|                               | Y2.4   | 0.970   | 0.361   | Valid       |

**Variable Cronbach Alpha Value**

| Variable                      | Cronbach Alpha Value | Critical Point | Decision | Variable                           |
|-------------------------------|----------------------|----------------|----------|------------------------------------|
| Organizational Culture (Y2)   | 0.934                | 0.7            | Reliable | Organizational Culture (Y2)        |

*Source: Primary Data Processing Results, 2021*

The correlation obtained from the questions on the Y2.1 – Y2.4 indicators is above the number 0.361, so the questions are decided to be significant and have good validity.

### 2. Hypothesis Test Result

Based on data analysis results that have been done, the study results of the relationship between research variables can be explained. The explanation of the results of this study is as follows:

**Job Insecurity has a positive and significant effect on the turnover intention at The Airline Transportation Services Company**

The study results indicate that the Job Insecurity variable positively influences the turnover intention, this is evidenced by a CR value of 2.139 and a significance value of 0.032. It can be interpreted that the increase in Job Insecurity in terms of 1) loss of work opportunities, 2) no promotions, 3) no salary increases, 4) changing work schedules, 5) unpleasant work environment, and 6) organizational changes will directly affect turnover intention. This indicates that if there is an increase in Job Insecurity, the turnover intention will also increase too.

**Job Satisfaction has a negative and significant effect on the turnover intention at The Airline Transportation Services Company**

The results showed that Job Satisfaction had a negative effect on the turnover intention, this is evidenced by the CR value of -3.325 and a significance value of 0.000. It can be interpreted that the increase in Job Satisfaction in terms of 1) challenging work, 2) supportive work environment, 3) appropriate salary/wages, 4) supportive coworkers, 5) leadership, and 6) creativity will directly affect turnover intention. This indicates that if there is an increase in Job Satisfaction of employees, turnover intention will also decrease.

**Organizational Commitment has a negative and insignificant effect on the turnover intention at The Airline Transportation Services Company**

The results showed that Organizational Commitment had a negative and insignificant effect on the turnover intention, this is evidenced by the CR value of -0.742 and the significance value of 0.458. It can be interpreted that the increase in Organizational Commitment in terms of 1) affective Commitment, 2) continuous Commitment, and 3) normative commitment will not directly affect turnover intention.

This indicates that if there is an increase in the Organizational Commitment of employees, turnover intention will also decrease.
Organizational Culture has a negative and significant effect on the turnover intention at The Airline Transportation Services Company

The results showed that Organizational Culture had a positive and significant influence on the turnover intention, this is evidenced by a CR value of 2.207 and a significance value of 0.027. It can be interpreted that the increase in Organizational Culture in terms of 1) organizational mission, 2) involvement, 3) adaptability, and 4) consistency will directly affect turnover intention.

This indicates that if there is an increase in the Organizational Culture of employees, turnover intention will also increase as well.

Job Insecurity has a negative and significant effect on Organizational Culture at The Airline Transportation Services Company

The study results indicate that the Job Insecurity variable has a negative influence on Organizational Culture, this is evidenced by the CR value of -2.476 and a significance value of 0.013. It can be interpreted that the increase in Job Insecurity in terms of 1) loss of work opportunities, 2) no promotions, 3) no salary increases, 4) changing work schedules, 5) unpleasant work environment, and 6) organizational changes will directly affect the Organizational Culture of employees.

This indicates that if there is an increase in Job Insecurity, the Organizational Culture will also experience a decline.

Job Satisfaction has a positive and significant effect on Organizational Culture at The Airline Transportation Services Company

The results showed that Job Satisfaction had a positive influence on the Organizational Culture of employees, this is evidenced by a CR value of 5.862 and a significance value of 0.000. It can be interpreted that the increase in Job Satisfaction in terms of 1) challenging work, 2) supportive work environment, 3) appropriate salary/wages, 4) supportive coworkers, 5) leadership, and 6) creativity will directly affect Organizational Employees culture.

