

Understanding Turnover Intention: Exploring the Influence of Job Security, Perceived Organizational Support, and Job Satisfaction as a Mediator

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Abstract

This study aims to examine the effect of independent variables, such as job security and perceived organizational support on the dependent variable, such as turnover intention and job satisfaction as mediation. This study uses a quantitative research design. Distributing questionnaires to employees of 4-star hotels in purwokerto. With a research duration of september-october 2023. The population in this study amounted to 276 employees. The sampling technique used in this study is the quota sampling method according to the proportion of each hotel. calculated using the slovin formula resulted in 176 respondents. the method used to analyze the data is to use smartpls 3.0. In this study, all instruments are valid and reliable. the results showed that job security has no effect on turnover intention. perceived organizational support has no effect on turnover intention. job satisfaction has no effect on turnover intention. job security has a positive and significant effect on job satisfaction. perceived organizational support has a positive and significant effect on job satisfaction. and job satisfaction does not mediate the relationship between job security and perceived organizational support on turnover intention. Job security is able to have a positive and significant influence on employee job satisfaction in 4-star hotels in purwokerto. in addition, organizational support perceived by employees at 4-star hotels in purwokerto can have a significant effect on job satisfaction. however, job satisfaction is not able to mediate the effect of job security and perceived organizational support on employee turnover intention.

Keywords: Hospitality, Job Satisfaction, Job Security, Perceived Organizational Support, Turnover Intention

Introduction

The hospitality industry is one of the largest industries that is growing significantly and as a global economic driver (Kansakar et al., 2019). The hospitality industry focuses on service provision so it is very important to provide the best service so as to make customers feel warm, welcomed and comfortable like at home and create the best experience for customers (Crick & Spencer, 2011). Besides looking at the service, it is necessary to highlight a strength and advantage of the hotel, for example other hotel supporting facilities so that it can still remain competitive with competitors (Kurniawan & Sutiyaniti, 2021). Facing all these challenges requires the potential, skills, knowledge and abilities to support the effective realization of services (Bagis et al., 2019). With the strenuous working environment in the hospitality industry, these facts when the job does not yield the expected benefits to employees can be considered as a major reason for employees leaving their organizations and even the industry themselves and there is a high turnover rate in this service sector (Guzeller & Celiker, 2020). Currently, the high employee turnover rate of the hospitality industry sector has become an important managerial issue (Park & Min, 2020). Of course, star hotels engaged in this service sector require good management in the aspect of human resources (Kurniawan & Sutiyaniti, 2021). And must provide clear job roles and responsibilities to their employees (Park & Min, 2020).

The hospitality industry is critically powered by human resources supported by sustainable human resource management (HRM) practices (Gom et al., 2021). A human resource with the right skills, abilities,

knowledge, and talents is essential in all the organizations and units, no matter what type of activity they are involved in (Al-Dalahmeh et al., 2020; Maqableh et al., 2023). It is because human resources are an important part of the core competitiveness of every company and are an important component that cannot be ignored (Jing & Yan, 2022). So it is necessary to invest in resource development and enrichment to ensure the continuity, success, and progress of the business (Maqableh et al., 2023). Therefore, hoteliers are certainly very reliant on their employees in providing quality services for sustainable competitive advantages (Gom et al., 2021). Because if the human resources in a company are poor, it can lead to the desire for employees to leave their work or called turnover intention (Tambun et al., 2019).

Based on information obtained from the Banyumas Regency Data and Information website, in 2022 there were 218 hotels in Banyumas Regency, including 17 star hotels and 201 non-star hotels. Of the 218 hotels, 113 hotels are located in Baturraden District, 37 hotels in East Purwokerto, and 24 hotels in South Purwokerto. Research related to turnover intention has never been done on 4-star hotel employees in Purwokerto. So in this study conducted to determine the factors that influence the turnover intention of 4-star hotel employees in Purwokerto.

Turnover intention (TI) is the willingness of people to move or leave their current place of work (Maulidah et al., 2022). The tendency of behavior that encourages employees to leave the company and this can lead to actual turnover (Falahat et al., 2019). A person's intention to move or leave must also be caused by things where someone feels that the current job cannot fulfill all the needs of the employee (Maulidah et al., 2022). This phenomenon occurs in a 4-star hotel in Purwokerto with a turnover rate of more than 10% each year. Moreover, an industry turnover can be a fear-triggered escape response as employees perceive the unstable hospitality industry nature as the source of their fear (Popa et al., 2023). This is an essential thing that must be a concern for every company, companies must be able to minimize the level of turnover intention that is getting higher from the time being (Parwita et al., 2019). One of the main reasons for turnover or Turnover Intention is the lack or absence of Job Security (Atiq & Usmani, 2023).

Job security is a key factor to employee enjoyment and has a major effect on turnover intention (Khawrin & Sahibzada, 2023). Through applying fair policy and practice, providing sustainable employment agreements, and giving job security guarantees, an organization could improve job security (Khawrin & Sahibzada, 2023). Job security is an employee's feeling that they stay and continue to work in this job (Maqableh et al., 2023; Shabannia Mansour & Hassan, 2019). Job security also refers to the degree to which employees are assured that their jobs will not be stopped involuntarily or as a result of reductions or restructuring in the organization (Khawrin & Sahibzada, 2023). Taking advantage of a good job security system can increase satisfaction, thereby reducing the intention to explore other jobs (Rahman, 2020).

