

Analysis of the Effect of Job Insecurity and Work Environment Psychology on Turnover Intention

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ABSTRACT

High turnover intention in an organizations is a wonder that regularly happens. Turnover intention refers to an individual assessment of the continuation of a relationship with an organization that has not yet been acknowledged through leaving the organizations. Numerous things can be the reason for somebody find employment elsewhere. In this research work engagement, job insecurity, and psychological work environment found to significantly affect turnover intention of health workers, and job insecurity and psychological work environment found to significantly affect work engagement. This research also found the mediation effect of work engagement on the correlation from psychological work environment and turnover intention and also the mediation effect of work engagement on the correlation from job insecurity and turnover intention.



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Keywords: Job Insecurity; Work Engagement; Psychological; Environment; Turnover Intention;

INTRODUCTION

In the COVID-19 pandemic, health workers experience uncommon pressure factors from stressors, not limited to huge responsibility, disease exposure, moral challenges, work incivility, despair, detachment from family, and separation. Supposedly, in this urgent period of the COVID-19 pandemic, it is imperative for health workers to feel content with their current positions and live without expecting to discover business somewhere else. Notwithstanding, little investigation has inspected the business-related variables of health workers during the COVID-19 pandemic. To that end, the current assessment of health workers under COVID-19 focuses on their emotional well-being and prosperity.

Health workers make up the greater part of human resources in Puskesmas, between 60-70%. However, in Indonesia, high turnover often occurs in workers who work in Puskesmas facilities. Coordinated reviews in several regions in Indonesia showed that the turnover rate in Puskesmas went from 20 to 35%. Even more, an assessment at the Puskesmas in West Sumatra revealed 24.3%. This percentage is far over the standard, suffering a health worker turnover rate of 5-10% every year. Moreover, a high turnover rate can cause mishaps, including costs required for enlistment and planning costs. Besides, high turnover events can similarly impact support confirmation and decrease specialists' ability to resolve patient issues and give quality consideration.

Based on observations of phenomena in the field, turnover occurs mostly among health workers in Indonesia. It happens because the problems often faced in general are usually

between human resources and the organization, which are related to both the organization's and employees' demands. Thus, organizations should be able to manage human resources because the back and forth of an organization is determined by human resources; based on that, human resources play an important role in business activities within the organization.

Therefore, this research aims to 1) find out the effect of job insecurity on work engagement on Puskesmas health workers in West Pasaman, 2) find out the effect of work engagement on the turnover intention of Puskesmas health workers in West Pasaman, 3) find out the effect of job insecurity on the turnover intention on Puskesmas health workers in West Pasaman, 4) find out the effect of psychological work environment on work engagement of Puskesmas health workers in West Pasaman, 5) find out the effect of psychological work environment on turnover intention and work engagement mediation on Puskesmas health workers in West Pasaman, 6) find out the effect of psychological work environment on the turnover intention on Puskesmas health workers in West Pasaman, and 7) find out the work engagement in mediating the effect of job insecurity on the turnover intention of Puskesmas health workers in West Pasaman.

The hypotheses of this research consisted of 1) job insecurity has a negative and significant effect on work engagement, 2) work engagement has a negative and significant effect on turnover intention, 3) job insecurity has a positive and significant effect on turnover intention, 4) psychological work environment has a positive and significant effect on work engagement, 5) work engagement mediates the relationship between psychological work environment and turnover intention, 6) psychological work environment has a significant effect on turnover intention, and 7) work engagement mediates the relationship between job insecurity and turnover intention. For a better understanding, it can be shown in the theoretical framework of this research.

