



## The Role of Job Satisfaction in Mediation the Effect of Self-Efficacy and Job Insecurity on Turnover Intention



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### Abstract

This study aims to determine the role of job satisfaction in mediating the effect of self-efficacy and job insecurity on the turnover intention of facility care employees at PT. Angkasa Pura Supports Denpasar Branch. This research was conducted at PT. Angkasa Pura Supports Denpasar Branch with a sample of 218 employees. Methods of data collection using interviews and questionnaires. Determination of the sample using proportionate random sampling. Data were analyzed using Structural Equation Modeling (SEM) with Partial Least Square (PLS) approach. The results showed that self-efficacy had a negative and significant effect on turnover intention. Job insecurity has a positive and significant effect on turnover intention. Self-efficacy has a positive and significant effect on job satisfaction. Job insecurity has a negative and significant effect on job satisfaction. Job satisfaction has a negative and significant effect on turnover intention. Job satisfaction partially mediates the effect of self-efficacy on turnover intention. Job satisfaction also partially mediates the effect of job insecurity on turnover intention.

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## 1 Introduction

The turnover intention at work refers to the awareness or thoughts of employees to leave work (Akgunduz & Eryilmaz, 2018). The employee's desire or intention to leave the company is influenced by one's self-confidence in his ability to do a job or what is known as self-efficacy (De Simone et al., 2018). Bandura (1997), defines self-efficacy as self-confidence in the ability to organize and carry out tasks. Self-efficacy is also interpreted as a key driving individuals to achieve their targets and be able to face obstacles or obstacles in achieving them. Individuals who have high self-efficacy will believe in their own abilities, be diligent in doing work and be able to set goals for what they do at work. Individuals will devote all effort and attention according to the demands of the situation in achieving predetermined goals and performance. This can increase achievement and a good personality in various things, especially work. Conversely, individuals with low self-efficacy will quickly give up when given a job, are easily anxious, indifferent, and have a low effort at a goal to be achieved (Bandura, 1997). This shows that high self-efficacy will be able to increase individual job satisfaction (Alifuddin & Widodo, 2021), and a more positive attitude toward work, so individuals with high self-efficacy will further minimize the desire to leave the organization (Alola et al., 2018).

In addition to self-efficacy, the turnover intention is also determined by job insecurity (Balz & Schuller, 2018). Job insecurity is a condition of powerlessness to maintain the desired continuity in threatened working conditions (Greenhalgh & Rosenblatt, 2010). Application of outsourcing with a contract work system for facility care employees of PT. Angkasa Pura Supports Denpasar Branch, where the employee's tenure is temporary and determined at the beginning of the job, it can create a sense of work insecurity for employees. This is supported by research by De Cuyper & De Witte (2005), that temporary employees have a high sense of insecurity for the work they do. The existence of uncertainty related to long-term employment and the continuation of the employment contract creates feelings of insecurity for employees at work. Employees cannot be sure of the fate of the continuity of the work carried out, so employees will feel that at any time there is a possibility of being dismissed by the company or out of work.

The existence of job insecurity causes several negative impacts on the company and its employees. De Cuyper et al. (2014), stated that employees with high job insecurity will lead to counterproductive work behavior. Employees will perform behaviors that are harmful and detrimental to the company, such as sabotage, theft, absenteeism, misuse of work information, delaying work, and other similar behaviors. For employees, the work insecurity experienced causes feelings of worry, tension, pressure and threat. Individuals who are faced with these situations tend to be less satisfied with their work and will even increase their desire to leave the organization (Cheung et al., 2019). Liu & Lo (2017), state that another factor that also has an important contribution in reducing turnover intention is job satisfaction. Job satisfaction is a person's perspective, both positive and negative about work (O'Connor, 2018). Job satisfaction is an individual thing because each individual will have a different level of satisfaction, according to the values that apply to each individual. PT. Angkasa Pura Supports Denpasar Branch has an absolute obligation to ensure job satisfaction that can be felt by employees.

Based on the results of the exit interview, the facility care employee decided to change jobs due to dissatisfaction with the job. In line with this statement, Robbins & Judge (2015), state that dissatisfaction at work is often expressed by employees in a number of ways, one of which is by directing behavior to leave the organization including looking for a new position and resignation. This statement is supported by the results of research conducted by Machado et al. (2018), that job satisfaction has a negative and significant effect on turnover intention. This means that the higher the job satisfaction experienced by employees, the lower the employee's desire to leave the organization.

Research on self-efficacy with turnover intention shows inconsistent results. Research Results Alola et al. (2018), show that self-efficacy has a negative and significant effect on turnover intention. The same result was also stated by De Simone et al. (2018); Supriadi et al. (2019); Soelton et al. (2020). However, Tarigan (2011); Widayati & Fatimah (2018); Park & Min (2020), show that self-efficacy has no significant effect on turnover intention.

Research related to job insecurity with turnover intention also shows inconsistent results. Research by Brahmannanda & Dewi (2020), shows that job insecurity has a significant positive effect on turnover intention. The same results were also stated by Akgunduz & Eryilmaz (2018); Arnes & Wardani (2020); Arijanto et al. (2020); Soelton et al. (2021). However, Van Schalkwyk et al. (2010); Putri & Rivai (2019); Triyono et al. (2020); Ekmekci et al. (2021), showed that job insecurity had no significant effect on turnover intention. The existence of inconsistent research results regarding the effect of self-efficacy and job insecurity on turnover intention indicates a research gap, so it is interesting to re-examine the influence of other variables that mediate the effect of self-efficacy and job insecurity on turnover intention, in this study on the job satisfaction variable was analyzed.

Research by [Stephens & Yu \(2018\)](#), shows that job satisfaction mediates the effect of self-efficacy on turnover intention. Individuals with high self-efficacy will be confident in their abilities to be able to complete work better. The individual always has the ability and professional skills to perform well in current and future jobs, be more successful and enjoy the work more. This can lead to a higher sense of satisfaction in individuals regarding the work done, so the tendency of individuals to leave the organization is getting lower. Research by [Brahmannanda & Dewi \(2020\)](#), shows that job satisfaction mediates the effect of job insecurity on turnover intention. Individuals who feel insecure about the future of the work they do will tend to be dissatisfied compared to individuals who have job security. The emergence of dissatisfaction with work will increase the individual's desire to leave the organization.

