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**EFFECT OF JOB-INSECURITY, ORGANIZATIONAL COMMITMENT,  
JOB SATISFACTION ON TURNOVER INTENTION: A CASE STUDY OF  
NEWCOMER LECTURERS AT PRIVATE ISLAMIC UNIVERSITIES  
IN EAST JAVA PROVINCE, INDONESIA**

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**Abstract**

*This study discussed employee turnover as one of the crucial problems faced by every organization. This study sought to analyze the determinants of turnover intention, such as job insecurity, organizational commitment, and job satisfaction. The objects of this study were newcomer lecturers of private Islamic universities in East Java Province, Indonesia. To analyze the relationship among independent variables and dependent variable; this study employed a correlation path model. To build the structural formulation of the correlation path model, this study used the variance-based Structural Equation Modeling (SEM) as a Partial Least Square (PLS) analysis. The study found that job insecurity influenced job satisfaction and organizational commitment. Moreover, job satisfaction and organizational commitment had positive impacts on the turnover intention. In contrast, job insecurity did not have a direct significant impact on the turnover intention, but it had indirect effect that influences job satisfaction and organizational commitment.*

**Keywords:** *Job Insecurity, Organizational Commitment, Job Satisfaction, Turnover Intention*



## **A. Introduction**

Globalization had been creating more competitive world, not only in economy but also culture, and politic. To survive in fierce competitive environment, we have to have a distinctive competitive advantage as the key factor. In global perspective, according to Porter (1985), country can achieve international success because it has a national competitive advantage that consist of four attributes namely (1) factor endowment, (2) demand conditions, (3) relating and supporting industries, and (4) firm strategy, structure & rivalry (Hill, 2002). Among other resources, the greatest asset of any country or organization is its human resources that ensure the achievement of countries or organization's goals and objectives (Okoye & Ezejiolor, 2013).

Therefore, to develop human resources efficiently and effectively, an organization has to apply a strategic human resources management. Human resources management is defined as the management of people based upon the overlapping theories and concepts of such behavioral scientists as Abraham Maslow and Douglas Mc. Gregor (Owens, 1981). Meanwhile, according to Belcourt, McBey, Hong & Yap (2013) the strategic management of people within organizations affects important organizational outcomes such as survival, profitability, customer satisfaction levels, and employee performance.

However, among other things, job turnover is among one of the most important activity on which the human resources management of an organization is always concerned for, the reason for such consideration given to job turnover is because an organization invest a lot on the employee in the form of training, developing, compensation plans and building in order to achieve the organizational aims and objective (Kazi & Zadeh, 2011).

Moreover, Rumman, Jawabreh, Alhyasat, & Hamour (2013) reported that turnover is big problem in the hotel industry, ranging turnover ratio work in world-class hotels of 200%-300% annually, and for the managers about 100% due to the shortage of manpower specialized in hotel employment and the increase of their demand. Meanwhile, the rate of academic staff in Ethiopian universities has been increasing from time to time. This was aggravated by the increase of brain drain (Hundera, 2014).



Of course, the organization should take a proper and competitive step to minimize unsatisfactory organizational outcomes by reducing the rate of employee turnover. There has been a long-standing interest in the study of turnover intention and its causes in various organizations. However, this study explored the determinants of job turnover intention, especially on the job insecurity, organizational commitment, and job satisfaction of new lecturer's at the Private Islamic Universities in East Java Province, Indonesia.

## **B. Literature review and conceptual framework**

Scientists defined job insecurity as an individual's expectation about continuity in a job situation or overall concern about the future existence of a job (Belcourt, Mc. Bey, Hong & Yap, 2013). According to Blackmore & Kuntz (2011) there are three categories of job insecurity: perceived organizational support, perceived employability, and role ambiguity and role overload. A research conducted by Emmanuel and Oge (2016) revealed that there was a significant positive correlation, although not very strong, between job insecurity and organizational affective commitment.

Chirumbolo (2005) completed his research which found that job insecurity was negatively related to job satisfaction and organizational commitment. Moreover, a study by Akpan (2013) shown that job insecurity as one of the independent variables related to organizational commitment, as dependent variable. These findings supported by the results of Ismail's research (2015) which proved that job insecurity significantly affects intention to quit (turnover intention). From the foregoing discussion it seems interesting enough to investigate the relationship among job insecurity, turnover intention, organizational commitment, and job satisfaction.

Regarding organizational commitment, Kreitner & Kinicki (2008) define organization commitment which reflects the extent to which an individual identifies with organization and is committed to its goals. In addition, organization commitment refers to the employee's emotional attachment to, identification with, and involvement in a particular organization (Mc Shane & Glinow, 2009).

