The role of job satisfaction in mediating the effects of job insecurity and burnout on turnover intention

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ABSTRACT

The present investigation explores the impacts of job insecurity and burnout upon turnover intention, utilizing job satisfaction as a mediating variable among manufacturing workers at PT Mitra Prasmitha Selaras. Elevated turnover intention presents a severe obstacle, presumably triggered by employment precariousness and fatigue stemming from an objective-driven operational framework. This inquiry employs a quantitative methodology. Information was collected through digital surveys from 303 manufacturing staff members and evaluated utilizing SmartPLS through Partial Least Squares-Structural Equation Modeling (PLS-SEM) to assess the primary and secondary connections among the variables. The outcomes reveal that job insecurity and burnout positively and substantially impact turnover intention, whereas job satisfaction delivers an inverse and substantial consequence. Furthermore, both job insecurity and burnout inversely and substantially affect job satisfaction. The mediation assessment verifies that job satisfaction substantially bridges the associations connecting job insecurity, burnout, and turnover intention.

Keywords: *Job Insecurity; Burnout; Job Satisfaction; Turnover Intention; Manufacturing Employee*

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INTRODUCTION

Despite intensified anti-smoking campaigns and continuous increases in cigarette excise taxes since 2017, the Indonesian tobacco industry has shown remarkable resilience (Fery, 2022). Data from the Directorate General of Customs and Excise indicate that cigarette production reached 322 billion sticks in 2020 and rose to 334.84 billion sticks in 2021, even as a decline was projected for 2022. The market remains highly concentrated: PT HM Sampoerna leads with 28% share, followed by Gudang Garam (27.1%), Djarum (18.7%), Bentoel/BAT (7%), Nojorono (3%), and Wismilak (1%). The remaining 15.2% is divided among hundreds of smaller producers, including home-based manufacturers (Sampoerna.com, 2025). This structure underscores the industry's consolidation amid rising regulatory and fiscal pressures (Fery, 2022).

Within this concentrated market, PT Hanjaya Mandala Sampoerna Tbk. stands as the most dominant and historically established player. Founded in 1913, it has held market leadership for over a century through iconic brands like Dji Sam Soe the "King of Kretek" capturing 27.4% share in 2024 (Sampoerna.com, 2025). Sampoerna pioneered the Low Tar Machine-Made Kretek Cigarettes (SKM LT) segment with Sampoerna A in 1989 and expanded its portfolio to include Dji Sam Soe Magnum, Marlboro Filter Black, and Sampoerna Kretek (Sampoerna.com, 2025).

Since becoming a subsidiary of PT Philip Morris Indonesia (PMID) in 2005, Sampoerna has integrated into Philip Morris International Inc.'s (PMI) global network while sustaining core operations in manufacturing, trading, and distribution. It employs over 90,000 workers directly and indirectly, partners with 43 Cigarette Production Partners (Mitra Produksi Sigaret/MPS) for Hand-Rolled Kretek Cigarettes (SKT), and runs distribution facilities at 105 Indonesian locations (Sampoerna.com, 2025). One key partner is PT Mitra Prasmitha Selaras (MPS), Sampoerna's 37th MPS in Sempor, Kebumen Regency, Central Java operational since July 9, 2007, and inaugurated on August 15, 2007 (mps-sempor.com, 2025).

At PT Mitra Prasmitha Selaras, production workers divide into five key units giling, pushcutter, pack, wrapping, and bandrol each facing strict daily targets. An interview on March 13, 2025, with Head of Personnel Firdiansyah revealed 1,246 permanent production employees in 2025: giling (720), pushcutter (234), pack (162), bandrol (83), and wrapping (47).

Turnover fluctuated notably from 2022–2024: 272 exits in 2022, rising to 303 in 2023, then falling to 250 in 2024. It concentrated in labor-intensive giling and pushcutter divisions, marked by repetitive tasks, relentless physical demands, tight targets, and time pressure that fuel fatigue and burnout.

Beyond physical strain, psychological pressures from performance reviews and job continuity loom large (Septianna, 2021). Missing targets threatens income and security, eroding job satisfaction and heightening turnover intention the conscious plan to leave, often from dissatisfaction or better prospects (Sari et al., 2024).

Job insecurity captures perceived uncertainty and lack of control over employment continuity. Ratnasari & Lestari (2020) describe it as an inability to sustain desired job tenure amid uncertainty; Vieira dos Santos et al. (2022) highlight its toll on well-being. At MPS, target-driven systems amplify this, especially for Fixed-Term Employment Agreement (PKWT) workers. March 13, 2025, interviews showed unmet targets, compensation duties, and pay cuts stoking anxiety and instability perceptions.

Empirical links between job insecurity, burnout and turnover intention vary. Positive effects appear in studies like Juleiqa & Indarto (2024) and Kurniawan (2024). Null results in Iskandar (2022) and Suwarsono et al., (2022). Burnout on turnover ties

hold in (Ariawan et al., (2023) and Salama et al., (2022) , but not in (Septianna (2021) and Ernes & Meilani (2023) .