### *Literature review and hypotheses development*

Individuals with high self-efficacy will have confidence that the individual is able to handle the circumstances and situations at hand, be diligent in doing work, and view difficulties as challenges ([Bandura, 1997](#)). Such a view of efficacy will foster the development of intrinsic interest and develop a deeper or lasting interest in the work activities being performed. Individuals will set goals and maintain a strong commitment to these goals. The existence of turnover intention in individuals is because the employee is not ready to accept and does not have self-confidence and a feeling of being able to face difficulties and make it a challenge that must be faced. Individuals with high self-efficacy will not leave the job at hand, the individual will continue to work with all the challenges and difficulties that exist, so of course, it will minimize the individual's desire to change jobs (turnover intention). This is supported by research conducted by [Karatepe \(2015\)](#), that self-efficacy has a negative and significant effect on turnover intention. [Khan et al. \(2020\)](#), conducted a study to examine the effect of self-efficacy on turnover intention. A total of 298 employees from tourism companies in South China were studied and the results showed that self-efficacy had a negative and significant effect on turnover intention. The research of [Yan et al. \(2021\)](#), on 406 employees of four and five-star hotels in China and analyzed using structural equation modeling stated the same thing, where self-efficacy plays a role in reducing the level of turnover intention.

*H1: Self-efficacy has a negative and significant effect on turnover intention.*

Job insecurity is felt when there is uncertainty over the future of employees and changes in the work environment ([Buchanan & Huczynski, 2017](#)). The implementation of a contract work system for employees causes employees to be faced with threats to their work in the form of the possibility of not having their tenure extended before the contract ends. This creates insecurity for employees. This insecurity causes employees to feel worried, doubtful, and anxious about losing their jobs ([León & Morales, 2019](#)). Individuals who experience the negative impact of job insecurity have rational attitudes and reasons to look for other job alternatives that can support the continuation and provide a sense of security for individuals. This shows that individuals who experience job insecurity will increase the individual's desire to leave the organization. This statement is supported by research conducted by [Mauno et al. \(2014\)](#), that job insecurity has a significant positive effect on turnover intention.

*H2: Job insecurity has a positive and significant effect on turnover intention.*

[Federici & Skaalvik \(2012\)](#), conducted a study in Norway, [Chang & Edwards \(2015\)](#), conducted a study of 314 nurses in Taiwan. Both studies used structural equation modeling analysis. The results showed that self-efficacy has a positive and significant effect on job satisfaction. High self-efficacy will increase the job satisfaction felt by employees. [Alola et al. \(2018\)](#), conducted a study related to the effect of self-efficacy on job satisfaction in 329 hotel employees in Nigeria. The results showed that the higher the self-efficacy possessed by the employee, the higher the job satisfaction felt by the employee. [Lai & Chen \(2012\)](#), found that employees with high self-efficacy have superior abilities and performance, due to an increase in job satisfaction obtained from the employee work.

*H3: Self-efficacy has a positive and significant effect on job satisfaction.*

Individuals who feel insecure about the future sustainability of the work done can lead to a decrease in the individual's job satisfaction. This is because individuals experience anxiety and feelings of helplessness about the work they are doing. The high level of job insecurity makes individual job satisfaction decrease ([Brahmannanda & Dewi, 2020](#)). Satisfaction reflects an individual's emotional reaction with respect to aspects of the work environment being carried

out, because job insecurity reflects a series of individual views regarding the possibility of negative events at work, it is very likely that these feelings will bring negative things to job satisfaction as the main emotional response to work. This statement is supported by research conducted by [Riana et al. \(2020\)](#), that job insecurity has a negative and significant effect on job satisfaction.

*H4: Job insecurity has a negative and significant effect on job satisfaction.*

Individuals who are satisfied with the work carried out by fulfilling various things in whole or in parts, such as salary, promotion opportunities, superiors and co-workers tend to have a low turnover intention. Individuals with a high level of job satisfaction have positive feelings about the work they do, so that individuals will contribute more to the company and are more productive at work and have a low desire to leave the organization. Individuals who are dissatisfied with aspects of their job will show this dissatisfaction in a number of ways, one of which is by directing behavior to leave the organization, including looking for a new position and resigning ([Robbins & Judge, 2015](#)). Based on traditional turnover theory, individuals who are dissatisfied with their jobs will increase their desire to leave the organization. This statement is supported by research conducted by [Stephens & Yu \(2018\)](#), that the higher the job satisfaction, the lower the individual's desire to leave the organization.

*H5: Job satisfaction has a negative and significant effect on turnover intention.*

Individuals who are confident in their abilities to do work can find greater job satisfaction. The existence of this feeling of satisfaction will certainly cause individuals to have a low desire to leave the organization. [Stephens & Yu's \(2018\)](#), research was conducted on 314 service employees in China. Data analysis using structural equation modeling. The results of the study stated that job satisfaction was able to mediate the effect of self-efficacy on turnover intention. [Scholtz et al. \(2019\)](#), stated that job satisfaction mediates the effect of self-efficacy on turnover intention. In line with this, [Park et al. \(2017\)](#), stated that turnover intention is determined by self-efficacy with job satisfaction as a mediator. Employees with high self-efficacy will be better able to achieve goals at work. The existence of these achievements can increase employee job satisfaction so it will increase the employee's desire to remain in the organization.