Perceived Organizational Support is another variable that affects an employee's turnover intention (Rozana & Dwiyantri, 2022). Perceived Organizational Support is a person's belief about how much the organization where they work pays attention to the well-being of workers in the workplace (Rozana & Dwiyantri, 2022). The source of perceived organisational support is employee organisational support, which includes moral support, acknowledging the value of employees, and offering the knowledge, instruction, resources, and other tools required to complete the task at hand (McMillan, 1997; Q. Wang & Wang, 2020). A support given by the company will make employees feel that they are appreciated, thus making employees have the desire to return the perceived support by trying to do their best for the company's success (Islamiyati & Sahrah, 2022). Employees with high perceived organizational support are also likely to express a stronger sense of belonging and loyalty towards the organization (Eisenberger et al., 1986; Q. Wang & Wang, 2020). Whenever employees feel like they are supported by an organization, they work harder, and their performance improves. On the other hand, when they are not feeling any support, they will be passive towards a job and may get burned out, reducing the efficiency of their work (Q. Wang & Wang, 2020).

Job satisfaction is one of the factors that can influence the intention to leave one's job (Tampubolon & Sagala, 2020). One of the main components to get maximum work results is by having job satisfaction (Khawrin & Sahibzada, 2023). An employee who has high job satisfaction will show high concern for the organization, and there will be a desire to stay in the organization (Bagis, Darmawan, et al., 2021). If the level of employee performance satisfaction increases, it can reduce the level of absenteeism and employee turnover (Bagis, Kusumo, et al., 2021). The employees more likely to be satisfied in their jobs and unlikely to leave the organization when they are feeling secure in their positions (Khawrin & Sahibzada, 2023). With the fulfillment of all needs or desires within the employee, a feeling of satisfaction will be created (Pariyanti

et al., 2019). The satisfaction experienced by each employee is different because job satisfaction is individual (Maulidah et al., 2022). If workers feel a high level of job satisfaction, they can feel happy while working (Maulidah et al., 2022)

This research developed research from (Maqableh et al., 2023) examines the effect of job security on turnover intention and job satisfaction as a mediating variable, then the researcher adds the variable Perceived Organizational Support from research ((Hasan et al., 2018) because this variable is relevant to what I have found in the field that so far employees still need attention from the organization where they work.

Literatur Review

1. Social Exchange Theory

Social exchange theory (Blau, 1964) is a perspective that there is an equal exchange relationship between the two parties, when someone gives something important to the collector, at that time the receiver responds with a positive response. Meanwhile, according to (Homans, 1958) is an exchange between two parties, both tangible and intangible, which has benefits or less benefits and requires costs. It also explains the contribution of employees to the organization and their expectations as a result of their Interact (Akgunduz et al., 2018). The relationship between employees and organisations, or between employees and supervisors, is typically examined using social exchange theory (Chen & Chen, 2021). When employees get organizational support and job security, they will feel more obligation to make a positive contribution to their job role and can provide positive results on the job resulting in job satisfaction, reducing turnover intention and trust in each other (Hasan et al., 2018; Umrani et al., 2019). Other benefits as well such as job security within the organization can generate feelings of mutuality and perceptions of duty committed to the company by employees (H. Wang et al., 2014). Increased job satisfaction due to this organizational behavior also stimulates reciprocal emotions (Akgunduz et al., 2018).

(Eisenberger et al., 1986) found that employees with a strong social exchange ideology show a high desire to contribute to the organization, feel higher organizational support, and have a low absence rate (Akgunduz et al., 2018). When the organization values both the benefits and treatment of the organization's members and recognizes the contributions and achievement of employees, employees' passion for work is rewarded, and job satisfaction is improved. Moreover, due to the achievement of the psychological satisfaction and desire to work for the organization, the perceived support of the organization also increases, thereby reducing the employee's turnover intention (Jing & Yan, 2022). This turnover intention event is highly avoided because it can harm the company and organization. The impact that will be caused by this turnover intention can interfere with the performance of the organization or company (Murdani & Fachrurrozie, 2022).

2. Job Security on Turnover Intention

(Herzberg, 1968) argues that job security is usually identified as assurance about one's work situation, which involves the financial, social and economic stabilities through continuity of employment in a particular industry or profession (Guberina & Min Wang, 2021). Job security is when an individual continues to work with the same organization without reducing seniority, salary, pension privileges, etc (Meltz, 2005). Job security is considered to be the assurance that a person has regarding their present job in the future. It refers also to hope about the opportunities for career advancement overtime. A person appears to have job security if they feel they have a stable job that they are suitable and qualified enough to carry out satisfactorily (Sokhanvar et al., 2018).