Employee commitment may be referred to as psychological state where the employee shares, advocates and adheres to the value and



objectives of the organization. Degree of commitment is contingent upon the quantum of convergence between the employee's values and objectives and those of the organization (Ahmed, Hidayat, & Rehman, 2015).

If the worker has a strong belief in values and objectives of its organization, it means that he or she has an organizational commitment, then he or she want to remain as one of the member of the organization. Based on the study conducted by Yildirim, Acar, Bayraktar, and Akova (2015), it found that the correlation between organizational commitment dimensions and intention to leave of employment turns out to be negative, at a low level but directly related. However, Gill, Ahmed, Rizwan, Farid, Mustafa, Saher, Bashir & Tanveer (2013) have proved that organizational was the major contributor on the turnover intention.

Other findings also revealed that organizational commitment influenced turnover intention (Yamazakia & Petchdee, 2015). Therefore, the model to be tested in this research hypothesized that organizational commitment has a negatively influence on turnover intention.

Job satisfaction has been regarded as one of the factors that affected organizational commitment and turnover intention. According to Robbins (2001) job satisfaction is a general attitude toward one's job: the difference between the amount of rewards workers receive and the amount they believe they should receive. Meanwhile, job satisfaction is an attitude that individuals have about their jobs, based on factors of the work environment, such as the supervisor's, style, policies and procedures, work group affiliation, working conditions and fringe benefits (Gibson, Ivancevich, Donnelly & Konopaske, 2009).

Moreover, Sha and Jumani (2015) defined that job satisfaction is the ultimate feeling of the people after the performance of the task. It refers to the extent that the work meets the basic needs of people, and is consistent with their expectation and values, and will be working satisfactorily. Of course, these definitions mean that if the amount of rewards workers receive are the same or greater than the amount they believe they should receive, the workers feel satisfactory. Conversely, the workers feel unsatisfactory if the amounts of rewards they receive are smaller than the amount they believe they should receive. If the employee is satisfied with the job, then the rate of intent to leave is high.



On other hand, if the employee is satisfied with its job, then there is less chance of turnover (Husain, Siddique, Ali, Ali, & Akbar, 2015). A research by Khan & Aleem (2014) has supported this statement which job satisfaction is negatively correlated with the employee turnover. By using the statistical package for social science version 12.0 for Windows, Mahdi, Zin, Nor, Sakat & Naim have found that job satisfaction (intrinsic and extrinsic satisfaction) have inverse relationship on employee's turnover intention.

Yamazakia & Petchdee have conducted a research which found that job satisfaction had positively influence to the organizational commitment. By doing a research to the teachers from four in North India, Jyoti (2013) have also found that job satisfaction has a positively influence on the job commitment. Moreover, these findings also were in line with the results of a research by Kosi, Sulemana, Boateng, & Mensah (2015) which shown that job satisfaction made the most significant but negative contribution to intention to quit (turnover intention).

Accordingly, the following two hypotheses will be made in terms of specific aspects of job satisfaction. Firstly, job satisfaction has a negatively influence on the turnover intention and secondly, job satisfaction has a positively influence on the organizational commitment. As it was discussed at the outset that job insecurity has been regarded as one of the factors influencing turnover intention. Intention to withdraw has been found to be a predictor of actual turnover among employees (Harrison, Newman & Roth, 2006). A study conducted by Nyakego (2014) revealed that employee turnover in Kerio Valley Development influenced by compensation, career path development, and job satisfaction. A research by Gill et al (2013) found that organizational commitment was the major contributor to the turnover intention.

Based on the whole discussion pertaining job insecurity, job satisfaction, organizational commitment and turnover intention, writer may develop the following conceptual framework:



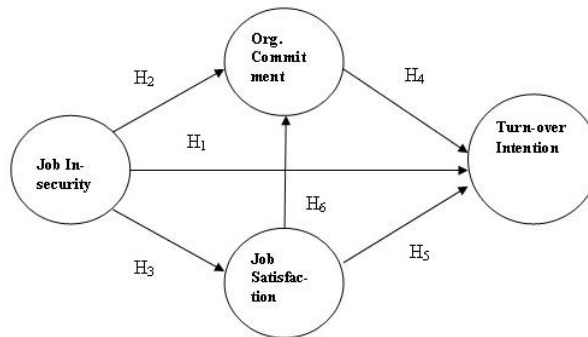


Figure 1: The Conceptual Framework

### C. Research Finding

The objectives of this study are to analyze the factors that cause job insecurity feeling of the newcomer lecturer of private Islamic universities in East Java Province, Indonesia and to analyze the effect of job insecurity to the job satisfaction and organizational commitment, also turnover intention of the newcomer lecturers of private Islamic universities in East Java Province, Indonesia.