*H6: Job satisfaction mediates the effect of self-efficacy on turnover intention.*

Individuals with job insecurity experience feelings of worry, tension, stress or threat. These feelings will have a negative impact on individuals, such as a decrease in job satisfaction. Individuals who are dissatisfied with the work done will increase the individual's desire to leave the organization. [Riana et al. \(2020\)](#); [Brahmannanda & Dewi \(2020\)](#), stated that job satisfaction can act as a mediator in explaining the effect of job insecurity on turnover intention. The research was conducted by [Heryanda \(2019\)](#), on 88 employees of the telecommunications industry. Data analysis using path analysis. The results of this study indicate that job satisfaction can be a mediating variable and is expressed as partial mediation on the effect of job insecurity on turnover intention. [Ekmekci et al. \(2021\)](#), said the same thing that job satisfaction mediates the effect of job insecurity on turnover intention. Job insecurity causes employee job satisfaction to decrease or causes job dissatisfaction. Employees respond to this dissatisfaction, one of which is by directing behavior to leave the company.

*H7: Job satisfaction mediates the effect of job insecurity on turnover intention.*

Based on the literature review and the development of hypotheses that have been described, the empirical model of study in this study is as follows:

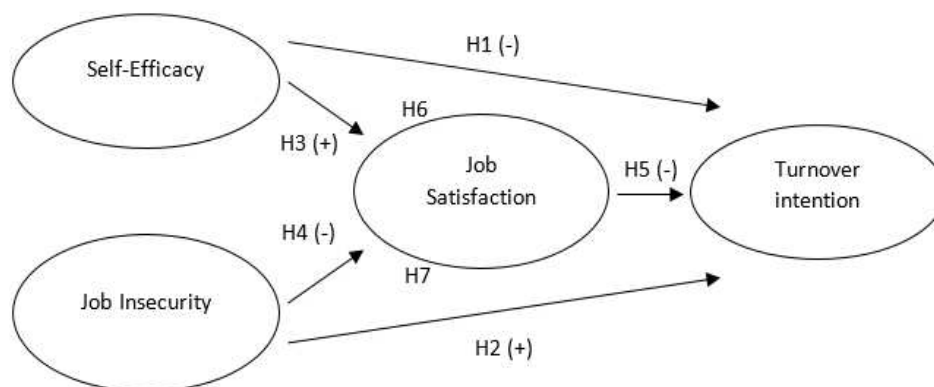


Figure 1. The Empirical Model of Study

## 2 Materials and Methods

This research was conducted at PT. Angkasa Pura Supports Denpasar branch. The scope of the research is limited to the object of research, namely turnover intention which is associated with self-efficacy, job insecurity, and job satisfaction. The subjects in this study were employees of facility care outsourcing PT. Angkasa Pura Supports Denpasar Branch works at the I Gusti Ngurah Rai International Airport Terminal in Bali with contract employment status. The population in this study were all employees of the facility care outsourcing PT. Angkasa Pura Supports Denpasar Branch with a contract employment status of 479 people. These employees are placed in two airport terminal locations, namely the international terminal as many as 310 people, and the domestic terminal as many as 169 people. The number of samples was calculated using the Slovin formula. Based on calculations using the Slovin formula, the number of samples in this study was 218 people with the division of the international terminal facility care employees as many as 141 people and the domestic terminal as many as 77 people. The data collection method used is a questionnaire. The data analysis technique used in this research is to use structural equation modeling (SEM) or a structural equation model using a partial least squares (PLS) approach. Partial Least Square (PLS) is used to determine the complexity of the relationship between latent variables and their indicators.

## 3 Results and Discussions

### *Characteristics of respondents*

Characteristics of research respondents are described by presenting characteristics based on demographics such as gender, age, education background, and years of service. The characteristics of the respondents in this study are presented in detail in Table 1.

Table 1  
Characteristic Respondents

No.	Characteristic	Classification	Total (Person)	Percentage (%)
1	Gender	Male	87	39,9
		Female	131	60,1
2	Age	20-25 years old	97	44,5
		26-30 years old	80	36,7
		31-35 years old	41	18,8
3	Education Background	Senior High School	210	96,3
		Diploma	5	2,3
		Bachelor Degree	3	1,4

4	Years of Service	1-2 years old	45	20,6
		3-4 years old	77	35,3
		5-6 years old	80	36,7
		7-8 years old	16	7,4
5	Job Location	Domestic Terminal	77	35,3
		International Domestic	141	64,7

Primary Data, 2022

Based on Table 1, the total number of respondents in this study was 218 people. In terms of gender, the percentage of respondents who are female (60.1 percent) is more dominant than male (39.9 percent). This is because women are felt to be more able to work painstakingly, neatly, and cleanly in completing work. These characteristics are certainly needed in a facility care position that demands tidiness and cleanliness in areas at the airport. Then the characteristics of the respondents in terms of age, dominated by respondents aged 20-25 years (44.5 percent). This is because at that age employees are considered to have good fitness and are very much needed in jobs that require more physical activity, such as facility care positions (Burhanudin & Tambun, 2021; Lestariasih & Dewi, 2021).

When viewed from the characteristics of the education background, the majority of respondents have the latest education level, namely senior high school (96.3 percent). This is because the facility care job position does not require high-level cognitive or thinking skills so the high school education level/equivalent is deemed appropriate to the characteristics of the job. Furthermore, it is related to the years of service, where the majority of respondents have worked for 5-6 years (36.7 percent). This is because employees are contracted by the company based on the term of the employment contract with an average contract duration of 5 years. Seeing from the job location, it is dominated by respondents who work in international terminals (64.7 percent). This is because the international terminal has a wider coverage area than the domestic terminal, so more employees are needed to cover such a large area.

#### *Description of self-efficacy*

The self-efficacy variable was measured using three dimensions, namely level, strength, and generality. The three dimensions have each indicator totaling 9 indicators which are the items of the questionnaire statement. Table 2 presents the results of the overall assessment scores of research respondents on the self-efficacy variable.