This indicates that if there is an increase in Job Satisfaction of employees, the Organizational Culture will also experience an increase.

Organizational Commitment has a positive and significant effect on Organizational Culture at The Airline Transportation Services Company

The results showed that Organizational Commitment had a positive influence on the Organizational Culture of employees, this is evidenced by the CR value of 2,947 and a significance value of 0.003. It can be interpreted that the increase in Organizational Commitment in terms of 1) affective Commitment, 2) continuous Commitment, and 3) normative commitment will directly affect the Organizational Culture of employees.

This indicates that if there is an increase in the Organizational Commitment of employees, the Organizational Culture of employees, will also experience an increase.

Job Insecurity has a negative and significant effect on turnover intention through Organizational Culture at The Airline Transportation Services Company

The study results indicate that the Job Insecurity variable negatively influences turnover intention through the Organizational Culture of employees, this is evidenced by the t value of -2,947. It can be interpreted that Job Insecurity increases in terms of 1) loss of job opportunities, 2) no promotion, 3) there is no increase in salary, 4) the work schedule changes, 5) the work environment is not pleasant, and 6) organizational changes will
indirectly affect turnover intention through the Organizational Culture of employees.

This indicates that if there is an increase in Job Insecurity, the turnover intention will also decrease through Organizational Culture.

**Job Satisfaction has a positive and significant effect on turnover intention through Organizational Culture at The Airline Transportation Services Company**

The study results indicate that Job Satisfaction has a positive and significant influence on turnover intention through the Organizational Culture of employees in this company, this is evidenced by the t-value of 7.254. It can be interpreted that the increase in Job Satisfaction in terms of 1) challenging work, 2) supportive work environment, 3) appropriate salary/wages, 4) supportive coworkers, 5) leadership, and 6) creativity will indirectly affect turnover intention through the Organizational Culture of employees.

This indicates that if there is an increase in Job Satisfaction of employees, turnover intention will also increase through Organizational Culture.

**Organizational Commitment has a positive and significant effect on turnover intention through Organizational Culture at The Airline Transportation Services Company**

The results showed that Organizational Commitment had a positive and significant influence on turnover intention through the Organizational Culture of employees, this is evidenced by the t-count value of 2.852. It can be interpreted that the increase in Organizational Commitment in terms of 1) affective Commitment, 2) continuous Commitment, and 3) normative commitment will indirectly affect turnover intention.

This indicates that if there is an increase in the Organizational Commitment of employees, then the turnover intention will also experience an increase through employee Organizational Culture.

**D. CONCLUSION**

Based on the results of this study, this study concludes that in testing the first hypothesis it proves that Job Insecurity (X1) has a positive and significant effect on Turnover Intention (Y1), in testing the second hypothesis, it proves that Job Satisfaction (X2) has a negative and significant impact on Turnover Intention. (Y1), in testing the third hypothesis, it demonstrates that Organizational Commitment (X3) has no effect on Turnover Intention (Y1), in testing the fourth hypothesis, it proves that Organizational Culture (Y2) has a positive and significant impact on Turnover Intention (Y1), in testing the fifth hypothesis, proves that Job Insecurity (X1) has a negative and significant effect on Organizational Culture (Y2), in testing the sixth hypothesis it proves that Job Satisfaction (X2) has a positive and significant impact on Organizational Culture (Y2), in testing the seventh hypothesis it proves that Organizational Commitment (X3) has a positive and significant effect on Organizational Culture (Y2), in testing the eighth hypothesis it proves that Job Insecurity (X1) through Organizational Culture (Y2) has a negative and significant effect on Turnover Intention (Y1), in testing the ninth hypothesis it proves that Job Satisfaction (X2) through Organizational Culture (Y2) has a positive and significant effect on Turnover Intention (Y1), and the ninth hypothesis testing proves that Organizational Commitment (X3) through Organizational Culture (Y2) has a positive and significant effect on Turnover Intention (Y1) at The Airline Transportation Services Company.
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