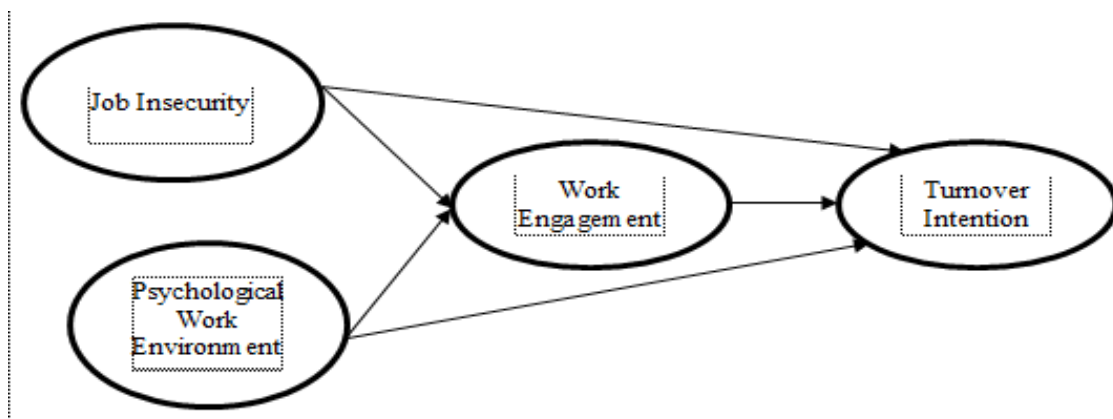


Figure 1. theoretical framework

Turnover Intention

Turnover intention is not only a warning sign from employees who will leave their organizations but is also a factor from which changes in workers in the organizations and subsequent work positions can be viably anticipated (Sun et al., 2021). It can, in this manner, be said that turnover intention is the goal of authoritative individuals to attempt to forsake their capabilities as individuals and stop their current positions. Turnover intention is also a

critical concern for leaders and chiefs across organizations. It can truly harm working environment confidence, keep employees from fostering any responsibility or identification towards their organizations, and reduce work satisfaction. Also, the turnover intention is employees' intentional and conscious willfulness to leave an organization in the anticipated future (Alghamdi & Arabia, 2018).

According to Chen et al. (2018), the turnover intention is marked by various things related to employee behavior, indications that can be used as a reference to predict employee turnover intention, such as increased absenteeism, increased laziness at work, increased violations of work rules, increased protests against superiors, and negative behavior very different from usual. According to that, humans are a vital resource in the industrial and organizational fields. Therefore, the company must conduct human resource management, maintain quality employees, and control costs. Subsequent studies relying on this model have discovered that profession turnover is brought about by various components, for example, low individual workplace fit, a lack of vocation versatility, work uncertainty, and use of sedatives (Bufquin et al., 2021).

Job Insecurity

Job insecurity can be defined as an employee's fear of losing their job and being unemployed. Job insecurity is an important factor that interferes with the employees' psychological health and reduces motivation (Zhang et al., 2020). According to that, job insecurity is also the psychological state of employees who demonstrate a sense of confusion or insecurity due to environmental conditions change. An employee who feels very high job insecurity allows leaving the job. If the employees' perceived job insecurity can be minimized by the organization, the employees can feel comfortable and will foster engagement in the workplace.

Referring to Zhang et al. (2020), job insecurity can be interpreted as a state of defenselessness to keep a feeling of solace in work situations considered unfit to give security. Job insecurity can likewise be characterized as feelings of tension, restlessness, stress, push, and vulnerability, which employees feel about the innate qualities in their work. In addition, Alghamdi & Arabia (2018) characterized job insecurity as an "apparent powerlessness to keep up with the desired progression in an undermined work situation"; they also characterized it as "the error between the degree of security an individual encounters and the level she or he may prefer."

Work Engagement

Work engagement refers to sensations of energy and excitement about one's work and comprises three measurements: vigor, dedication, and absorption. Vigorous individuals are stimulated and strong during misfortunes. Dedicated individuals are energetic and proceed until the task is finished. Meanwhile, absorption permits people to be exceptionally engaged and forget about time while working. Even though work creation has been connected to work engagement, the various work creation behaviors have changed impacts (Harun et al., 2020).

In addition, work engagement is an inspirational perspective of workers working in the organization, such as commitment, inclusion, and engagement to the social qualities and the accomplishment of the organization's achievement (Ivanovic et al., 2020). Work

engagement can also be characterized as a positive and fulfilling state described by the employees' power and assimilation. Overall high work engagement implies having a positive mental state at work; employees with high work engagement can be a significant variable in performance since they work based on authoritative viability, establish a more rewarding workplace, and reduce employee turnover (Islam et al., 2018).