Table 2  
Description of self-efficacy

No.	Indicators	Mean	Description
Level		2,61	Moderate
X1.1	Believe to finish a hard job	2,46	Low
X1.2	Look good in difficult things	2,62	Moderate
X1.3	Believe to finish an unpredictable job	2,74	Moderate
Strength		2,66	Moderate
X1.4	Believe in successful every effort you do	2,76	Moderate
X1.5	Successful handling the challenges	2,63	Moderate
X1.6	Believe to self-motivation	2,60	Low
Generality		2,63	Moderate
X1.7	Able to work in different job	2,62	Moderate
X1.8	Believe to finish any jobs	2,59	Low
X1.9	Ability to adjust to the new job	2,68	Moderate
Self-Efficacy		2,63	Moderate

Primary Data, 2022

Based on the distribution of respondents' answers in Table 2, it can be seen that the variable of self-efficacy of facility care employees at PT. Angkasa Pura Supports Denpasar Branch is classified as moderate (average score of 2.63) in terms of level, strength, and generality. The strength dimension has the highest average value of 2.66 when compared

to the other two dimensions. While the level dimension shows the lowest average value of 2.61. This shows that facility care employees feel confident in their abilities to succeed in every effort they make and are more persistent in facing challenges including the completion of complex tasks. However, facility care employees are still unsure of how to successfully complete the task properly and thoroughly as the task given becomes more difficult or difficult.

#### *Description of job insecurity*

The job insecurity variable was measured using two dimensions, namely cognitive job insecurity and affective job insecurity. The two dimensions have each indicator totaling 6 indicators which are the items of the questionnaire statement. Table 3 presents the results of the overall assessment scores of research respondents on the job insecurity variable.

Table 3  
Description of job insecurity

No.	Indicators	Mean	Description
Job Insecurity Cognitive		3,50	High
X2.1	Career not safe	3,59	High
X2.2	Losing your job is ruining your mind	3,30	Moderate
X2.3	Unbelieve to maintain your job	3,61	High
Job Insecurity Affective		3,82	High
X2.4	Insecure to lose the job	3,91	High
X2.5	Afraid to lose the job	3,77	High
X2.6	Uncertainty about job future	3,78	High
Job Insecurity		3,66	High

Primary Data, 2022

Based on the distribution of respondents' answers in Table 5.3 it can be seen that the job insecurity variable for facility care employees at PT. Angkasa Pura Supports Denpasar Branch is classified as high (mean score 3.66) both cognitively and affectively. The effective job insecurity dimension has the highest average value of 3.82 when compared to the cognitive job insecurity dimension. While the dimension of cognitive work insecurity shows the lowest average value of 3.50. This shows that the concern and fear of the possibility of losing a job including the uncertainty about the job that is felt by facility care employees are higher when compared to the thought of facility care employees about the possibility of losing the job itself (Probst et al., 2017; Chen, 2006; Lu et al., 2002; Schwepker Jr, 2001).

#### *Description of job satisfaction*

The job satisfaction variable was measured using five dimensions, namely the work itself, salary (pay), promotion (promotion), supervision (supervision), and co-workers. The five dimensions have each indicator totaling 15 indicators which are the items of the questionnaire statement. Table 4 presents the results of the overall assessment scores of research respondents on job satisfaction variables.

Table 4  
Description of job satisfaction

No.	Indicators	Mean	Description
The Work Itself		2,46	Low
Z1	Satisfied to job	2,42	Low
Z2	Interest job	2,53	Low
Z3	Job and ability are suitable	2,43	Low
Pay		2,60	Low
Z4	Salary and job load are equal	2,81	Moderate

No.	Indicators	Mean	Description
Z5	Salary and job contribution are equal	2,33	Low
Z6	Salary you get is better than competitors	2,67	Moderate
Promotion		2,49	Low
Z7	Opportunities to Self-development	2,46	Low
Z8	Opportunities to advance	2,42	Low
Z9	Satisfied on self-progress	2,58	Low
Supervision		2,44	Low
Z10	Feedback from user	2,36	Low
Z11	Support from user	2,54	Low
Z12	Reward from user	2,43	Low
Co-workers		2,66	Moderate
Z13	Sharing knowledge	2,40	Low
Z14	Help each other	2,86	Moderate
Z15	Good communication	2,71	Moderate
Job Satisfaction		2,53	Low

Primary Data, 2022

Based on the distribution of respondents' answers in Table 4, it can be seen that the variable job satisfaction of facility care employees at PT. Angkasa Pura Supports Denpasar Branch is relatively low (average score 2.53) seen from the work itself, salary (pay), promotion, supervision, and co-workers. The co-worker's dimension has the highest average value of 2.66 when compared to the other four dimensions of job satisfaction. While the dimension of supervision shows the lowest average value of 2.44. This shows that facility care employees are satisfied with their co-workers who always share knowledge together, have good communication, and are willing to help in completing work. However, facility care employees are dissatisfied with the supervisor's ability to provide feedback, including giving awards to employees. which has performed well (Syamsudin et al., 2022; Lim & Loo, 2003; Darvishmotevali & Ali, 2020).

#### *Description of turnover intention*

The turnover intention variable was measured using three dimensions, namely the thought of leaving (think of quitting), the desire to find another job (intention of search), and the desire to leave the organization (intention to quit). The three dimensions have each indicator totaling 9 indicators which are the items of the questionnaire statement. Table 5 presents the results of the overall assessment scores of research respondents on the turnover intention variable.

Table 5  
Description of turnover intention

No.	Indicators	Mean	Description
Think of Quitting		3,97	High
Y1	Unfair treatment	4,07	High
Y2	Think of quit from my job	4,17	High
Y3	Think of work to another company	3,68	High
Intention to Search		4,19	High
Y4	Job seek for another company	4,15	High
Y5	Find an alternative for another job	4,37	Very High
Y6	Offering new job from another company	4,04	High
Intention to Quit		3,84	High
Y7	Loss evaluation	4,19	High
Y8	Leave the company soon	3,53	High
Y9	Resign from the company	3,81	High



No.	Indicators	Mean	Description
	Turnover Intention	4,00	High

Primary Data, 2022

Based on the distribution of respondents' answers in Table 5, it can be seen that the variable turnover intention of employees of PT. Angkasa Pura Supports Denpasar Branch is high (average score 4.00) seen from the thought of leaving (think of quitting), the desire to find another job (intention of search), and the desire to leave the organization (intention to quitting). The dimension of desire to find another job (intention of search) has the highest average value of 4.19 when compared to the other two dimensions of turnover intention. While the dimension of desire to leave the value (intention to quit) shows the lowest average of 3.84. This indicates that the care facility employees feel like looking for another job in the near future, try to find a job opening and if there is a better offer, they will immediately accept it. However, facility maintenance employees perceive low intention or desire to leave the organization as possible.