(Kim & Kim, 2020) revealed that job security involves a process in which an organization's human resource managers (management) create and implement employee psychological safety policies, such that employees obtain a sense of belonging and feel satisfied working in an organization. If an employee feels more job security, then they carry out their job duties more effectively (Ali & Mehreen, 2019). With the effectiveness of job security employees can control many business challenges, including reducing turnover intentions (Sokhanvar et al., 2018). Companies need to identify the importance of factors that can reduce/control quitting decisions for the long-term benefit of the organization (Srivastava & Agrawal, 2020). One of them is when an employee feels insecure, causing the emergence of a turnover intention response in employees (Atiq & Usmani, 2023). Previous studies have been conducted in several industries to determine

the effect of job security on turnover intention. The results show that (Atiq & Usmani, 2023; Falatah et al., 2021; Maqableh et al., 2023) found a negative effect of job security on turnover intention

H1: job security has a negative and significant effect on turnover intention

3. Perceived Organizational Support on Turnover Intention

Perceived organizational support measures how much employees believe their employer values them and cares about their well-being. Workers will feel support from their company or organization when the rewards seem fair, have a say in decisions, and when they see their superiors being supportive. If workers feel high organizational support, their level of behavior will be better (Robbins & Judge, 2017). In accord with Cropanzano's statement that a strong sense of organizational support can boost workers' sense of self at work and inspire a great deal of enthusiasm (Jing & Yan, 2022). Employees who feel that their organization provides support and benefits for them will show more positive attitudes and behavior towards their organization (Akgunduz et al., 2018).

Employees feel that when the organization provides more support from the organization, it can reduce the negative impact of burnout and turnover intention (Q. Wang & Wang, 2020). The organization's attitude towards the organization, which directly affects how well employees are protected at work, will determine the willingness of employees to stay in the organization and enhance the development of the organization (Jing & Yan, 2022). The company should give proper organizational support to reduce the possibility of burnout and turnover (Q. Wang & Wang, 2020). (Eisenberger et al., 2002) argues, the stronger employees' feeling of organizational support, their less likely to look for a new job and leave the organization (Jing & Yan, 2022). This is similar to research (Hasan et al., 2018; Islamiyati & Sahrah, 2022; Rozana & Dwiyantri, 2022) which state that Perceived organizational support has a negative and significant effect on turnover intention.

H2: Perceived organizational support has a negative and significant effect on turnover intention

4. Job Satisfaction on Turnover Intention

Positive thoughts about a work that arise from an assessment of its attributes are known as job satisfaction. An individual in showing the level of satisfaction is different, if an individual has a high level of satisfaction, it means that the individual has positive feelings, on the other hand, if the individual has a low level of satisfaction, it means that the individual has negative feelings about his job (Robbins & Judge, 2017). If employees feel a high level of job satisfaction, workers can feel happy at work, when the lack of satisfaction at work causes high turnover and seek satisfaction in another place (Atiq & Usmani, 2023; Maulidah et al., 2022; Rahman, 2020).

(Tett & Meyer, 1993) Defining turnover intention as an intentional and conscious desire to leave the company. Basically, when specific needs are met, organizations can expect that employees will feel a high level of job satisfaction(O'Connor, 2018). That way the intention to look for work elsewhere can be reduced because employees get salary facilities, benefits, job security, opportunities to learn new things, develop their skills, and help from supervisors (Stater & Stater, 2019). An employee's decision to leave a company is a bad thing for the company as well as the employee because it has a lot of effects on both of them (Romeo et al., 2020). Consequently, it is evident that raising job satisfaction among employees is crucial to lowering their likelihood of leaving the company (Rahman, 2020). This is in line with research conducted (Falatah et al., 2021; Firdaus & Lusiana, 2020; Maqableh et al., 2023; Tambun et al., 2019) that job satisfaction has a negative and significant effect on turnover intention

H3: job satisfaction has a negative and significant effect on turnover intention

5. Job Security on Job Satisfaction

Job security is defined by (Herzberg, 1968) as a state of affairs in which the company provides a comfortable environment and job security, including all appropriate advantages, such as the right to seniority, guaranteed pension, steady income, opportunities for development and selfactualization (Guberina & Min Wang, 2021). If companies provide job security to their employees, they tend to perceive the organization as responsible and supportive, so employees are able to contribute and engage in behaviors that support organizational goals (H. Wang et al., 2014). Not just for workers with more training, job security plays a significant role in determining job satisfaction, who theoretically can easily find another position in

the event of a loss of employment, but also for employees who do not fall into this category (Nemteanu et al., 2021).

Job Security is someone's expectation of sustainability in a job situation, this is related to the employee's feelings about the loss of a job or the loss of a desired job, for example, lack of opportunities for promotion, the current working conditions, and future career opportunities (Dhuryana & Hussain, 2018). A well-implemented increase in job security results in employee job satisfaction (employment stability), it also benefits the employer, in terms of increased employee commitment and performance, as a reflection of employee job satisfaction (Ayodele et al., 2022; Ernes et al., 2023). Therefore, it is important to improve workers' job security to make them feel more satisfied (Ernes et al., 2023). Job Security has a positive relationship with happiness (job satisfaction) (Ayodele et al., 2022). This is in line with the results of research (Falatah et al., 2021; Khawrin & Sahibzada, 2023; Maqableh et al., 2023) that job security has a positive and significant effect on job satisfaction.

H4: job security has a positive and significant effect on job satisfaction

6. Perceived Organizational Support on Job Satisfaction

Perceived organizational support that employees feel will develop if the organization meets their socioemotional needs and is ready to reward their extra efforts. In addition, employees will feel high support when they feel helpful from their organization (Karaalioglu & Karabulut, 2019). People feel the organization provides support if rewards are perceived as fair, employees feel they have a vote in decision-making and there is support from direct supervisors. So that individuals can reciprocate organizational support in various ways and be more satisfied with their work (Maan et al., 2020). If positive organizational support is strong, then job satisfaction will increase (Lubis & Nurhayati, 2020).