Job satisfaction an emotional response reflecting job valuation (Safrizal, 2023) and bolsters commitment (Aggarwal, 2024). Organizations foster it via positive environments, career growth, competitive pay, and reduced demands (Tafese, 2024). Crucially, it moderates job insecurity and burnout's impact on turnover. Studies like Hu et al., (2022) and Ran et al., (2020), confirm its partial mediation of burnout-turnover links; Rohim & Sandy, (2024) and Ernes & Meilani, (2023), extend this to job insecurity.

Observing MPS conditions and research gaps, this study examines job insecurity and burnout's effects on turnover intention, mediated by job satisfaction. It promises clearer insights into labor-intensive, target-based settings. Its novelty, emphasizing satisfaction's mediation among MPS production workers, building beyond direct-effect studies.

LITERATURE REVIEW

Social Exchange Theory

This study adopts Social Exchange Theory (SET), which originates from fundamental ideas proposed by Homans and Blau in the 1960s. Homans conceptualized SET based on the assumption that social interactions can be understood through basic economic principles, where individuals evaluate relationships in terms of perceived costs and benefits. SET explains that social relationships are formed through the interchange of physical and non-physical assets, regulated by standards of mutual return and influenced by personal internal views (Fan et al., 2021). Within corporate environments, whenever workers perceive respect and backing, they generally respond with constructive occupational mindsets and conducts as a reciprocal reaction.

Social Exchange Theory provides a relevant theoretical structure for elucidating the connections between job insecurity, burnout, job satisfaction, and turnover intention. Personnel incessantly evaluate their occupational milieu, involving the magnitude of assistance received from the organization, which influences their job satisfaction and behavioral intentions. High job insecurity and burnout are perceived as costs that diminish job satisfaction and elevate turnover intention, while job satisfaction operates as a primary process that lessens the workers' motives to depart from the firm (Okta et al., 2023).

Turnover Intention

Turnover intention denotes a staff member's internal drive to willingly depart from a company (Amri et al., 2023). Such a motive could be provoked by diverse elements, comprising the ambition to secure superior compensation, domestic matters, along with additional individual motives(Christy & Heryjanto, 2021). Consistent with this perspective, Suhakim & Badrianto (2021) assert that turnover intention signifies a worker's aim to transition from a single entity to an alternative one. Personnel who attain job satisfaction generally stay at the workplace, while discontented workers demonstrate an elevated probability of departing. Moreover, Supriadi et al. (2021) highlight that turnover intention is affected by numerous drivers, including ecological elements, individual aspects, alongside institutional conditions inside the firm.

Job Insecurity

Job insecurity represents sensations of apprehension or anxiety originating from a person's personal belief regarding the likelihood of facing unemployment, a circumstance

deemed unfavorable for the impacted worker (Soelton et al., 2020). Within this framework, Nawrocka et al. (2023) define job insecurity as a dual-faceted construct intimately linked to alterations within working environments. Such facets comprise quantitative job insecurity, pertaining to the danger of unemployment, alongside qualitative job insecurity, involving the probable decline of prized employment attributes. Furthermore, Nawrocka et al. (2023) identify several factors contributing to job insecurity, including environmental and organizational conditions, individual and job-related characteristics, as well as workers' personal characteristics.

Burnout

Burnout constitutes a state stemming from extended vulnerability to occupational requirements and mental tension originating from professional engagements, coupled with somatic, affective, and mental manifestations (Nodoushan et al., 2021). It is additionally defined as a multi-faceted mental condition which arises from continuous subjection to persistent tension within the employment environment, encompassing three primary aspects: affective fatigue, skepticism, and a diminished feeling of individual achievement. The World Health Organization (WHO) describes burnout as a syndrome originating from persistent vocational pressure which has not been effectively handled, demonstrated via vitality exhaustion, psychological detachment from employment, alongside lowered vocational effectiveness (Li-Sauerwine et al., 2020). Moreover, Chandra (2024) clarifies that burnout is impacted by diverse elements, encompassing task volume, compensation, and occupational drive, fairness, work-related stress, perceived control, social isolation in the workplace, and individual value systems.

Job Satisfaction

Ramban & Edalmen (2022) contend that workers possessing an elevated degree of job satisfaction generally display favorable dispositions regarding their employment, while personnel who feel discontented possess a higher probability of displaying adverse occupational dispositions. Job satisfaction does not indicate how intensely or how excellently a person works, but instead the extent to which an individual appreciates and relishes a specific occupation. It encompasses an individual's feelings and perceptions regarding the work itself, compensation, opportunities for promotion or training, supervision, coworkers, workload, and other related aspects (Nabawi, 2019). Additionally, Syaifudin & Kustini (2024) elaborate that job satisfaction is affected by dual primary drivers, specifically worker-focused elements and employment-focused elements. Worker-associated aspects encompass cognitive capacity, proficiencies, chronological age, sex, somatic state, academic history, occupational background, tenure, character, feelings, viewpoints, alongside professional dispositions. Employment-associated aspects consist of occupation category, institutional hierarchy, rank or function, standing, standard of management, economic stability, professional advancement prospects, interpersonal engagement, and occupational connections.