#### *PLS model*

#### *Convergent validity*

The minimum outer loading value used in this study is the outer loading value of 0.50 because it is the initial stage of developing the measurement scale. Items that have an outer loading value of less than 0.50 will be removed from the model. The convergent validity test with the outer loading value of each research variable can be seen in Table 6. below:

Table 6  
Outer loading convergent validity

Variable	Item	Outer Loading	Determination	Information
Self-Efficacy (X1)	X1.1	0,812	0,50	Valid
	X1.2	0,880	0,50	Valid
	X1.3	0,893	0,50	Valid
	X1.4	0,789	0,50	Valid
	X1.5	0,855	0,50	Valid
	X1.6	0,862	0,50	Valid
	X1.7	0,853	0,50	Valid
	X1.8	0,820	0,50	Valid
	X1.9	0,879	0,50	Valid
Job Insecurity (X2)	X2.1	0,814	0,50	Valid
	X2.2	0,699	0,50	Valid
	X2.3	0,844	0,50	Valid
	X2.4	0,800	0,50	Valid
	X2.5	0,794	0,50	Valid
	X2.6	0,742	0,50	Valid
Job satisfaction (Z)	Z1	0,858	0,50	Valid
	Z2	0,852	0,50	Valid
	Z3	0,787	0,50	Valid
	Z4	0,774	0,50	Valid
	Z5	0,845	0,50	Valid
	Z6	0,834	0,50	Valid
	Z7	0,861	0,50	Valid
	Z8	0,863	0,50	Valid
	Z9	0,853	0,50	Valid
	Z10	0,855	0,50	Valid
	Z11	0,842	0,50	Valid

Variable	Item	Outer Loading	Determination	Information
	Z12	0,826	0,50	Valid
	Z13	0,856	0,50	Valid
	Z14	0,754	0,50	Valid
	Z15	0,862	0,50	Valid
Turnover Intention (Y)	Y1	0,822	0,50	Valid
	Y2	0,819	0,50	Valid
	Y3	0,841	0,50	Valid
	Y4	0,847	0,50	Valid
	Y5	0,782	0,50	Valid
	Y6	0,824	0,50	Valid
	Y7	0,848	0,50	Valid
	Y8	0,752	0,50	Valid
	Y9	0,822	0,50	Valid

Primary Data, 2022

Based on Table 1, it is known that all items have shown an outer loading value of more than 0.50. This means that all of these items can be used to measure the variables and have met the convergent validity criteria.

#### *Discriminant validity*

Discriminant validity is related to the principle that different constructs should not be highly correlated. The discriminant validity test is assessed based on the cross-loading measurement with the construct. It is said to have discriminant validity if the cross-loading correlation value with the latent variable must be greater than the correlation to other latent variables. The discriminant validity test with the cross-loading value can be seen in Table 7 below.

Table 7  
Cross loading discriminant validity

Item	Variable			
	Self-Efficacy (X1)	Job Insecurity (X2)	Job satisfaction (Z)	Turnover Intention (Y)
X1.1	0,812	-0,257	0,290	-0,375
X1.2	0,880	-0,173	0,317	-0,287
X1.3	0,893	-0,285	0,320	-0,308
X1.4	0,789	-0,244	0,313	-0,286
X1.5	0,855	-0,197	0,375	-0,314
X1.6	0,862	-0,162	0,263	-0,259
X1.7	0,853	-0,280	0,329	-0,269
X1.8	0,820	-0,188	0,304	-0,224
X1.9	0,879	-0,240	0,337	-0,281
X2.1	-0,184	0,814	-0,162	0,130
X2.2	-0,211	0,699	-0,221	0,232
X2.3	-0,216	0,844	-0,255	0,141
X2.4	-0,264	0,800	-0,306	0,324
X2.5	-0,264	0,794	-0,277	0,311
X2.6	-0,097	0,742	-0,151	0,226
Z1	0,264	-0,183	0,858	-0,288
Z2	0,362	-0,221	0,852	-0,346
Z3	0,364	-0,196	0,787	-0,211
Z4	0,336	-0,263	0,774	-0,314
Z5	0,270	-0,218	0,845	-0,262
Z6	0,268	-0,260	0,834	-0,256

Narotama, I. B. I., & Sintaasih, D. K. (2022). *The role of job satisfaction in mediation the effect of self-efficacy and job insecurity on turnover intention. International Research Journal of Management, IT and Social Sciences*, 9(4), 494-513. <https://doi.org/10.21744/irjmis.v9n4.2108>

Item	Variable			
	Self-Efficacy (X1)	Job Insecurity (X2)	Job satisfaction (Z)	Turnover Intention (Y)
Z7	0,267	-0,231	0,861	-0,308
Z8	0,246	-0,298	0,863	-0,301
Z9	0,350	-0,211	0,853	-0,326
Z10	0,312	-0,202	0,855	0,317
Z11	0,367	-0,310	0,842	-0,338
Z12	0,242	-0,238	0,826	-0,311
Z13	0,332	-0,239	0,856	-0,353
Z14	0,373	-0,214	0,754	-0,249
Z15	0,329	-0,310	0,862	-0,347
Y1	-0,278	0,265	-0,359	0,822
Y2	-0,237	0,237	-0,272	0,819
Y3	-0,200	0,190	-0,250	0,841
Y4	-0,346	0,235	-0,323	0,847
Y5	-0,319	0,203	-0,239	0,782
Y6	-0,336	0,298	-0,396	0,824
Y7	-0,375	0,219	-0,288	0,848
Y8	-0,206	0,286	-0,278	0,752
Y9	-0,226	0,205	-0,255	0,822

Primary Data, 2022

Based on Table 2, it is known that all items have shown a cross-loading correlation value with the latent variable which is greater than the correlation to other latent variables. The discriminant validity test can also be measured by comparing the square root of the average variance extracted ( $\sqrt{\text{AVE}}$ ) for each variable with the correlation between the variables and other variables in the model. The model has good discriminant validity if the square root of the AVE for each variable is greater than the correlation between other variables in the model. The discriminant validity test with the square root of the average variance extracted ( $\sqrt{\text{AVE}}$ ) can be seen in Table 8 below.

