

ABSTRACT

This study aims to analyze the effect of Job Insecurity on Turnover Intention, with Job Satisfaction serving as a mediating variable among employees at PT XYZ in Semarang. The research is initiated by the phenomenon of unmet operational KPI targets in 2025 and a high perception of job uncertainty stemming from the contractual employment status of all employees. This high-pressure work environment creates an urgency to understand more deeply how anxiety regarding job stability ultimately leads to employees' intention to leave the organization.

The data collection process in this study was conducted using a census technique, involving the entire population of 103 call center staff as respondents. Furthermore, the stages of model evaluation and hypothesis testing were executed using the Structural Equation Modeling - Partial Least Squares (SEM-PLS) method via SmartPLS 4.0 software.

The statistical analysis results confirm that Job Insecurity does not have a direct effect on Turnover Intention; instead, it triggers a significant negative effect on Job Satisfaction. In the subsequent path, Job Satisfaction is proven to have a significant correlation with Turnover Intention. This structural relationship results in a full mediation effect, which empirically confirms that anxiety over job stability does not automatically drive immediate turnover intention. Rather, the insecurity gradually degrades the level of job satisfaction first before ultimately culminating in a high intention among employees to leave.

Keywords: Job Insecurity, Job Satisfaction, Employee Performance, Full Mediation.