Work engagement is also an inspirational construct that has stayed an insightful interest over recent years. The definition of work engagement, as concurred by (Harun et al., 2020), primarily alludes to "a positive, fulfilling business-related perspective that is portrayed by vigor, dedication, and absorption." Besides, work engagement is an individual asset, which may be considered an essential variable in prosperity in the workplace. The components of work engagement are moderately particular; however, they correspond to one another by and large.

Psychological Work Environment

The type of psychological work environment is separated into workplace environment climate or physical workplace and psychological workplace or psychic environment. As indicated by Nanda (2020), to accomplish their objectives, organizations should establish a workplace that is both physically and psychologically. In this investigation, more accentuation is placed on psychological workplace factors because they are firmly identified with the connection among employees and management or partners, the degree of government assistance, particularly non-cash benefits, and elements identified with the place of employees.

Further, the psychic work environment is any condition identified with work connections, both associations with bosses and associations with subordinates from individual partners and associations with subordinates. A few past investigations have related, clarified, and given proof regarding the relationship of the psychic work environment to turnover intention. To some extent, the workplace contrarily influences employee turnover intention factors, where the psychic work environment is identified with the workplace variable. The higher the workplace comfort employees feel, the employees' turnover intention will diminish (Dawood et al., 2020). A decent workspace will also inspire the inspiration to function admirably, improving employee performance; one indicator of the workspace is the acceptance of correspondence between employees who agree (Nanda, 2020).

RESEARCH METHOD

This research was designed to examine the effect of job insecurity and psychological work environment on the turnover intention of the health workers, with work engagement as the mediating variable. This research used the quantitative method to test the hypotheses using statistical methods. In this research, data collection was carried out by doing a survey, and this research's unit analysis was the Puskesmas health workers in West Pasaman. The population in this examination was Puskesmas employees in West Pasaman. In order for the sample to represent the population, the number of samples was determined from each Puskesmas by using an analysis path with formula 5 to 10 times the item (Sekaran, 2017).

Therefore, the following results were obtained: 5×26 (total number of indicators) = 130. In other words, the minimum sample size for this study was 130 respondents.

This research also employed a questionnaire to collect the data, and the questionnaire contained demography information of respondents and indicators of each variable. The choices of the answer would be processed by using a five-point Likert Scale, which is a scale that uses to measure attitudes, opinions, and perceptions of an individual or group of people about certain social phenomena.

Using the Likert scale, the variables measured were translated into indicators as a starting point for compiling instruments in the form of statements. The measurement variable of job insecurity used an instrument adopted from Sun et al. (2021). The instrument consisted of eight items with a five-point Likert scale, showing one as strongly disagree and five as strongly agree. The measurement variable of work engagement employed an instrument adopted from Memon (2018). The instrument consisted of nine items with a five-point Likert scale, indicating that one strongly disagrees and five strongly agree. Then, the psychological work environment variable measurement utilized an instrument adopted from Nanda (2020). The instrument comprised four items with a five-point Likert scale, representing one as strongly disagree and five as strongly agree. Meanwhile, the turnover intention variable measurement used an instrument adopted from Memon (2018). The instrument covered five items with a five-point Likert scale, showing one as strongly disagree and five as strongly agree.

The data analysis technique in this research was the Structural Equation Model (SEM) utilizing software Smart PLS 3.0. PLS is an analysis of variant-based structural equations that can simultaneously evaluate the measurement model and the structural model. This model measurement was used to test the validity and reliability of research instruments, whereas structural models were used for causality tests (hypothesis testing with a prediction model). The data analysis using Smart PLS consists of two sub-models: 1) measurement model, also called the outer model. The model explains the relationship between latent constructs and the manifest indicators. Meanwhile, 2) the structural model, also called the inner model. The model explains the relationship between one latent variable with another in construction. The data were obtained by the distributed questionnaires processed and analyzed with Smart PLS 3.0 software.