Perceived organizational support for employees is strongly influenced by the supportive attitude of their superiors because it has an important role so that it can have an impact on employee attitudes towards the company (Arasanmi & Krishna, 2019; Herianto & Yanuar, 2021). A satisfied employee will mobilize his energy to improve work-related performance. Employees perceive beneficial or disadvantageous behavior directly by organizational representation and indirectly through the policies of the organization as an indicator of the extent to which their organization supports them (Giao et al., 2020). The higher the perception of organizational support that employees feel at work, the feeling that their presence is valued, and being compensated or even getting additional rewards can also increase employee job satisfaction (Herianto & Yanuar, 2021; Wen et al., 2019). This is in line with research (Hasan et al., 2018; Karaalioglu & Karabulut, 2019; Lubis & Nurhayati, 2020) that there is a positive effect of Perceived organizational support on employee job satisfaction.

H5: Perceived organizational support has a positive and significant effect on job satisfaction

7. Mediates The Relationship Between Job Security and Turnover Intention

The most significant factor motivating individuals to stay at work currently is job security (Ali & Mehreen, 2019). Wise (1975) believed that one organisational factor that highlights the significant differences in work outcomes is job security (Umrani et al., 2019). Employee loyalty can be raised and turnover can be reduced with long-term employment contracts and guaranteed job stability. To put it briefly, job security is an essential aspect of employment that has a big impact on worker commitment, wellbeing, and output (Khawrin & Sahibzada, 2023). Organisations can increase job security by putting in place just policies and procedures, offering long-term employment contracts, and guaranteeing job security (Khawrin & Sahibzada, 2023).

Reduced job satisfaction and turnover intention are caused by a lack of job security and stability (Atiq & Usmani, 2023). The relationship between job security and turnover intention is highly dependent on job satisfaction (Khawrin & Sahibzada, 2023). A highly contented employee is likely to go above and beyond to complete tasks more quickly and effectively, which affects overall productivity (Shafique et al., 2018). In order to improve job satisfaction and reduce the probability of employee turnover intention, job security can allow employees to have more opportunities, such as career paths that grow longer with the company, regular salary increases, or the chance to get promoted (Astuti et al., 2019). Studies show that workers who are highly satisfied with work are more likely to be committed to the organization and less likely to look for a new job when they feel secure in their position (Ernes et al., 2023; Khawrin & Sahibzada, 2023).

The correlation between job security and turnover intention is significantly influenced by job satisfaction (Khawrin & Sahibzada, 2023). The findings demonstrated that the relationship between job security and turnover intention is mediated by job satisfaction (Khawrin & Sahibzada, 2023). This is in line with research (Falatah et al., 2021; Maqableh et al., 2023) which state that Job satisfaction mediates job security on turnover intention.

H6: Job satisfaction mediates the relationship between job security on turnover intention

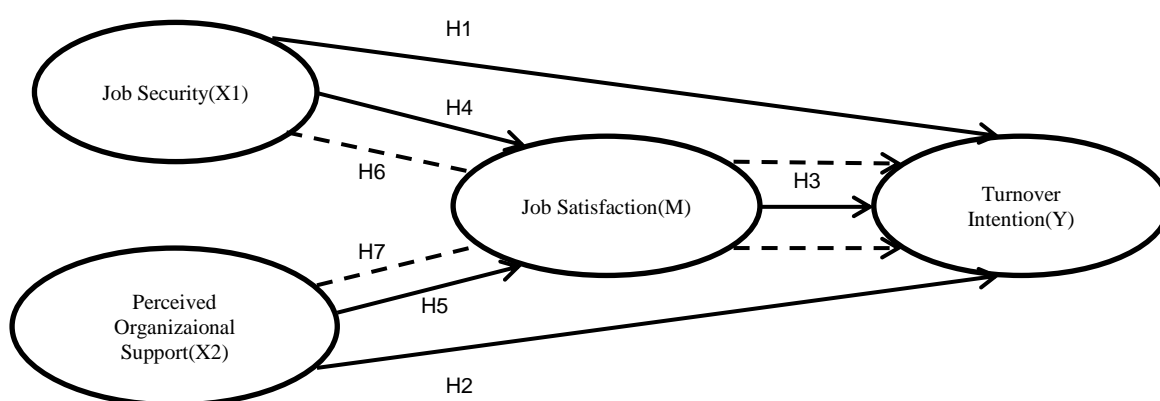
8. Mediates The Relationship Between Perceived Organizational Support and Turnover Intention

Perceived Organizational Support can be defined as employees' feelings that their organization attaches importance to their work contributions and interests, specifically through supporting their work, identifying their values, and showing concern for their interests (Q. Wang & Wang, 2020). If the organization fulfills employees' needs, employee job satisfaction results from an employer that values their contributions and attends to their interests; this benefits the company and raises perceptions of organizational support (Akgunduz et al., 2018). When employees' Perceived Organizational Support increases, they feel more obligated to contribute to the well-being of the organization and help their organization achieve its goals (Akgunduz et al., 2018).