Table 8  
( $\sqrt{\text{AVE}}$ ) on discriminant validity

	Self-Efficacy (X1)	Job Insecurity (X2)	Job satisfaction (Z)	Turnover Intention (Y)
Self-Efficacy (X1)	0,850			
Job Insecurity (X2)	0,373	0,836		
Job satisfaction (Z)	-0,265	-0,287	0,784	
Turnover Intention (Y)	-0,344	-0,362	0,290	0,818

Primary Data, 2022

Based on Table 8 shows that the AVE root value for each variable is higher than the correlation value between other variables. This can give the conclusion that all variables in this study have met discriminant validity.

#### Composite reliability

In addition to the validity test, a variable reliability test was also carried out as measured by composite reliability. The variable is declared reliable if the composite reliability value is  $> 0.70$ . The composite reliability test can be seen in Table 9 below.

Table 9  
Composite reliability

Variable	Composite Reliability	Determination	Information
Self-Efficacy (X1)	0,959	0,70	Reliable
Job Insecurity (X2)	0,905	0,70	Reliable
Job satisfaction (Z)	0,972	0,70	Reliable
Turnover Intention (Y)	0,948	0,70	Reliable

Primary Data, 2022

Based on Table 9, it can be seen that the composite reliability value of each variable has a value > 0.70. This indicates that all variables in this study meet the reliability requirements.

Inner model

The inner model was conducted to test the structural model of the research which describes the relationship between latent variables in substance. The evaluation of the inner model uses the value of R-square (R<sup>2</sup>) for endogenous constructs and Stone-Geisser Q square for predictive relevance. The results of the evaluation of the inner model are explained as follows:

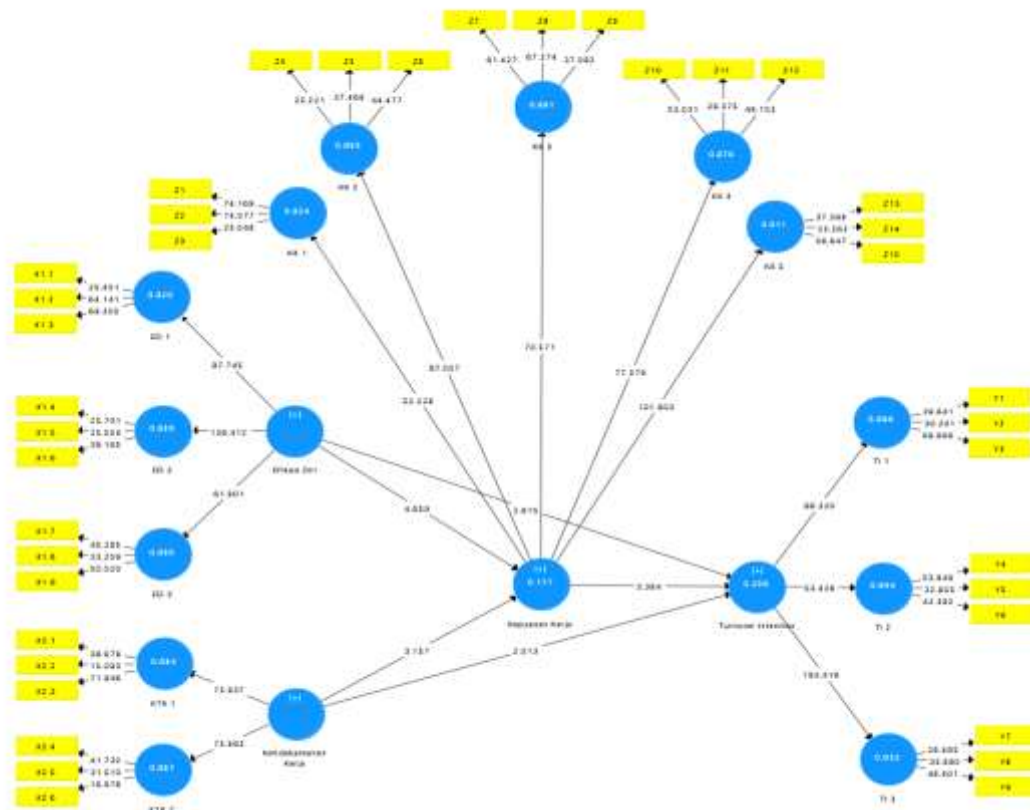


Figure 2. Bootstrapping

*R-square value*

The calculation of the R-Square value aims to see the magnitude of the correlation value of the endogenous variables resulting from the PLS estimation in each path. The R-Square value of each research endogenous variable is presented in Table 5 below.

Table 10  
R-square value

Variable	R-square
Self-Efficacy (X1)	0,177
Turnover Intention (Y)	0,206

Primary Data, 2022

Based on Table 5 the model of the influence of self-efficacy and job insecurity on job satisfaction gives an R-square value of 0.177 which can be interpreted that the variability of the job satisfaction variable can be explained by the variability of the self-efficacy and job insecurity variable of 17.7%, while 82.3% is explained by other variables outside the studied. Furthermore, the model of the effect of self-efficacy, job insecurity, and job satisfaction on turnover intention gives an R-square value of 0.206 which can be interpreted that the variability of the turnover intention variable can be explained by the variability of the self-efficacy, job insecurity, and job satisfaction variables of 20.6% , while 79.4% is explained by other variables outside the studied.