RESULTS AND DISCUSSION

The hypothesis test was used from the output path coefficients value by bootstrapping on Smart PLS 3.0. In testing the hypothesis, it can be seen from the T-statistical value in the output path coefficients. If the T-statistical value on the output path coefficients is greater than the T-table value ($T\text{-statistic} > T\text{-table}$), the hypothesis will be accepted or significant. However, the hypothesis will be rejected or insignificant if the T-statistical value is smaller than the T-table value ($T\text{-statistic} < T\text{-table}$). T table can be calculated using the formula degree of freedom ($df = n - k$, where n is the number of samples, and k is the number of variables). Then, the T-table value in this study was derived from $df = 130 - 4 = 126$, with a level of significance of 95% ($\alpha = 5\%$), so the T-table was 1.65704.

Moreover, this research used a mediating variable, work engagement. The mediation variable is the effect that explains the relationship between the independent variable and the

dependent variable through a connecting variable or mediation. The data test was conducted twice to obtain direct and indirect relationships, where the direct influences were the job insecurity on turnover intention and the psychological work environment on turnover intention. Both were obtained through the first data test, not the mediating variable. The second data test was then used to see the indirect effect between the dependent and independent variables through the mediating variables. The following explains the direct and indirect relationship of the variables.

Table 1. Final AVE Test

Variable	AVE
Job Insecurity	0.626
Psychological Work Environment	0.754
Turnover Intention	0.945
Work Engagement	0.935

Source: Primary data processed by SmartPLS 3 (2022)

Based on Table 1, the AVE value of each variable was greater than 0.5, meaning that the variables were valid according to the convergent validity criteria.

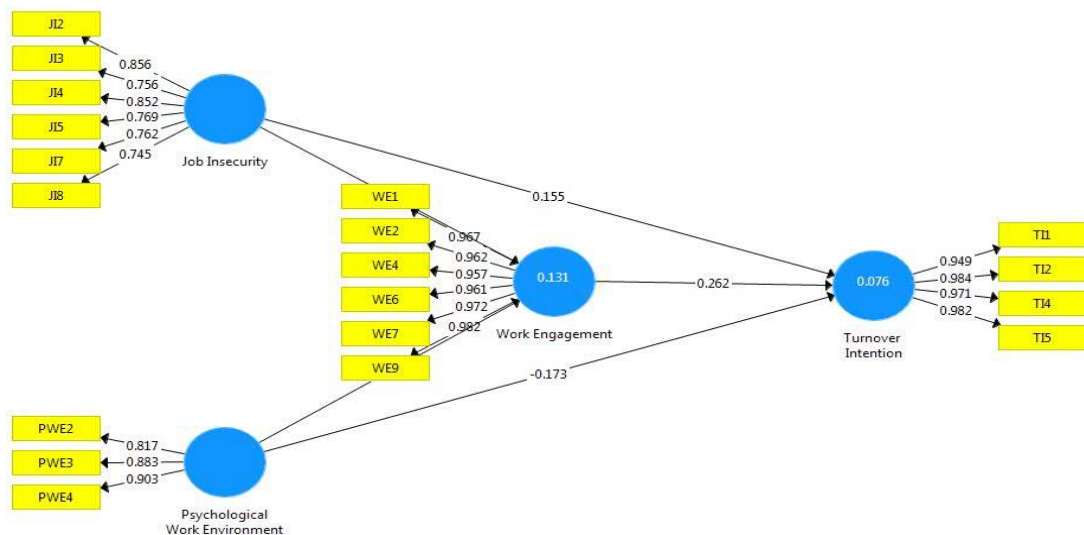


Figure 2. Final Output Inter-Construct Model

Source: Primary data processed by Smart-PLS 3 (2022)

From Figure 2, each variable's final output inter-construct model had an outlier loading value of 0.7, as shown above, or can be seen in Table 1. Then, the omitted indicators were re-estimated or gradually removed utilizing SmartPLS 3 to obtain the final construction figure.