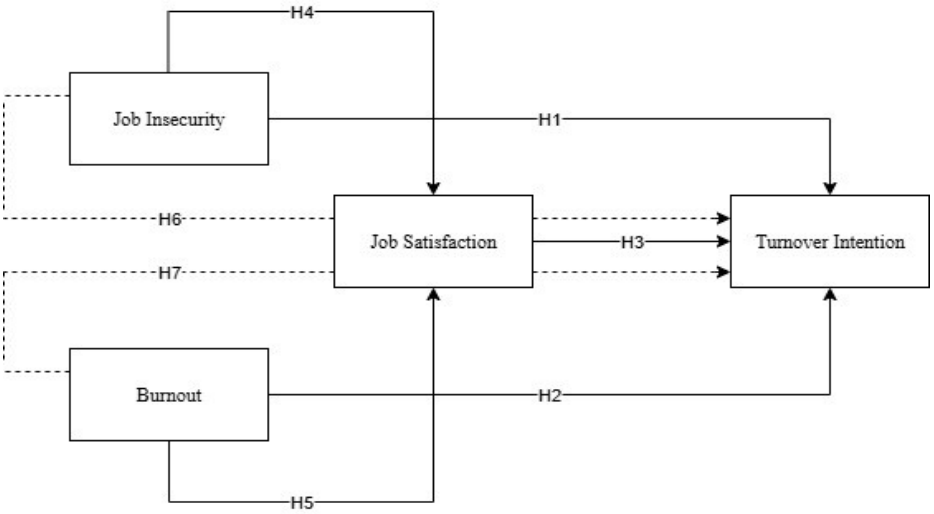
Research Hypothesis

Imaroh et al. (2023), who investigate the impact of job insecurity upon workers, declare that job insecurity possesses a substantial affirmative impact upon turnover intention, suggesting that staff members who encounter unpredictability concerning employment stability generally cultivate more intense motives to depart from the firm. Nevertheless, there exists an alternative investigation by Gayatri & Muttaqiyathun (2020) which asserts that job insecurity does not substantially impact turnover intention. In their research,

they explain that employees may continue working despite feelings of insecurity as long as economic needs and alternative employment opportunities remain limited.

Ran et al. (2020), demonstrated that burnout yields a substantial consequence upon turnover intention, whereby extended somatic and affective fatigue intensifies workers' aspiration to vacate their positions. Nevertheless, as opposed to investigations performed by Septianna (2021) and Ernes and Meilani (2023), burnout is observed to possess no meaningful consequence on turnover intention because employees tend to remain in their jobs due to organizational attachment and job availability considerations. Furthermore, Zhang et al. (2019) and Hu et al. (2022) noted that job satisfaction plays a crucial role in reducing turnover intention, considering that staff members who feel gratified in their positions generally display lessened desires to leave the organization. Nevertheless, other investigations indicate that job satisfaction could simultaneously function as a mediating variable which elucidates the inconsistent linkage connecting job insecurity, burnout, and turnover intention, particularly in labor-intensive and target-based work environments.

Based on the discrepancies in prior scholarly discoveries and the genuine circumstances encountered by manufacturing staff at PT Mitra Prasmitha Selaras, the purpose of this investigation is to analyze the influence of job insecurity and burnout upon turnover intention applying job satisfaction as a mediating variable. Accordingly, grounded on the formulated model, investigators can delineate the theoretical blueprint as follows:



Source: Contructed by the authors for this study, 2025

Figure 1
Conceptual Framework

The current research builds upon previous investigations conducted by Iskandar (2022) and Hamimi & Indryawati (2025) regarding the impact of job insecurity and burnout upon turnover intention. Although Iskandar (2022) discovered that job insecurity produced no substantial consequence whereas burnout yielded a substantial influence upon turnover intention, Hamimi & Indryawati (2025) indicated that these two constructs collectively exerted a substantial impact, accounting for 46.6% of the statistical variation. Such contradictory outcomes expose a scholarly void in comprehending the manner in which job insecurity and burnout dictate turnover

intention. Hence, the present research incorporates job satisfaction as a mediating variable to illuminate the fundamental process governing these linkages as well as to offer a broader understanding of turnover intention.

Hypothesis is a basic opinion that is temporary in nature and still needs to be tested for its validity. Grounded upon the construction of the investigative questions alongside the suggested theoretical framework, the postulates of this investigation are formulated as follows:

Hypothesis 1 : Job insecurity has a positive effect on turnover intention at PT Mitra Prasmitha Selaras.