### D. Method

Because the proposed hypotheses depict the correlation between variables, the research employed the statistical approach. Based on the Figure 1, the relationships among independent variables and dependent variables can be analyzed using a correlation path model. In additions, all of the variables were latent; therefore to proximate the variable's value was using the perceptions of the respondents. The research was conducted on the sample size of 200 newcomer lecturers' at many private Islamic universities in East Java Province, Indonesia. The research adopted survey method to collect the data pertaining job insecurity, job satisfaction, organizational commitment, and turnover intention by distributing well structured questionnaire to the respondents. The question for indicators variables is shown on Table 1. Every statement of the questionnaire was asked to the respondents with the available alternative answers, a closed-ended question, based on the 5-point Likert



Scale ranging from 1 for strongly disagree, 2 disagree, 3 neutral, 4 for agree and 5 for strongly agree.

A structural formulation of the correlation path model was built using the variance-based Structural Equation Modeling (SEM) which well-known as a Partial Least Square (PLS) analysis. PLS have many advantages over other SEM techniques that make it well suited to this study (Bontis & Booker, 2007).

**Table 1: Questions Theme for Indicator Variables**

<b>Job Insecurity (<math>X_1</math>)</b>	
X <sub>1.1</sub>	The perceived threat related to the job
X <sub>1.2</sub>	The perceived threat related to the negative factor influencing organization
X <sub>1.3</sub>	The perceived threat related to the competences
<b>Job Satisfaction (<math>X_2</math>)</b>	
X <sub>2.1</sub>	The level of compensation received
X <sub>2.2</sub>	The supervision of the supervisor/ upper-level employee
X <sub>2.3</sub>	The horizontal relationship
<b>Organizational Commitment (<math>X_3</math>)</b>	
X <sub>3.1</sub>	Committed to stay in organization
X <sub>3.2</sub>	Awareness to the organization's goals
X <sub>3.1</sub>	Committed to involve organization development
<b>Turnover Intention (<math>X_4</math>)</b>	
X <sub>4.1</sub>	The level of intention to quit
X <sub>4.2</sub>	The activities to search other job
X <sub>4.3</sub>	The opportunity to get another outside job

## D. Results and Discussion

### 1. The PLS algorithm analysis

To develop a model of this study, it employed PLS algorithm analysis which was to test the validity of construct's indicators and to test the construct's validity. Table 2 shows that loading factors of all variables have a score above 0.70. Therefore, it implies that the constructs have good convergent validity. Moreover, it found that the correlation coefficient of reflective indicators to the construct itself is higher than the correlation coefficient of the reflective indicators to the other constructs. It means that the cross validity value indicates good discriminate validity.



Furthermore, it can be interpreted that the set of questionnaire which has been developed has valid indicators to measure the constructs in our model. To measure the constructs reliability, this study was based on the value of Average Variance Extracted (AVE) and the Cronbachs Alpha as depicted by Table 3. Since the score of AVE were above 0.50 and the score of Cronbachs Alpha were above 0.70, it can be concluded that the entire constructs of the model were reliable.

From the results of this analysis, it can be seen that the variables used in research have a strong correlation. Variables and sub-variables shows high results up to more than 0.70, so no other testing is needed to measure the level of validation of variables, sub variables or between variables themselves. In the variable X4 (turnover intention), the validity test showed high analysis results but when tested with Reliability Testing, the value of 'R square' and 'Redundancy' sections showed low results under 0.50. This phenomenon shows that, although in his work encountered many challenges and obstacles, but the desire to turnover of his work is still relatively low.

**Table 2: Validity Testing (Cross Loading)**

	JINS (X <sub>1</sub> )	JS (X <sub>2</sub> )	OC (X <sub>3</sub> )	TURN (X <sub>4</sub> )
JINS1 (X <sub>1.1</sub> )	0.936202			
JINS2 (X <sub>1.2</sub> )	0.961546			
JINS3 (X <sub>1.3</sub> )	0.931272			
JS1 (X <sub>2.1</sub> )		0.921168		
JS2 (X <sub>2.2</sub> )		0.907022		
JS3 (X <sub>2.3</sub> )		0.840228		
OC1 (X <sub>3.1</sub> )			0.940057	
OC2 (X <sub>3.2</sub> )			0.943708	
OC3 (X <sub>3.3</sub> )			0.885631	
TURN1 (X <sub>4.1</sub> )				0.785301
TURN2 (X <sub>4.2</sub> )				0.926860
TURN3 (X <sub>4.3</sub> )				0.872317



Note:

JINS - Job insecurity

JS - Job satisfaction

OC - Organizational commitment

TURN - Turnover intention

From the Table 2, the same thing is also shown in the variable X3 (Organizational Commitment) where the results obtained also showed a low trend, although even so the respondent persisted with his job as a lecturer based on the result of analysis on variable X4 (turnover intention).