*Q-square value*

To measure how well the observed values are generated by the model as well as the estimated parameters, it is necessary to calculate Q-square ( $Q^2$ ) as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R1^2) (1 - R2^2) \\
 &= 1 - (1 - 0,177) (1 - 0,206) \\
 &= 1 - (0,823) (0,794) \\
 &= 1 - 0,653 \\
 &= 0,347
 \end{aligned}$$

The Q-square result achieved is 0.347, meaning that the Q-square value is more than zero. This shows that 34.7% of the variation in turnover intention is influenced by self-efficacy, job insecurity and job satisfaction, while 65.3% is explained by other variables not examined in this study.

*Hypothesis test*

There are two values that must be met in testing the hypothesis, namely the p-value is less than the alpha value of 5% or <0.05 and the t-statistic value must have a value of more than 1.96. The following are the results of the calculation of the significance of each relationship between variables in this study.

Table 11  
Direct effect

Direct Effect	Path Coefficient	Std. Deviation	t-statistic	P-value	Information
Self-efficacy → Turnover Intention	-0,212	0,075	2,815	0,005	Significant
Job Insecurity → Turnover Intention	0,166	0,083	2,013	0,045	Significant
Self-efficacy → Job Satisfaction	0,319	0,068	4,659	0,000	Significant

Direct Effect	Path Coefficient	Std. Deviation	t-statistic	P-value	Information
Job Insecurity → Job Satisfaction	-0,202	0,064	3,157	0,002	Significant
Job Satisfaction → Turnover Intention	-0,235	0,070	3,364	0,001	Significant

Primary Data, 2022

The results of the self-efficacy analysis on employee turnover intention show the path coefficient value of -0.212 and the p-value of 0.005 which is less than the alpha value of 0.05 ( $P\text{-value} < \alpha$ ). This means that self-efficacy has a negative and significant effect on employee turnover intention. Thus H1 in this study is supported. The results of the analysis of job insecurity on employee turnover intention show the path coefficient value of 0.166 and the p-value of 0.045 which is less than the alpha value of 0.05 ( $P\text{-value} < \alpha$ ). This means that job insecurity has a positive and significant effect on employee turnover intention. Thus H2 in this study is supported. The results of the self-efficacy analysis on employee job satisfaction show the path coefficient value of 0.319 and the p-value of 0.000 which is less than the alpha value of 0.05 ( $P\text{-value} < \alpha$ ). This means that self-efficacy has a positive and significant effect on employee job satisfaction. Thus H3 in this study is supported. The results of the analysis of job insecurity on employee job satisfaction show the path coefficient value of -0,202 and the p-value of 0.002 which is less than the alpha value of 0.05 ( $P\text{-value} < \alpha$ ). This means that job insecurity has a negative and significant effect on employee job satisfaction (Borgogni et al., 2013; Hassan & Ibourk, 2021; Ismayilova & Klassen, 2019). Thus H4 in this study is supported. The results of the analysis of job satisfaction on employee turnover intention show the path coefficient value of -0.235 and the p-value of 0.001 which is less than the alpha value of 0.05 ( $P\text{-value} < \alpha$ ). This means that job satisfaction has a negative and significant effect on employee turnover intention. Thus H5 in this study is supported. The examination of the indirect effect in this study can be seen in the explanation of the results of the analysis in Table 12 as follows.

Table 12  
Indirect effect

Indirect Effect	Path Coefficient	Std. Deviation	t-statistic	P-value	Information
Self-efficacy → Job Satisfaction → Turnover Intention	-0,075	0,029	2,582	0,010	Significant
Job Insecurity → Job Satisfaction → Turnover Intention	0,048	0,023	2,106	0,036	Significant

Primary Data, 2022

Job satisfaction acts as a mediator on the effect of self-efficacy on turnover intention, showing a value of -0.075 and a p-value of 0.010 which is less than an alpha value of 0.05 ( $P\text{-value} < \alpha$ ). This means that job satisfaction can mediate the effect of self-efficacy on turnover intention. Thus H6 in this study is supported. Job satisfaction acts as a mediator of the effect of job insecurity on turnover intention showing a value of 0.048 and a p-value of 0.036 which is less than an alpha value of 0.05 ( $P\text{-value} < \alpha$ ). This means that job satisfaction can mediate the effect of job insecurity on turnover intention. Thus H7 in this study is supported.

## Discussion

### *The effect of self-efficacy on turnover intention*

The results of the analysis show that self-efficacy has a negative and significant effect on turnover intention. This means that the lower the level of employee self-efficacy, the higher the employee's intention to leave the company (turnover intention). These results are in line with several previous studies (Karatepe, 2015; De Simone et al., 2018; Khan et al., 2020; Soelton et al., 2020; Yan et al., 2021). Supriadi et al. (2019), revealed that high self-efficacy is one

of the sources to improve performance so that it will minimize the desire of employees to leave the company. Conversely, employees who have low self-efficacy will reduce performance which has an impact on increasing the desire of employees to leave the company.

#### *The effect of job insecurity on turnover intention*

The results of the analysis show that job insecurity has a positive and significant effect on turnover intention. This means that the higher the level of job insecurity experienced by employees, the higher the employee's intention to leave the company (turnover intention). These results are in line with several previous studies (Lee & Jeong, 2017; Balz & Schuller, 2018; León & Morales, 2019; Obeng et al., 2020). In line with the opinion of De Cuyper & De Witte (2005), temporary or contract workers feel insecure about their work. Insecurity increases due to instability regarding employment status.