From Table 2, the effect test results without mediation showed that the T-statistical value of the job insecurity variable on the turnover intention variable was 8.427, higher than the T-table value of 1.65704 ($8.427 < 1.65704$), so there was a direct influence of job insecurity on turnover intention and a significant effect. In addition, the T-statistical value of the job insecurity variable on the work engagement variable was 27.739, higher than the

T-table value of 1.65704 ($27.739 < 1.65704$), so there was a direct influence of job insecurity on work engagement and a significant effect. Then, the T-statistical value of the psychological work environment variable on turnover intention variable was 12.951, higher than the T-table value of 1.65704 ($12.951 < 1.65704$), so there was a direct influence of the psychological work environment on turnover intention and a significant effect.

Table 2. Direct Effect Results

Variable	T-Statistic	T-Table	Result
Job Insecurity -> Turnover Intention	8.427	1.65704	Supported
Job Insecurity -> Work Engagement	27.739	1.65704	Supported
Psychological Work Environment -> Turnover Intention	12.951	1.65704	Supported
Psychological Work Environment -> Work Engagement	4.102	1.65704	Supported
Work Engagement -> Turnover Intention	18.626	1.65704	Supported

Moreover, the T-statistical value of the psychological work environment variable on the work engagement variable was 4.102, higher than the T-table value of 1.65704 ($4.102 < 1.65704$), so there was a direct influence of psychological work environment on work engagement and a significant effect. Then, the T-statistical value of the work engagement variable on the turnover intention variable was 18.626, higher than the T-table value of 1.65704 ($18.626 < 1.65704$), so there was a direct influence of work engagement on turnover intention and a significant effect. Based on the effect test results without mediation, job insecurity influenced turnover intention, and the psychological work environment on turnover intention could be further mediated by work engagement.

The mediation effect test was used to see the indirect effect of the mediating variable: work engagement between job insecurity and turnover intention variables and work engagement between psychological work environment and turnover intention variables. The test was seen from the output path coefficients by looking at the T-statistical value. Following is a T-statistical and T-table using the mediating effect.

Table 3. Indirect Test

Variable	T-Statistic	T-Table	Result
Job Insecurity -> Work Engagement -> Turnover Intention	17.775	1.65704	Supported
Psychological Work Environment -> Work Engagement -> Turnover Intention	7.858	1.65704	Supported

From Table 3, the T-statistical value of the job insecurity variable on turnover intention and mediated by work engagement variable was 17.775, higher than the T-table value of 1.65704 ($17.775 < 1.65704$), so there was an influence between job insecurity and turnover intention and a significant effect. Then, the T-statistical value of the psychological work environment variable on the turnover intention variable was 7.858, higher than the T-table

value of 1.65704 ($7.858 < 1.65704$), so there was a direct influence between the psychological work environment and turnover intention mediated by work engagement and a significant effect.

Furthermore, this research had one hypothesis with the mediation variable: the effect of job insecurity on turnover intention mediated by work engagement. After testing the significance of the variable and finding the variable to be significant, the following is the value of VAF from the hypothesis:

$$\text{VAF (job insecurity)} = \frac{516.7}{8.427 + 516.7} = 0.98395 \text{ atau } 98\%$$

The indirect effect value was obtained from the T-statistical value of the relationship $\text{JI} \rightarrow \text{WE}$ multiplied by $\text{WE} \rightarrow \text{TI}$, $27.739 \times 18.626 = 516.7$. In comparison, the direct effect was 8.427, obtained from Table 2. After obtaining the VAF value of each variable, namely the VAF value on job insecurity on turnover intention mediated by 98% work engagement, it could be categorized as full mediation because the VAF value was above 80%.

$$\text{VAF (psychological work environment)} = \frac{76.404}{12.951 + 76.404} = 0.85506 \text{ atau } 86\%$$

The indirect effect was obtained from the T-statistical value of the relationship $\text{PWE} \rightarrow \text{WE}$ multiplied by $\text{WE} \rightarrow \text{TI}$, which was $4.102 \times 18.626 = 76.404$. Meanwhile, the direct effect was 12.951, obtained from Table 2. After obtaining the VAF value of each variable, namely the VAF value on psychological work environment on turnover intention mediated by 86% work engagement, it could be categorized as full mediation because the VAF value was above 80%.