Hypothesis 2 : Burnout has a positive effect on turnover intention at PT Mitra Prasmitha Selaras.

Hypothesis 3 : Job satisfaction has a negative effect on turnover intention at PT Mitra Prasmitha Selaras.

Hypothesis 4 : Job insecurity has a negative effect on job satisfaction at PT Mitra Prasmitha Selaras.

Hypothesis 5 : Burnout has a negative effect on job satisfaction at PT Mitra Prasmitha Selaras.

Hypothesis 6 : Job satisfaction mediates the relationship between job insecurity and turnover intention at PT Mitra Prasmitha Selaras.

Hypothesis 7 : Job satisfaction mediates the relationship between burnout and turnover intention at PT Mitra Prasmitha Selaras.

METHOD

This investigation employs a numerical methodology. Consistent with Sugiyono (2018), numerical investigative strategies originate from the positivist paradigm and are utilized to evaluate distinct universes and subsets. Evidence accumulation within this framework is conducted through investigative tools, whereas mathematical appraisal is performed to test predetermined propositions.

As stated by Sugiyono (2018), a population represents a generalizing domain comprising individuals or entities possessing distinct traits established by the investigator for examination. In this study, the population comprised 1,246 permanent production employees at PT. Mitra Prasmitha Selaras, distributed across several departments: 720 in Giling (Rolling), 234 in Pushcutter, 162 in Pack, 47 in Wrapping, and 83 in Bandrol (Excise Stamping). The necessary participant volume was computed applying the Slovin equation incorporating a 5% margin of error (Ghozali, 2021), generating a baseline group of 303 participants, which was considered adequate to symbolize the entire group.

The selection procedure utilized for this investigation belongs to the classification of non-probability sampling. As expressed by Sugiyono (2018), this approach implies that not every unit within the intended group possesses an equal probability of getting chosen for the subset. In particular, the investigator utilized a purposive sampling strategy, wherein subjects are deliberately chosen depending upon specific rationale and standards pertinent to the investigation's goals (Sugiyono, 2018).

In this study, the established criteria for inclusion were twofold: first, the respondent must be employed within the production division, and second, they must possess a minimum tenure of one year. The one-year tenure requirement was specifically implemented to ensure that respondents have developed a comprehensive understanding of their work environment and operational procedures, thereby providing more accurate and reliable data for the investigation.

This inquiry utilizes Partial Least Squares-Structural Equation Modeling (PLS-SEM) for statistical and descriptive analysis, as this method enables robust hypothesis testing through path analysis and provides a clear graphical representation of relationships among variables. Information processing is executed applying SmartPLS software to execute the SEM structure. Based on Hair Jr et al., (2022), PLS-SEM examination comprises two primary phases. The initial phase includes assessing the measurement model (outer model) to guarantee the appropriateness of the analytical tools. Convergent validity is confirmed whenever factor loadings surpass 0.70 alongside the Average Variance Extracted (AVE) remaining greater than 0.50, although factor loadings above 0.50 may be acceptable in certain conditions (Hair et al., 2019; Ghozali, 2021).

Discriminant validity is subsequently evaluated applying the Fornell Larcker standard as well as cross-loading examination. Ultimately, metric dependability is verified via Composite Reliability alongside Cronbach's Alpha scores, wherein each needs to exceed 0.70 (Hair Jr et al., 2022).

Table 1 outlines the analytical devices utilized to quantify the constructs involving job insecurity, burnout, job satisfaction, and turnover intention, which were compiled based on indicators from previous studies.

Tabel 1
Research Instruments

Variable	Indicator	Statement Items
Job Insecurity (X1)	Likelihood of losing one's job	I perceive a significant possibility of losing my job.
	Inability to maintain one's job	I am confident in my ability to retain my job.
	Feelings of insecurity about the future of one's job	I perceive the future of my job as insecure.
	Thoughts of losing one's job in the near future. (Zammitti et al. 2023)	I constantly think about losing my job in the near future.
Burnout (X2)	Emotional Exhaustion	I find this job to be physically exhausting.
		I find this job to be emotionally draining.
		I constantly feel exhausted every time it is time to work.
		I feel pressured to perform the job.
	Depersonalization	I become insensitive towards others while working.
	Reduced personal accomplishment (Leiter & Maslach, 2024)	I feel unmotivated to work.
Job Satisfaction (Z)	Salary	I receive a salary that is commensurate with my needs.
	The job itself	I feel satisfied performing my current job.
	Promotion	I receive opportunities to meet my basic needs and progress to a higher level of fulfillment.
	Supervisors	I receive good supervision from my supervisor.
	Coworkers	I have cooperative coworkers or team members.
	Work environment (Nabawi, 2019)	I feel satisfied with the condition of the work environment.
Turnover Intention (Y)	Spending less effort on one's job than required	I feel dissatisfied with my job at the company.
	Making efforts to leave the organization	I am actively attempting to leave this job due to incompatibility.
		I intend to leave my current workplace.