**Table 3: Reliability Testing**

	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communality	Redundancy
JINS	0.889437	0.960206		0.938053	0.889437	
JS	0.792408	0.919572	0.094475	0.868083	0.792408	0.076262
OC	0.852878	0.945584	0.556293	0.913675	0.852878	0.222974
TURN	0.745568	0.897445	0.351264	0.827168	0.745568	0.040578

## 2. Bootstrapping Analysis

The Partial Least Square (PLS) path modeling estimation for our study on the determinants of turnover intention of newcomer lecturers of private Islamic Universities in East Java Province, Indonesia can be shown in Figure 2. Based on the results shown in Table 3, the coefficient of determination, R<sup>2</sup>, is 0.351264 for the turnover intention (X4), as endogenous latent variable. This means that two exogenous latent variables which are the job satisfaction (X2) and the organization commitment (X3) significantly explain 35,1264% of the variance of turnover intention (X4) where the job insecurity (X1) as an antecedent of the two latent exogenous variables.



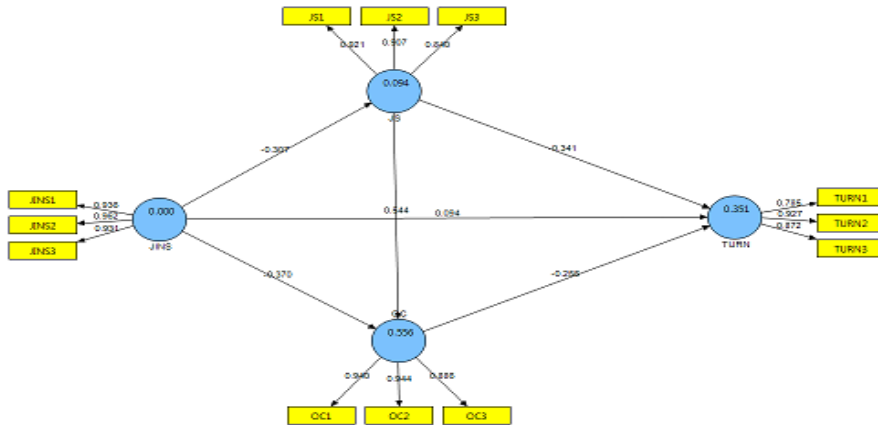


Figure 2: The PLS Path Modeling Estimation

Although in the analysis of 'Validity Testing' and 'Reliability Testing' some analysis results can be concluded, PLS Modeling can answer some relationship between one variable with other variables. In Table 4 below about 'Path Coefficient' obtained a 'significant' and also 'accepted' between the variables. However, the variable X1 (Job Insecurity) to variable X4 (turnover intention) shows different results, with the result as 'not significant'.

The results of this analysis are actually very relevant to the results of the previous analysis (see table 3), although the value of the variable X1 (job insecurity) is high but the value of the variable X4 (turnover intention) is not linear with the variable X1 (job insecurity). Thus, respondents are still able to tolerate the weaknesses they encounter in the organization, and remain able to survive with work based on the results of analysis on other variables such as X1 (job insecurity), X2 (Job Satisfaction) and X3 (Organizational Commitment).

**Table 4: Path Coefficient**

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)	Sig- <i>p</i>	Proposed Hypotheses
JINS → JS	-0.30737	-0.31871	0.127556	0.127556	2.409657	0.02	Accepted
JINS → OC	-0.36979	-0.35121	0.129066	0.129066	2.865081	0.00	Accepted



JINS → TURN	0.093728	0.105472	0.085048	0.085048	1.102058	0.27	not significant
JS → OC	0.543965	0.551927	0.090533	0.090533	6.008497	0.00	Accepted
JS → TURN	-0.34109	-0.32672	0.108955	0.108955	3.130595	0.00	Accepted
OC → TURN	-0.25631	-0.26385	0.095416	0.095416	2.686243	0.01	Accepted

In inner model of the PLS, we can find all of the path coefficients that can be used to test the proposed hypotheses. Based on Table 4, the path coefficient between job insecurity (X1) and job satisfaction (X2) has coefficient score of  $-0.30737$  with T-statistics value of  $2.409657 > 1.9722$  (one way test) at the 5% significance level of confidence where p-value is  $0.02 < 0.05$ . These results give empirical evidence that job insecurity (X1) has a negative and significant effect to the job satisfaction (X2) and therefore the proposed hypotheses H3 is accepted. It means that job satisfaction will increase if the job insecurity decreases. Conversely, if job insecurity increases, the job satisfaction will decrease.