Basically, employee turnover intention refers to the intention of terminating one's membership from the organization from which they derive financial benefits (Shafique et al., 2018). With an increase in employee perceptions of organizational support, it supports the creation of positive feelings and signals to employees that they are relevant in the organization which will result in long-term success, thereby reducing employee quitting intentions and contributing to maintaining their position in the organization (Giao et al., 2020; Srivastava & Agrawal, 2020). Employees who have stronger perceptions of organizational support are less likely to seek other employment or consider switching jobs (Giao et al., 2020).

Through job satisfaction, Perceived Organizational Support can influence turnover intention (Nassani & Aljarallah, 2023). This shows that people believe the company supports them when awards are considered fair and that workers feel their opinions are heard when decisions are being discussed, there is support from direct supervisors and employees feel that Since they play a significant role in the company, they take pride in their work and go above and beyond to perform better (Lubis & Nurhayati, 2020; Shafique et al., 2018). If organizational support is high, then job satisfaction will increase (Lubis & Nurhayati, 2020). Research (Ganji et al., 2021), (Hasan et al., 2018) shows that job satisfaction plays a mediating function in the relationship between Perceived Organizational Support and turnover intention

H7: job satisfaction mediates the relationship between perceived organizational support and turnover intention



Picture 1. Conceptual Framework

Material and Method

This research uses a quantitative approach. This study aims to examine the effect of independent variables, namely job security and perceived organizational support on the dependent variable, namely turnover intention and job satisfaction as mediation. The population in this study were employees of 4-star hotels in Purwokerto which consist of hotels A, B, C which amounted to 276 employees then the researchers

disguised to maintain the confidentiality of the hotel's identity. The quota sampling method will be the technique of sampling employed in this investigation (Suliyanto, 2018), where sampling is adjusted to the sample needs needed according to the proportion of each hotel. The research sample size is calculated using the Slovin formula with a sampling error of 5% (Suliyanto, 2018). So as to produce 176 respondents.

The data used is primary data where the data collection technique is through questionnaires and using google forms. Each respondent's answer choice is given a value or weight that is arranged in stages based on the Likert Scale. The Likert scale, which contains five points: 1 for "strongly disagree," 2 for disagree, 3 for neutral, 4 for agreement, and 5 for strongly agree, has been used. The data analysis method in this study uses SEM (Structural Equation Model) using the PLS (Partial Least Square) version 3.0 program.

Table 1 Operationalization of Variables

Variable	Statement
Turnover Intention (Maulidah et al., 2022)	I had thought to quit my current job
	I'm thinking of changing to another job
	I'm planning to leave this job
	I see better job opportunities in other companies
	I contact my friends to get information on job vacancies
	I try to find another job as soon as possible
Job Satisfaction (Maulidah et al., 2022)	I feel satisfied and proud of my current job
	I like my current job
	My salary is in line with the type of work I do
	My income is in line with my workload
	My salary can fulfill all my needs
	The company I work for provides equal opportunities to get promoted
	Job promotions carried out by the company can motivate employees to develop and advance
	My leaders provide support to employees
	My supervisor provides assistance when I experience difficulties at work
	I feel cared for at work by my superiors
	My partner and I help each other
My coworkers always support me	
Job Security (Ernes et al., 2023)	I feel that my current job provides stability
	I can stay in my job now for however long I want
	I feel secure in my current job stability as long as my performance is in line with what the organization expects
	I don't feel worried about the future of my career at this hotel
	I didn't feel worried about my work at this hotel
	I don't feel like anyone is threatening my job at this hotel
	I believe that everyone can make their career better by improving their skills
Perceived Organizational Support (Eisenberger et al., 2020)	The company appreciate my contribution to the sustainability of the organization
	The company takes my goals and values very seriously
	The company n is ready to help when I have a problem
	The company genuinely cares about my well-being
	The company wants to provide the best job that suits my qualifications
	The company is concerned about my satisfaction at work
	The company appreciates my achievements at work
	The company will forgive the mistakes I made
	The company is willing to help me to do the best job possible
The company is interested in my opinion	

Results and Discussions

Characteristics of Respondents

Respondents in this study were employees of 4-star hotels in Purwokerto. Table 2.0 displays the outcomes of grouping the respondents' attributes.