#### *The effect of self-efficacy on job satisfaction*

The results of the analysis show that self-efficacy has a positive and significant effect on job satisfaction. This means that the lower the level of employee self-efficacy, the lower the job satisfaction felt by employees. These results are in line with several previous studies (Federici & Skaalvik, 2012; Alola et al., 2018; Roswandi et al., 2021; Choi et al., 2021). Lai & Chen (2012), revealed that employees with low self-efficacy will have poor abilities and performance, which is followed by a decrease in job satisfaction obtained from their work. In line with this, Chang & Edwards (2015), state that employees with low self-efficacy are less able to achieve the desired goals which can lead to a lower sense of achievement. Low achievement obtained from his work will cause a decrease in job satisfaction felt by employees.

#### *The effect of job insecurity on job satisfaction*

The results of the analysis show that job insecurity has a negative and significant effect on job satisfaction. This means that the higher the level of job insecurity experienced by employees, the lower the job satisfaction felt by employees. These results are in line with several previous studies (Choi et al., 2018; Chalim, 2018; De Cuyper et al., 2019; Pertiwi & Piartrini, 2020). Heryanda (2019), stated that employees experience increased insecurity because there is no certainty about the future of employees' work in the company. The uncertainty is related to the instability regarding employment status. The existence of this triggers an increase in feelings of anxiety, threat, and insecurity which can affect the job satisfaction felt by employees. This is in line with what was stated by Riana et al. (2020), that the uncertainty of employee status in work can reduce employee job satisfaction.

#### *Job satisfaction on turnover intention*

The results of the analysis show that job satisfaction has a negative and significant effect on turnover intention. This means that the lower the job satisfaction felt by employees, the higher the employee's intention to leave the company (turnover intention). These results are in line with several previous studies (Machado et al., 2018; Park & Min, 2020; Wang et al., 2020; Puhakka et al., 2021). Job dissatisfaction experienced by individuals causes many negative effects that will occur on individuals, such as reduced willingness to work, poor work performance, delays, and increased desire to leave the company (Chen & Wang, 2019). Robbins & Judge (2015), state the same thing, where individuals who are dissatisfied with their work will show a response directing behavior to leave the company.

#### *The role of job satisfaction in moderate the effect of self-efficacy on turnover intention*

The results of the analysis show that job satisfaction partially mediates the effect of self-efficacy on turnover intention. This means that when employees have low self-efficacy, they will be able to reduce job satisfaction which then has an impact on increasing employee intentions to leave the company (turnover intention). Based on these results, to be able to suppress turnover intention in employees, companies need to increase employee self-efficacy, because high self-efficacy will be able to make employees feel satisfied in their work so that employees' intentions to leave the company are reduced. The results of this study support the study of Park et al. (2017); Stephens & Yu (2018); Scholtz et al. (2019), which states that job satisfaction is able to mediate the effect of self-efficacy on turnover intention. Employees

with low self-efficacy have a tendency to be less successful in completing obstacles and task responsibilities at work, so they can reduce their satisfaction with their work. A decrease in satisfaction will increase the desire of employees to leave the company.

#### *The role of job satisfaction in moderate the effect of job insecurity on turnover intention*

The results of the analysis show that job satisfaction partially mediates the effect of job insecurity on turnover intention. This means that when employees have high job insecurity, it will be able to reduce job satisfaction which then has an impact on increasing employee intentions to leave the company (turnover intention). Based on these results, in order to reduce employee turnover intention, companies must ensure employee job security, because high job security will be able to increase employee job satisfaction so that the employee's intention to leave will also be reduced. The results of this study support the study of [Heryanda \(2019\)](#); [Riana et al. \(2020\)](#); [Brahmannanda & Dewi \(2020\)](#); [Ekmekci et al. \(2021\)](#), which state that job satisfaction is able to mediate the effect of job insecurity on turnover intention. The emergence of job insecurity causes the employee's job to be in an unsafe or threatened position. Working in uncomfortable conditions will reduce employee job satisfaction. This decrease in satisfaction will encourage employees' intention to leave the company.

## 4 Conclusion

Self-efficacy has a negative and significant effect on turnover intention, job insecurity has a positive and significant effect on turnover intention, self-efficacy has a positive and significant effect on job satisfaction, job insecurity has a negative and significant effect on job satisfaction, job satisfaction has a negative and significant effect on turnover intention, Job satisfaction is able to partially mediate the influence between self-efficacy on turnover intention and job insecurity on turnover intention. This research also contributes to the psychological contract theory, where some mutual obligations and expectations are felt between employees and the company. In this case, the company needs to fulfill obligations in terms of job security and increase self-efficacy and employee job satisfaction. An increase in self-efficacy and a decrease in insecurity followed by an increase in employee job satisfaction will minimize the employee's desire to leave the organization. Based on these findings, the results of this study are able to enrich the development of human resource management science, especially related to turnover intention, and support other related empirical studies on the role of job satisfaction in mediating the effect of self-efficacy and job insecurity on turnover intention.

The results of this study can practically be used by management as input and considerations related to policy making in an effort to reduce turnover in the company. Companies should pay attention to the self-efficacy of employees so that employees are more confident in their abilities. There needs to be certain regarding the employment status of employees by referring to the applicable laws and regulations so that employees feel more secure with their work. Furthermore, it is seen from job satisfaction where companies are required to pay attention to aspects related to employee job satisfaction, such as the work itself, salary provision, opportunities for promotion and development as well as supervision from superiors. By paying attention to this, the company can suppress the emergence of employee intentions to leave the company. For further research, it is expected to use or develop other variables other than those studied in this study to determine their effect on employee turnover intention.

#### *Research Limitations*

The process of writing this research has several limitations that can be used as a reference to improve further research. Some of these limitations include:

- 1) The scope of the research is only carried out within the scope of facility care employees at PT. Angkasa Pura Supports Denpasar Branch, so the results of the research may have differences if carried out on employees of PT. Angkasa Pura Supports Denpasar Branch in different units or implemented in other types of companies.
- 2) This research is only limited to examining the effect of the variables of self-efficacy, job insecurity, and job satisfaction on turnover intention, while many other factors influence turnover intention that is not examined in this study.



*Conflict of interest statement*

The authors declared that they have no competing interests.

*Statement of authorship*

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

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