Variable	Indicator	Statement Items
	Beginning to look for another job (Rahman, 2020)	I am no longer comfortable with this job and thus prefer to seek alternative employment. I have started actively searching for other employment.

RESULTS AND DISCUSSION

Profile Respondent

Through employing a survey as the principal information gathering tool, this investigation encompassed 303 production employees of PT. Prasmitha Mitra Selaras. The research instrument was distributed digitally via Google Forms, which was channeled by the personnel department through the employees' official WhatsApp groups. The subsequent segment outlines the characteristics of the study participants, as illustrated in Table 2.

Table 2
Respondent Identity Profiles

Group	Identity	Frequency	Percentage
Gender	Male	0	0
	Female	303	100
Age	<20	29	9,6
	21-30	179	59,1
	31-40	69	22,8
	41-50	25	8,3
	>50	0	0
Marital Status	Married	141	46,5
	Single	162	53,5
Last Education	Primary School	17	5,6
	Junior High School	41	13,5
	Senior High School	193	63,7
	Diploma	41	13,5
	Bachelor's Degree	11	3,6
Tenure	< 1 Year	69	22,8
	1-3 Year	138	45,5
	4-5 Year	63	20,8
	6-10 Year	16	5,3
	>10 Year	17	5,6
Section/Division	Giling	171	56,4
	Pushcutter	72	23,8
	Pack	26	8,6
	Wrapping	18	5,9
	Bandrol	16	5,3

Source: Primary Data, 2025

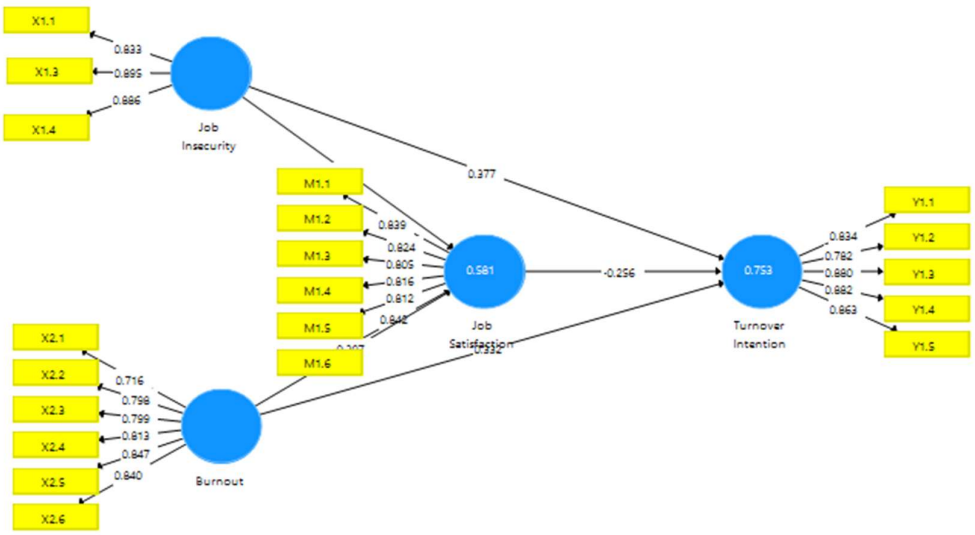
Derived from Table 2, the population assessment reveals that the entirety of the subjects are female (100%), reflecting the company's operational policy in which the entire production workforce consists of women. This policy is based on the nature of production work that requires precision, diligence, and a stable work rhythm, which the company considers well suited to female labor. Most respondents are aged 21–30 years (59.1%), as the company prioritizes younger workers who are more adaptive, quick to learn, and physically resilient. In line with this profile, the majority of respondents are single (53.5%), given that production work is more attractive to individuals with fewer

family responsibilities. Most respondents have a Senior High School/Vocational education level (63.7%), consistent with operational job requirements. Employee tenure is predominantly 1–3 years (45.5%), indicating a large proportion of relatively new workers, while the Giling (Rolling) section employs the highest number of respondents (56.4%) as the core production unit.

Evaluation of the Measurement Model (Outer Model)

Structural Model Analysis

Structural Model Analysis is applied to measure the directional linkages between latent constructs (Ghozali, 2021). Consequently, this segment evaluates the structural framework to investigate the associations connecting job insecurity, burnout, job satisfaction, and turnover intention, as shown in Figure 2.



Source: Primary Data, 2025

Figure 2
Structural Model Analysis

According to Ghozali (2021), factor loadings above 0.70 are considered reliable, while values between 0.50 and 0.60 are still acceptable provided that indicators not meeting the criteria are removed, leaving only valid indicators. Derived from the findings illustrated within the figure, item X1.2 has an outer loading value below 0.60; therefore, this indicator was eliminated and not included in the analysis. The measurement model evaluation in this study comprises tests of convergent validity, reliability, and discriminant validity.