To answer the hypotheses, whether accepted or rejected, it can be seen from the output path coefficients on bootstrapping in Smart PLS 3.0 by comparing the T-table with T-statistics. The hypothesis will be accepted if the T-statistic is higher than the T-table ($\text{T-statistic} > \text{T-table}$). In contrast, the hypothesis will be rejected if the T-statistic is smaller than the T-table ($\text{T-statistic} < \text{T-table}$). Following are the hypotheses testing by looking at the output path coefficient.

In the discussion, the results of testing the relationship between variables on the hypotheses previously tested are presented. Following are the explanation and test results of the hypothesis table 4.

H1: The Influence of Job Insecurity on Work Engagement of Puskesmas Health Workers in West Pasaman

The first hypothesis stated a significant effect of job insecurity on work engagement in Puskesmas employees in West Pasaman. Based on the original sample value of -0.487, which was negative, job insecurity had a negative effect on work engagement. For every 1 increase in the respondent's perception score about job insecurity, the respondent's perception of work engagement decreases by -0.487 units. The higher the job insecurity, the lower the work engagement. Based on the T-statistics value of 27.739, it was greater than T-table 1.65704 at a 95% confidence interval and an alpha level of 5%, so it can be concluded that the first hypothesis could be accepted, or there was a negative and significant effect of job insecurity on work engagement of the Puskesmas employees in West Pasaman.

Table 4. Hypotheses Test Results

Variable	Description	Result
Job insecurity negatively influences work engagement.	T-statistic value (27.739) > T-table (1.65704) and <i>p-value</i> (0.001) < 0.05	Supported
Employee work engagement negatively influences turnover intention.	T-statistic value (18.626) > T-table (1.65704) and <i>p-value</i> (0.001) < 0.05	Supported
Job insecurity positively influences turnover intention.	T-statistic value (8.427) < T-table (1.65704) and <i>p-value</i> (0.007) > 0.05	Supported
A psychological work environment positively influences work engagement.	T-statistic value (4.102) > T-table (1.65704) and <i>p-value</i> (0.027) < 0.05	Supported
The relationship between a psychological work environment and turnover intention is mediated by work engagement.	T-statistic value (7.858) > T-table (1.65704) and <i>p-value</i> (0.008) < 0.05	Supported
A psychological work environment has a direct negative relationship to turnover intention.	T-statistic value (12.951) > T-table (1.65704) and <i>p-value</i> (0.003) < 0.05	Supported
Work engagement will partly mediate the effect of job insecurity on turnover intention.	T-statistic value (17.775) > T-table (1.65704) and <i>p-value</i> (0.002) < 0.05	Supported

These results are in line with several studies. Research from C. Chen & Chen (2018) found that job insecurity negatively affected work engagement. J. H. Park & Ono (2016) also stated that individual perception of job insecurity would be negatively related to work engagement. Asfaw & Chang (2019) compared the engagement of those who perceived job insecurity, revealing that the higher perceived job insecurity was associated with a lower level of engagement.

H2: The Influence of Work Engagement on Turnover Intention of Puskesmas Health Workers at West Pasaman.

The second hypothesis showed a significant effect of work engagement on turnover intention in Puskesmas employees in West Pasaman. Based on the original sample value of -0.163, which was negative, work engagement had a negative effect on turnover intention. For every 1 increase in the respondent's perception score about work engagement, the respondent's perception of turnover intention decreases by -0.163 units. The higher the work engagement, the lower the turnover intention.

Based on the T-statistics value of 18.626, greater than the T-table of 1.65704 at a 95% confidence interval and an alpha level of 5%, it can be concluded that the second hypothesis could be accepted, or there was a negative and significant effect of work engagement on turnover intention of the Puskesmas employees in West Pasaman.