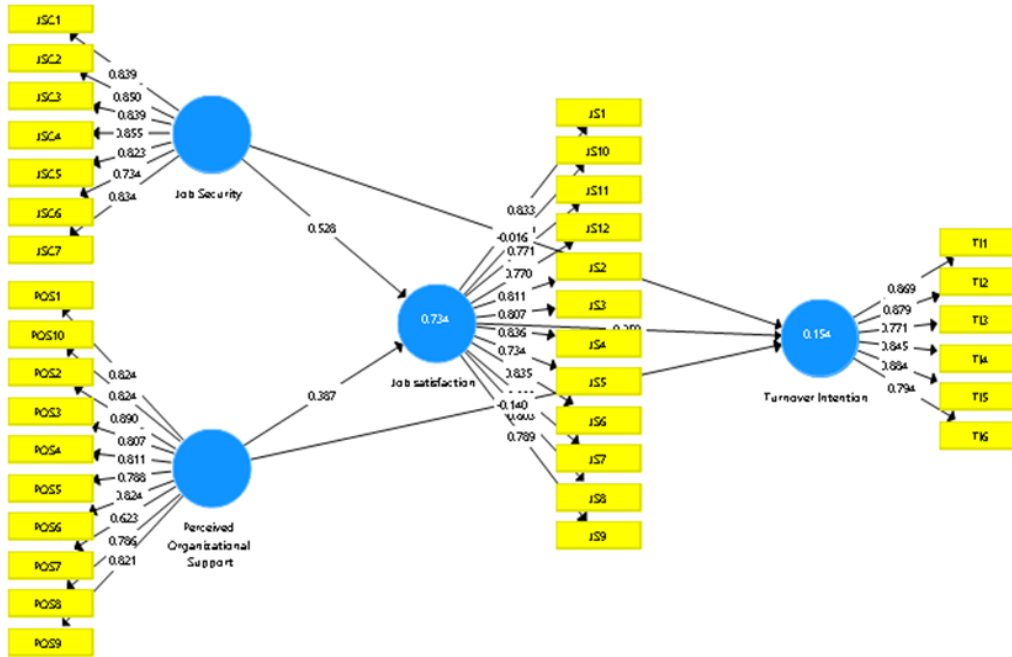
Tabel 2.0 Demographics of Respondents

Table of Descriptive Analysis			
	Group	Frecuency	Percentage
Hotel	Hotel A	56	31,8
	Hotel B	93	52,8
	Hotel C	27	15,3
Departement	HRD & GM	4	2,3
	Front Office	22	12,5
	Accounting	17	9,7
	F&B Service	32	18,2
	F&B Product	27	15,3
	Engineering	20	11,4
	House Keeping	33	18,8
	Sales & Marketing	11	6,3
	Security	8	4,5
	Purchasing	2	1,1
	Gender	Male	123
Female		53	30,1
Age	20 - 25	74	42,0
	>25 - 30	37	21,0
	>30 - 35	28	15,9
	>35	37	21,0
Status of Employee	Permanent	70	39,8
	Contra	106	60,2
Education	Junior High School	8	4,5
	Senior High School	100	56,8
	Associate degree (D3)	46	26,1
	Bachelor (S1)	22	12,5
Length of Work	1 - 3 years	88	50,0
	>3 - 6 years	48	27,3
	>6 years	40	22,7

There are 176 employees from three 4-star hotels who are respondents in this study. The distribution of respondents in each hotel was carried out evenly according to the quota sampling method. The gender of respondents is dominated by men. The age of respondents is dominated by employees aged 20-25 years who are in the F&B Service and Front Office departments. The education level of respondents is dominated by high school / equivalent in supporting departments such as F&B Service, House Keeping, and Engineering. The length of work of most respondents is 1-3 years in the F&B Service department.

1. Structural Model Analysis

Picture 2. is the result of the outer model algorithm by utilizing the SmartPLS version 3.0 application. The Loading Factor value used in this study is > 0.50 (Lubis & Nurhayati, 2020), a scale with a factor load of 0.50 or greater is considered highly significant (Camgoz-Akdag & Zaim, 2012; Hair et al., 1998). The center blue circle shows that the job satisfaction variable obtained an R^2 value of 0.734. This shows that 73.4% of job satisfaction can be explained by job security and perceived organizational support variables. Furthermore, turnover intention has an R^2 value of 0.154, which means that 15.4% of these variables can be explained by job satisfaction, job security and perceived organizational support.



Picture 2. Outer Model PLS Algorithm

2. Reliability and Validity Test

Tabel 3.0 Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Security	0,922	0,925	0,937	0,682
Job satisfaction	0,950	0,952	0,956	0,645
Perceived Organizational Support	0,938	0,943	0,947	0,644
Turnover Intention	0,919	0,946	0,936	0,708

The concurrent reliability test should score more than 0.5 according to the AVE value. The results state for the AVE values on the following variables: Turnover Intention, Job Satisfaction, Job Security, Perceived Organizational Support show that all variables > 0.05. Cornbach alpha and composite reliability values are appropriate because they are greater than or equal to 0.7 so that all variables in the study are stated to be valid and reliable.

3. Hypothesis Test

Tabel 4.0 Hypothesis test result

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Conclusion
Job Security -> Turnover Intention	-0,016	0,128	0,899	Rejected
Perceived Organizational Support -> Turnover Intention	-0,140	1,230	0,219	Rejected
Job satisfaction -> Turnover Intention	-0,259	1,917	0,056	Rejected
Job Security -> Job satisfaction	0,528	8,218	0,000	Accepted
Perceived Organizational Support -> Job satisfaction	0,387	5,951	0,000	Accepted

3.1 Job Security on Turnover Intention

The results showed that job security has a negative and insignificant effect on turnover intention of 4-star hotels in Purwokerto. This is indicated by the original sample value of -0.016, the P values are 0.899 > 0.05, this proves that even with good job security, it can still make 4-star hotel employees in Purwokerto want to

move to another company. The results showed that there is an effect of job security on turnover intention, but the effect is not significant. This means that even though the company has provided the best for its employees, the response given by employees to the company is not proportional to what is received. This situation can be caused by feelings arising from a worker who feels worried about job prospects and stability, lack of career advancement opportunities, and an inappropriate work environment.

Even though employees do not feel safe in their jobs, employees do not have the desire to leave their jobs, because there may be other factors that influence it. This research is in line with research (Rathakrishnan et al., 2016) which states that job security has a negative and insignificant effect on different objects which proves that job security is not in line with efforts to reduce the level of turnover intention directly. The results of this study are different from (Atiq & Usmani, 2023; Falatah et al., 2021; Maqableh et al., 2023) who found a negative effect of job security on turnover intention.