As demonstrated in Table 3, every retained indicator possesses loading factor scores surpassing 0.70, signifying that the information satisfies the validation standards. Consistency examination is executed to evaluate the stability of the participants' replies applying composite reliability alongside Cronbach's alpha. Composite reliability illustrates the authentic dependability of a construct, while Cronbach's alpha represents its lower reliability bound. Composite reliability is considered more accurate for assessing internal consistency (Chin, 1998).

Table 3
Convergent validity and data reliability

Items	LF	CA	CR	AVE
Job Insecurity		0.842	0.905	0.760
X1.1	0.833			
X1.3	0.895			
X1.4	0.886			
Burnout		0.890	0.916	0.645
X2.1	0.716			
X2.2	0.798			
X2.3	0.799			
X2.4	0.813			
X2.5	0.847			
X2.6	0.840			
Job Satisfaction		0.905	0.927	0.678
M1.1	0.839			
M1.2	0.824			
M1.3	0.805			
M1.4	0.816			
M1.5	0.812			
M1.6	0.842			
Turnover Intention		0.903	0.928	0.721
Y1.1	0.834			
Y1.2	0.782			
Y1.3	0.880			
Y1.4	0.882			
Y1.5	0.863			

Source: Primary Data, 2025

The analysis derived from the preceding table indicates that the factor loading values regarding every preserved survey item surpassed the 0.70 limit. Consequently, a conclusion can be drawn that all measurement items demonstrate adequate convergent validity. Furthermore, since the obtained values for Cronbach's Alpha and Composite Reliability for every construct also surpassed the acceptable 0.70 benchmark, all variables included in the model are officially declared to be statistically reliable.

Discriminant validity describes the degree to which a factor remains scientifically unique compared to alternative factors within the conceptual framework. This is evaluated to guarantee that every variable quantifies a notion which is theoretically and practically distinct from the rest. Based on the Fornell-Larcker benchmark, discriminant validity is confirmed if the square root of the Average Variance Extracted (AVE) regarding every factor surpasses its interconnections with all alternative variables within the framework (Hair Jr et al., 2022).

The outcomes of the discriminant validity evaluation applying the Fornell-Larcker standard are displayed in Table 4. Such an evaluation investigates if the square root of the Average Variance Extracted (AVE) regarding every factor surpasses its interconnections with the alternative variables within the conceptual framework.

Table 4
Discriminant validity: Fornell-larcker criterion

Variabels	Burnout	Job Insecurity	Job Satisfaction	Turnover Intention
Burnout	**0,803**			
Job Insecurity	0,717	**0,872**		
Job Satisfaction	-0,702	-0,711	**0,823**	
Turnover Intention	0,782	0,797	-0,757	**0,849**

Source: Primary Data, 2025

The investigation outcomes demonstrate that, regarding each individual factor, the square root of its Average Variance Extracted (AVE) score surpassed the correlation metrics noted among that particular factor and every single alternative construct within the framework. Grounded on this premise, it can be conclusively determined that every construct effectively fulfills the conditions for discriminant validity.

Structural Model Evaluation (Inner Model)

Structural Model Evaluation (Inner Model)Structural Model Evaluation (Inner Model) denotes the measurement of the associations between latent constructs to identify the magnitude and relevance of the formulated relational routes inside the analytical framework (Ghozali, 2021).

Subsequent to the examination of the measurement framework, the succeeding phase involved analyzing the structural framework by investigating its predictive capacity via the coefficient of determination (R-square). As displayed within Table 5, the R-square alongside adjusted R-square metrics were utilized to establish the degree to which the predictor factors elucidate the fluctuation within the endogenous variables, specifically Job Satisfaction and Turnover Intention.

Table 5
R-square

Variabels	R Square	Adjusted R Square
Job Satisfaction	0,581	0,579
Turnover Intention	0,753	0,751

Source: Primary Data, 2025

The appraisal of the structural framework commenced by evaluating the coefficient of determination (R Square Adjusted) regarding the endogenous constructs. The adjusted R Square metric regarding the Job Satisfaction factor recorded at 0.579. Such a quantitative finding implies that the preceding factors, Job Insecurity alongside Burnout, jointly explain 57.9% of the noted fluctuation within Job Satisfaction. Consequently, the framework is considered to hold medium predictive capacity regarding this construct. Conversely, the adjusted R Square metric regarding the Turnover Intention factor emerged substantially greater at 0.751.

Such an outcome demonstrates that the integrated group of predictor constructs Job Insecurity, Burnout, alongside Job Satisfaction possesses the ability to elucidate 75.1% of the fluctuation noted within Turnover Intention. Therefore, this specific segment of the model is concluded to exhibit strong explanatory power.