These results agree with several studies. According to research, as shown by Sun et al. (2021), employee work engagement had a negative effect on turnover intention. According to Wan et al. (2018), the research found that nurses' involvement was negatively related to their turnover intention. Referring to W. Zhang et al. (2018), job involvement was a significant indicator of turnover intention among newly graduated nurses. Based on the

hypothesis test in this study, it was found that work engagement had a positive and significant effect on the job insecurity of *Puskesmas* health workers in West Pasaman.

H3: The Influence of Job Insecurity on Turnover Intention of Puskesmas Health Workers in West Pasaman

The third hypothesis revealed a significant effect of job insecurity on the turnover intention of Puskesmas employees in West Pasaman. Based on the original sample value of 0.191, which was positive, job insecurity positively affected turnover intention. For every 1 increase in the respondent's perception score about job insecurity, the respondent's perception of turnover intention increases by 0.191 units. The higher the job insecurity, the higher the turnover intention. Based on the T-statistics value of 8.427, it was greater than the T-table of 1.65704 at a 95% confidence interval and an alpha level of 5%. Thus, it can be concluded that the third hypothesis could be accepted, or there was a positive and significant effect of job insecurity on the turnover intention of the Puskesmas employees in West Pasaman.

These results corroborate several studies. According to research from Hariyonyoto et al. (2019), job insecurity positively affected the employee turnover intention of Bank Aceh Syariah. A study from Obeng et al. (2021) also stated a positive and significant relationship between job insecurity and turnover intention. As indicated by Jiménez & Dunkl (2017), job insecurity was also related to higher stress, intention to quit, and lower resource or recovery.

H4: The Influence of Psychological Work Environment on Work Engagement of at Puskesmas Health Workers in West Pasaman

The fourth hypothesis uncovered a significant effect of psychological work environment on work engagement of Puskesmas employees in West Pasaman. Based on the original sample value of 0.016, which was positive, the psychological work environment positively affected work engagement. For every 1 increase in the respondent's perception score about the psychological work environment, the respondent's perception of work engagement increases by 0.016 units. The higher the psychological work environment, the higher the work engagement.

Based on the T-statistics value of 4.102, it was greater than the T-table of 1.65704 at a 95% confidence interval and an alpha level of 5%. Hence, it can be concluded that the fourth hypothesis could be accepted, or there was a positive and significant effect of the psychological work environment on the work engagement of the Puskesmas employees in West Pasaman. In accordance with the research of Sun et al. (2021), a supportive work environment was positively connected with nurse engagement. In this way, a strong work practice climate was decidedly identified with job engagement of local area well-being health nurses (Li et al., 2019).

H5: The Influence of Psychological Work Environment on Turnover Intention and Mediated by Work Engagement of Puskesmas Health Workers in West Pasaman

The fifth hypothesis stated a significant effect of psychological work environment on turnover intention and mediated by work engagement in Puskesmas employees in West Pasaman. Based on the original sample value of -0.002, which was negative, the

psychological work environment negatively affected turnover intention and was mediated by work engagement. For every 1 increase in the respondent's perception score about the psychological work environment, the respondent's perception of turnover intention decreases by -0,002 units with work engagement as mediation. The higher the psychological work environment, the lower turnover intention through work engagement.

Based on the T-statistics value of 7.858, greater than the T-table of 1.65704 at a 95% confidence interval and an alpha level of 5%, it can be concluded that the fifth hypothesis could be accepted, or there was a positive and significant effect of psychological work environment on turnover intention and mediated by work engagement of the Puskesmas employees in West Pasaman. Based on the hypothesis testing results in this study, it was found that employee engagement did mediate the effect of the psychological work environment on the turnover intention of *Puskesmas* health workers in West Pasaman. This finding is in line with this: job characteristics and work environment might impact turnover intention through the intercession of work engagement (Wan et al., 2018).

H6: The Influence of Psychological Work Environment on Turnover Intention of Puskesmas Health Workers in West Pasaman

The sixth hypothesis revealed a significant effect of psychological work environment on turnover intention in Puskesmas employees in West Pasaman. Based on the original sample value of -0.149, which was negative, the psychological work environment negatively affected turnover intention. For every 1 increase in the respondent's perception score about the psychological work environment, the respondent's perception of turnover intention decreases by -0,149 units. The higher the psychological work environment, the lower turnover intention.