3.2 Perceived Organizational Support on Turnover Intention

The results showed that perceived organizational support on turnover intention has a negative and insignificant effect, this is indicated by the original sample value of -0.140 with a *P* value of 0.219, this proves that although perceived organizational support is able to reduce turnover intention, perceived organizational support has a meaningless effect on turnover intention or is not significant. Even though 4-star hotel employees feel good organizational support, it can still make employees have the desire to leave the company. Even though the company has provided positive support, the response given does not match what is received.

Even though employees lack support from their organization, employees do not have the desire to leave, because there are other factors that influence them. Such as the limited educational background of employees who are dominated by only high school graduates and the average worker is 20-25 years old, because it is difficult to find a job with little experience and limited educational background so that employees still want to work in the company despite the low support provided by the company. These results are in line with research from (Herianto & Yanuar, 2021) which shows that perceived organizational support is negatively and insignificantly related to turnover intention. This is different from research (Hasan et al., 2018; Islamiyati & Sahrah, 2022; Rozana & Dwiyantri, 2022) which state that perceived organizational support has a negative and significant effect on turnover intention.

3.3 Job Satisfaction on Turnover Intention

The results of the analysis show that job satisfaction has a negative and insignificant effect on turnover intention. This is indicated by the original sample value of -0.259 which means there is a negative relationship and a *P* value of 0.056, this value is above the 0.05 number so that it has an insignificant, although it can reduce turnover intention but job satisfaction has no effect on turnover intention. Employees of 4-star hotels in Purwokerto who are satisfied with their jobs do not necessarily want to stay in the organization. although employees feel that there is compensation by paying attention to fair aspects of contribution and performance, feeling valued in their work, a conducive environmental atmosphere, job security will create a sense of comfort and pleasure for employees or members in carrying out their work, can have implications for job satisfaction is not able to minimize the desire of employees to leave the company.

Even if they are not satisfied with their work, employees do not have the desire to leave the company because there are other factors that influence them. Other factors such as employees who are more than 35 years old he must continue to work to meet the needs of their families and with this employee does not think about leaving the company even though they do not feel satisfied at work. This research is in line with research (Jaelani & Desiani, 2022) which states that job satisfaction has a negative and insignificant effect on employee turnover intention. In contrast to research conducted (Falatah et al., 2021; Firdaus & Lusiana, 2020; Maqableh et al., 2023; Tambun et al., 2019) which states that job satisfaction has a negative and significant effect on turnover intention. Meanwhile, research (Rachmandha & Husniati, 2022) states that job satisfaction has a positive and significant effect on turnover intention.

3.4 Job Security on Job Satisfaction

The results showed that there is a positive and significant relationship between job security and job satisfaction. This can be seen from the original sample value of 0.528 and a *P* value of 0.000 <0.05. This

proves that job security is able to increase employee satisfaction of 4-star hotels in Purwokerto. Therefore, it is important to improve workers' job security to make them more satisfied. This means that the higher the job security received, the more employees will feel satisfied with the organization. On the other hand, the lower the job security received by employees, the less employees will feel satisfied with the organization. This is in accordance with the principle of social exchange theory, namely when employees have made a positive contribution to the company in accordance with what they receive.

This is in line with the principle of social exchange theory that when employees get a positive response from the company, employees have a sense of contributing positively to the company. In this regard, employees who have worked for more than 6 years mean that these employees already have high loyalty to the company and have a sense of security in their jobs, thereby increasing their job satisfaction. This finding is consistent with previous research (Falatah et al., 2021; Khawrin & Sahibzada, 2023; Maqableh et al., 2023) that job security can increase employee satisfaction. This means that the higher the job security received, the more employees will feel satisfied with the organization. Likewise, on the contrary, the lower the job security received by employees, the fewer employees will feel satisfied with the organization. Contrary to research (Ayodele et al., 2022) which states that job security has a negative effect on employee job satisfaction.

3.5 Perceived Organizational Support on Job Satisfaction

The results of the study perceived organizational support has a positive and significant effect on job satisfaction indicated by the original sample value of 0.387 which means there is a positive relationship with a *P* value of 0.000, this value is below the 0.05 level, which means that employees who feel their organization provides optimal support, employees will have high job satisfaction in the company. This means that the higher the perceived organizational support, the more employees will feel satisfied with the organization. On the other hand, the lower the support felt by employees, the less employees will feel satisfied with the organization.

This is in line with the principles of social exchange theory, that when the support given to employees is positive, it will lead to a sense of reciprocity to the organization. related to that, employees who are more than 35 years old and have worked for more than 6 years indicate that there is a feeling of belonging, being valued, and supported by their organization so that it affects their contribution to work, thus increasing employee loyalty and satisfaction. This research is in line with research (Herianto & Yanuar, 2021; Karaalioglu & Karabulut, 2019; Lubis & Nurhayati, 2020; Putranti et al., 2021) which states that there is a positive and significant effect of perceived organizational support and turnover intention. However, contrary to research (Fadlilah & Surjanti, 2019) that perceived organizational support has a negative effect on job satisfaction. In contrast to research (Hayati, 2020) which states that there is no effect of perceived organizational support on employee job satisfaction.