The coefficient path between job insecurity (X1) and organizational commitment (X3) has a coefficient score of  $-0.36979$  with T-statistics of  $2.86508 > 1.9722$  (one way test) at the 5% significance level of confidence where p-value is  $0.00 < 0.05$ . These results provide empirical evidence that job insecurity (X1) has a negative and significant effect to the organizational commitment (X3), and therefore the proposed hypotheses H2 is proved. It means that organizational commitment will decrease if job insecurity increases. Conversely, the organizational commitment will increase, if job insecurity decreases.

Meanwhile, the coefficient path between job satisfaction (X2) and turnover intention (X4) has a coefficient score of  $-0.34109$  with T-statistics of  $3,130595 > 1.9722$  (one-way test) at the 5% significance level of confidence where p-value is  $0.00 < 0.05$ . These results provide empirical evidence that job satisfaction (X2) has a negative and significant effect to the turnover intention (X4) and therefore the proposed hypotheses H5 is accepted. It means that turnover intention will decrease, if job satisfaction increases. Conversely, turnover intention will increase, if job satisfaction decreases.



The coefficient path between organization commitment (X3) and turnover intention (X4) has a coefficient score of  $-0.25631$  with T-statistics of  $2.686243 > 1.9722$  (one way test) at the 5% significance level of confidence where p-value is  $0.01 < 0.05$ . These results provide empirical evidence that organizational commitment (X3) has a negative and significant effect to the turnover intention (X4) and therefore the proposed hypotheses H4 is accepted. It means that turnover intention will decrease, if organizational commitment increases. Conversely, turnover intention will increase, if organizational commitment decreases.

From Table 3, it can also find that the coefficient path between job satisfaction (X2) and organizational commitment (X3) has a coefficient score of  $0.543965$  with T-statistics of  $6.008497 > 1.9722$  (one way test) at the 5% significance level of confidence where p-value is  $0.00 < 0.05$ . These results give empirical evidence that job satisfaction (X2) has a positive and significant effect to the organizational commitment (X3) and therefore the proposed hypotheses H6 is accepted. It means that organizational commitment will increase, if job satisfaction increases. Conversely, organizational commitment will decrease, if job satisfaction decreases.

Meanwhile, the coefficient path between job insecurity (X1) and turnover intention (X4) has a coefficient score of  $0.093728$  with T-statistics of  $1.102058 > 1.9722$  (one way test) at the 5% significance level of confidence where p-value is  $0.27 > 0.05$ . These results give empirical evidence that we cannot conclude that job insecurity (X1) has a positive and significant effect directly to turnover intention (X4) and therefore the proposed hypotheses H1 is rejected. It means that the job insecurity does not have direct effect on the turnover intention, instead of indirect effect through influencing job satisfaction and organizational commitment.

## **E. Conclusion**

There are three reasons why the newcomer lectures have job insecurity feelings. First, newcomer lecturers feel that they will not able to pass the academic potential test and English Test conducted by the Higher Education of Ministry of Education or Ministry of Religious Affairs of Indonesia that is required to get certificate for recognition as professional





lecturer. Second, newcomer lecturers feel that they don't have ability to teach or transfer knowledge, because they do not have a academic teaching background. Therefore they are worried that they will get low level performance appraisal from the students and their superior or higher rank officer. Third, newcomer lecturers perceived that the university where they were in will be going bankrupt because lack of new students since the government allow the state universities to get as many as they want. In addition, unlike in developed country, most of Indonesian private universities have been facing lack of new student because people tend to study in state university rather than private universities with many reasons.

As newcomer lecturers, they have low level salary because they do not teach many classes and they still do not receive incentive as professional lecturer due to lack of certification from the Ministry of Education or the Ministry of Religious Affairs. Due to low level income that they receive, the newcomer lecturers feel unsatisfied with their job and their organization. Therefore, this framework thinking describes the negative relationship between job insecurity and job satisfaction, also organization commitment.

In other words, the presence of job insecurity causes decreasing job satisfaction and organization commitment, and of course increases the turnover intention. However, it has been already proved that job insecurity did not have a significant direct effect on the turnover intention. The reason behind this finding was that the newcomer lectures remain work as lecturer even though they have job insecurity feeling.

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