Hypothesis testing is executed to establish if the formulated associations between the analytical constructs remain quantitatively meaningful alongside corroborated via

factual data. Within PLS-SEM, the bootstrapping technique is frequently utilized to evaluate the relevance of path coefficients grounded upon T-statistics, P-values, alongside confidence intervals. At a 5% threshold of significance, an association is regarded as quantitatively meaningful whenever the P-value falls below 0.05 or the T-statistic surpasses 1.96 regarding a two-tailed examination. The orientation of the association is dictated via the symbol of the initial sample coefficient (Hair Jr et al., 2022)

Subsequent to the evaluation of the structural framework's predictive capacity, the succeeding phase involved evaluating the formulated postulates to establish the relevance alongside orientation of the associations connecting the analytical constructs. As illustrated within Table 6, the hypothesis testing outcomes encompass the initial sample coefficients, sample means, standard deviations, T-statistics, alongside P-values. Such quantitative metrics were applied to measure the relevance of the linkages connecting Job Insecurity, Burnout, Job Satisfaction, alongside Turnover Intention.

Table 6
Hypothesis Test Result

Variabels	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Job Insecurity => Turnover Intention	0.377	0.373	0.067	5.605	0.000	Significant
Burnout => Turnover Intention	0.332	0.334	0.061	5.477	0.000	Significant
Job Satisfaction => Turnover Intention	-0.256	-0.258	0.055	4.614	0.000	Significant
Job Insecurity => Job Satisfaction	-0.426	-0.427	0.051	8.367	0.000	Significant
Burnout => Job Satisfaction	-0.397	-0.395	0.056	7.066	0.000	Significant

Source: Primary Data, 2025

The examination of specific indirect effects is utilized to evaluate if the impact of a predictor variable upon a criterion variable is channeled via an intervening construct. Within PLS-SEM, the relevance of these indirect impacts is typically measured applying the bootstrapping technique, wherein T-statistics, P-values, alongside confidence intervals function as the primary benchmarks to confirm the meaningfulness of the intermediary roles (Hair Jr et al., 2022).

Subsequent to validating the hypotheses regarding the primary linkages between the analytical constructs, the evaluation advanced to investigate the specific indirect effects to establish if Job Satisfaction bridges the associations connecting Job Insecurity with Turnover Intention, alongside connecting Burnout with Turnover Intention. As displayed within Table 7, these specific indirect effects were measured utilizing the initial sample coefficients, sample means, standard deviations, T-statistics, alongside P-values to gauge the relevance of the bridging impacts of Job Satisfaction.

Table 7
Spesific Indirect Effect

Variabels	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Job Insecurity => Job Satisfaction => Turnover Intention	0.109	0.113	0.031	3.530	0.000	Significant

Burnout => Job Satisfaction => Turnover Intention	0.101	0.107	0.030	3.332	0.000	Significant

Source: Primary Data, 2025

Model Fit Evaluation

Model Fit Evaluation denotes the measurement of the degree to which the formulated conceptual framework aligns with the empirical data grounded upon predetermined goodness-of-fit benchmarks (Ghozali, 2021).

The model fit metrics emerging from this evaluation are displayed inside Table 8, detailing the scores regarding SRMR, d_ULS, d_G, Chi-Square, alongside NFI concerning both the saturated and estimated models to gauge the comprehensive goodness of fit for the formulated theoretical framework.

Table 8
Model Fit Indices

	Saturated Model	Estimated Model
SRMR	0.057	0.057
d_ULS	0.690	0.690
d_G	0.319	0.319
Chi-Square	549.116	549.116
NFI	0.877	0.877

Source: Primary Data, 2025

The assessment of model fit reveals that the suggested conceptual framework displays a satisfactory degree of goodness of fit. The SRMR score of 0.057 regarding both the saturated and estimated models falls underneath the advised limit of 0.08, denoting a strong alignment connecting the collected empirical information and the framework. The d_ULS metric of 0.690 alongside the d_G metric of 0.319 additionally imply that the variations connecting the empirical and predicted covariance matrices remain comparatively minimal.

Even though the Chi-square metric equals 549.116, such a figure does not serve as a principal benchmark within PLS-SEM owing to its vulnerability regarding participant volume. Furthermore, the NFI metric of 0.877 points to a borderline yet tolerable alignment concerning sociological investigations. Comprehensively, these outcomes verify that the framework remains sufficient and appropriate regarding succeeding hypothesis evaluation.

Discussion

This inquiry investigated the impacts of job insecurity and burnout upon turnover intention, utilizing job satisfaction functioning as a mediating variable. The outcomes verify that every formulated postulate is corroborated, demonstrating a strong association connecting detrimental occupational environments, dispositional reactions, and the workers' motives to exit the firm. These findings add to the expanding collection of literature regarding departure tendencies by demonstrating how psychological strain and perceived employment uncertainty jointly shape employee withdrawal intentions.