Tabel 5.0 Spesific Indirect Effect

	Original Sample (O)	T Statistics (O/STDEV)	P Values	conclusion
Job Security -> Job satisfaction -> Turnover Intention	-0,137	1,798	0,073	Rejected
Perceived Organizational Support -> Job satisfaction -> Turnover Intention	-0,100	1,845	0,066	Rejected

3.6 The Mediating Role of Job Satisfaction among Job Security on Turnover Intention

From the research results obtained the original sample value of -0.137 and *P* value (0.073>0.05) which shows that job security cannot reduce the turnover intention of 4-star hotel employees in Purwokerto even though employees have high job satisfaction with their organization. Based on research (Maqableh et al., 2023) that the level of job security should have a positive impact on employee job satisfaction plays an excellent mediating role on employee job security and employee desire to leave. Because given the crucial nature of job security in the hospitality industry, it is imperative for the human resources department and each department head to provide job security as it has a significant positive impact on employee performance and satisfaction, which ultimately leads to increased employee retention in the organization.

When they feel their positions are secure, employees are happier with their jobs and less likely to consider leaving. However, when employees do not have job security, it can negatively impact their job satisfaction and increase their intention to quit. In this study, this is not the case, even though employees are satisfied and feel good job security in the company, it is still not able to reduce turnover intention in employees at a 4-star hotel in Purwokerto. Employees can even leave their jobs when they feel their jobs are more secure, and have a positive impact on job satisfaction. This research is in line with research (Astuti et al., 2019) This shows that the relationship between job security and turnover intention does not have a mediation role for job satisfaction. However, this research is not in line with research (Maqableh et al., 2023) which found job satisfaction fully mediates job security on turnover intention.

3.7 The Mediating Role of Job Satisfaction among Perceived Organizational Support on Turnover Intention

From the research results obtained the original sample value of -0.100 and *P* value ($0.066 > 0.05$) which shows that perceived organizational support cannot reduce the turnover intention of 4-star hotel employees in Purwokerto even though they feel satisfied with their work. It should be based on research (Hasan et al., 2018) proving that job satisfaction increases with a high level of care between employees and providing support to them, this also helps reduce turnover intention. And when the organization provides the best support for its workers, it will certainly have a sense of obligation to provide its best performance to the organization. It can be said that when an employee has a positive perception of the organizational support provided by the organization towards him, they will automatically feel that he has a responsibility for achieving organizational goals. However, when an employee perceives it negatively, they will show behaviors that are contrary to the rules that can have an impact on turnover intention.

However, this did not happen in this study even though employees have high job satisfaction with their organization and get good support by the organization, it has not been able to reduce the level of turnover intention in employees. Other factors can also influence it even though employees do not feel satisfied and do not get support at work, employees do not have the desire to leave the company. This can be caused by the age factor that is no longer productive if he leaves the company, there will be very few possibilities to be accepted in a better workplace because of the age factor that has not entered the productive phase. This research is in line with research (Herianto & Yanuar, 2021) which proves that there is no mediating effect of job satisfaction in the relationship between perceived organizational support and turnover intention. However, this research is not in line with research (Ayuningtias et al., 2019) which found job satisfaction fully mediates perceived organizational support on turnover intention.

Conclusion

This study examines the effect of job security and perceived organizational support on turnover intention and the mediating effect of job satisfaction in 4-star hotels in Purwokerto. While job security and perceived organisational support are at an ideal level, they are not able to significantly lower the intention of 4-star hotel employees in Purwokerto to leave their jobs. This study found that job satisfaction can reduce the level of turnover intention, but does not significantly affect employee turnover intention. This means that employee satisfaction provided by the company does not guarantee that employees do not have the desire to leave. According to this study, job satisfaction is positively correlated with perceived organisational support and job security. This means that the job security received is able to increase employee satisfaction. And the more employees feel support from the company, the level of employee satisfaction increases. However, job satisfaction does not have a mediating role between job security and perceived organizational support on turnover intention. This indicates that Purwokerto's 4-star hotel employees' intention to leave their jobs cannot be considerably lowered by job satisfaction. Although there is an effect of job security and perceived organizational support on job satisfaction, it cannot reduce the turnover intention of 4-star hotel employees in Purwokerto.

The research was conducted on a limited sample size selected 4-star hotels in Purwokerto. The results may not be generalizable to all 4-star hotels in other cities and other sectors. This study only examines the relationship between job security, perceived organizational support, and job satisfaction and turnover intention. In addition, it is possible that there are many other variables that more strongly influence employee turnover intention. Because job security variables, perceived organisational support, and job satisfaction do not significantly influence turnover intention, future researchers are expected to take a larger

sample and develop research by examining other factors that can affect Turnover Intention. So that new variables are needed that might significantly reduce turnover intention.

Implication

The company is expected to reduce feelings of nervousness, worry and concern over threats experienced by employees regarding their future in the company. so there should be some kind of job security along with counseling sessions. Provide appreciation or rewards to employees who have good performance and dedication to the progress of the company. For example, by giving praise or promotion opportunities. expected to maintain and realize a comfortable work environment for employees not only physically but also socially. Providing attention to employees as a form of company concern for its employees, so it needs more approaches such as appreciating every contribution made by employees.

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