Based on the T-statistics value of 12.951, it was greater than T-table 1.65704 at a 95% confidence interval and an alpha level of 5%. Therefore, it can be concluded that the sixth hypothesis could be accepted, or there was a negative and significant effect of the psychological work environment on the turnover intention of the Puskesmas employees in West Pasaman.

It is in accordance with Chen et al. (2018), who discovered the outcomes authenticated that association in emergency clinic issues is one of the variables of medical attendants' turnover intention. As indicated by Kurniawaty et al. (2019), Bank Mandiri's worker advancement strategies were dictated by the accomplishment of the objectives set by the administration so that employees felt pressured to attempt to accomplish these objectives.

H7: The Influence of Job Insecurity on Turnover Intention and Mediated by Work Engagement of Puskesmas Health Workers in West Pasaman

The seventh hypothesis uncovered that job insecurity significantly affected turnover intention and was mediated by work engagement in Puskesmas employees in West Pasaman. Based on the original sample value of 0.079, which was positive, job insecurity positively affected turnover intention. For every 1 increase in the respondent's perception score about job insecurity, the respondent's perception of turnover intention increases by 0,079 units through work engagement. The higher the job insecurity, the higher turnover intention mediated by work engagement.

Based on the T-statistics value of 17.775, greater than the T-table of 1.65704 at a 95% confidence interval and an alpha level of 5%, it can be concluded that the seventh hypothesis could be accepted, or there was a positive and significant effect of job insecurity on turnover intention and mediated by work engagement of the Puskesmas employees in West Pasaman.

Based on the hypothesis testing results in this study, it was found that employee engagement did mediate the effect of job insecurity on the turnover intention of Puskesmas health workers in West Pasaman. This finding aligns with Karatepe et al. (2020), **who** advocated that work engagement was the mechanism linking job insecurity to innovative work behavior. Thus, work engagement would partly mediate the effect of job insecurity on turnover intention.

CONCLUSION

According to the result and analysis of the research, the following conclusion could be drawn: Job insecurity had a negative and significant effect on work engagement. It shows that employee job insecurity will play a key role in influencing responses to work engagement. The influence given to Puskesmas employees was negative, meaning that when the employees have strong engagement with the organization, employees' insecurity about their work will lower. Work engagement had a negative and significant effect on turnover intention. It indicates that employees have a lower engagement with the organization and their work; they will feel the desire to leave the organization and look for other jobs that match their desires. It makes the organization look for what makes employees feel insecure and can cause them to want to leave the organization. Job insecurity had a positive and significant effect on turnover intention. If the job insecurity of employees within the organization is low and they are fully involved in achieving organizational goals, the employees will be motivated and keep their work within the organization. However, if the job insecurity of employees is high, they are not motivated to achieve organizational goals or even leave the organization.

A psychological work environment had a positive and significant effect on work engagement. It depicts that the more psychological the employee's work environment is, the higher the level of work engagement. However, if the psychological work environment of employees is lower, the work engagement will also be lower. The psychological work environment significantly affected turnover intention and was mediated by work engagement. It proves that the work engagement variable mediated the psychological effect of the work environment on turnover intention. The total value of the influence of the psychological work environment on turnover intention was greater through work engagement, meaning an increase in the influence of the psychological work environment on turnover intention. The psychological work environment had a negative and significant effect on turnover intention. If employees feel the organizational environment that supports their performance, employees will not have the desire to leave the organization. However, if employees do not feel that the organization supports them, both superiors and co-workers, the desire to leave the organization is even greater. Job insecurity significantly affected turnover intention and was mediated by work engagement. It confirms that the work engagement variable mediated the job insecurity effect on turnover intention. The total value of the influence of the job insecurity on turnover intention was greater through work

engagement, indicating an increase in the influence of the job insecurity on turnover intention.

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