The outcomes reveal that job insecurity exerts an affirmative and substantial consequence upon turnover intention. Staff members who sense unpredictability concerning employment stability possess a higher probability of contemplating departing

from their firm. This discovery suggests that perceived instability weakens employees' attachment and reduces their willingness to maintain long-term employment relationships. In operational contexts characterized by performance pressure and employment uncertainty, such perceptions become a critical driver of voluntary turnover. Such an outcome aligns with previous investigations (Obeng et al., 2020; Imaroh et al., 2023; Augustin et al., 2022), which repeatedly recognize job insecurity serving as a primary precursor for turnover intention.

Burnout was similarly discovered to substantially elevate turnover intention. High levels of physical, emotional, and mental exhaustion diminish employees' capacity to cope with work demands, prompting withdrawal-oriented responses. Work environments marked by frequent operational changes and high adaptability demands intensify exhaustion and elevate employees' desire to leave. This discovery corresponds with prior factual literature demonstrating that burnout acts as a robust determinant regarding turnover intention throughout various professional environments (Feng et al., 2023; Ran et al., 2020; Xiao et al., 2024)

Conversely, job satisfaction displays a substantial inverse consequence upon turnover intention. Workers who encounter elevated contentment remain less prone to pursue substitute vocations, underscoring the safeguarding function of favorable occupational dispositions in diminishing departure hazard. Gratification originating from equitable remuneration, encouraging management, alongside purposeful tasks cultivates psychological connection and corporate allegiance. This outcome confirms preceding inquiries (Priyono & Tampubolon, 2023; Juleiqa & Indarto, 2024; Mangumbahang et al., 2023), which highlight job satisfaction functioning as a fundamental element concerning staff preservation.

The analysis further reveals that job insecurity negatively affects job satisfaction. Perceived threats to job continuity undermine employees' evaluation of their work experience, leading to diminished satisfaction. Uncertainty regarding employment stability and job-related outcomes reduces the perceived value of work, even when other job aspects remain favorable. This finding is consistent with prior research demonstrating that job insecurity erodes job satisfaction by increasing anxiety and psychological strain (Putrayasa & Astrama, 2021; Ramadhanti et al., 2021).

Similarly, burnout exerts a significant negative influence on job satisfaction. Persistent exhaustion and emotional depletion reduce employees' enjoyment of work and weaken positive job-related attitudes. When job demands exceed individuals' coping capacity, satisfaction declines, increasing vulnerability to withdrawal behaviors. This result supports earlier findings that link burnout with lower job satisfaction and reduced well-being (Caniago & Mustafa, 2023; Elisabeth, 2020; Arumningtyas & Trisafidaningsih, 2021).

Significantly, job satisfaction was discovered to bridge the linkage connecting job insecurity alongside turnover intention. Such an outcome implies that job insecurity amplifies turnover intention not solely straightforwardly yet simultaneously indirectly via reducing the workers' contentment. Whenever impressions of precariousness escalate, contentment drops, which subsequently intensifies the desire to depart. This bridging process highlights the function of job satisfaction as a primary mental channel whereby unfavorable occupational environments convert into departure-associated consequences. This outcome corresponds with preceding inquiries (Brahmannanda & Dewi, 2020; Narotama & Sintaasih, 2022).

Finally, job satisfaction similarly bridges the impact of burnout upon turnover intention. Elevated burnout lowers contentment, which consequently heightens the

staff's motive to depart from the firm. This discovery implies that turnover intention develops partially as a result of extended discontentment originating from uncontrolled fatigue. The bridging function of job satisfaction verifies its significance in mitigating the detrimental impacts of burnout concerning staff preservation, corresponding with preceding factual literature (Feng et al., 2023; Ran et al., 2020; Ernes & Meilani, 2023).

CONCLUSIONS AND SUGGESTIONS

The discoveries manifest that job insecurity and burnout possess a direct and substantial consequence on turnover intention, while job satisfaction has an inverse and meaningful impact on turnover intention. Additionally, job insecurity and burnout unfavorably influence job satisfaction. Analysis using a mediating variable validates that job satisfaction meaningfully performs a mediating function for the ramifications of job insecurity and burnout on turnover intention. These findings suggest that improving job stability, managing workloads more effectively, and enhancing employee job satisfaction are essential strategies for reducing turnover intention in a sustainable manner.

Despite its contributions, this inquiry possesses several constraints. Primarily, the investigative blueprint is transversal, which hampers the capacity to capture changes in employee perceptions and attitudes over time. Second, the data were collected from a single organization, possibly constraining the applicability of the outcomes to different sectors or institutional settings. Thirdly, the employment of individual-disclosed metrics could introduce participant bias, as employees' perceptions could be influenced by temporary emotional states or social desirability.

Future studies are urged to implement diachronic blueprints to more effectively comprehend the fluid associations among job insecurity, burnout, job satisfaction, and turnover intention across durations. Broadening the investigative breadth to encompass numerous entities or diverse economic branches would bolster the universal applicability of the discoveries. Furthermore, forthcoming exploration might integrate alternative cognitive or institutional variables, including institutional assistance, managerial approach, or professional-personal equilibrium, to offer a more thorough elucidation regarding personnel turnover intention.

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