



The Impact of Job Insecurity and Perceived Organizational Support on Turnover Intention: The Mediating Role of Employee Engagement

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ABSTRACT

Turnover intention among teachers is an important issue that can affect the stability and quality of education. This study aims to analyze the effect of job insecurity and perceived organizational support on turnover intention, with employee engagement as a mediating variable. This research used a quantitative approach involving 119 teachers as respondents. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings show that job insecurity has a positive and significant effect on turnover intention, while perceived organizational support has no significant direct effect. Employee engagement negatively and significantly affects turnover intention, but it does not mediate the relationship between job insecurity and turnover intention. However, employee engagement fully mediates the effect of perceived organizational support on turnover intention. The study concludes that employee engagement plays an important role in reducing teachers' turnover intention.

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1. INTRODUCTION

Human Resources (HR) represent a fundamental determinant of organizational success, particularly within the education sector. Teachers, as the core human capital in educational institutions, play a strategic role in shaping learning quality and achieving institutional objectives. Effective human resource management is increasingly essential, especially for private educational institutions that face challenges in retaining qualified teachers amid increasing professional demands and dynamic educational environments [1].

One of the major human resource issues in educational institutions is turnover intention, which refers to an employee's conscious desire to leave the organization [2]. High turnover intention may disrupt organizational stability, reduce educational quality, and increase recruitment and training costs. At Yayasan Taman Pendidikan Rahmat in Kediri, internal data from 2020–2025 indicate fluctuating teacher turnover rates, with a notable increase in 2021 and 2024. The increase in turnover was associated

with external pressures such as government recruitment programs and internal organizational factors, including limited organizational support and workload issues.

Previous studies have identified job insecurity, perceived organizational support, and employee engagement as important predictors of turnover intention. Recent studies within the last five years show that job insecurity tends to increase turnover intention [3], while perceived organizational support and employee engagement are generally associated with lower turnover intention [4], [5].

However, empirical findings remain inconsistent. Several studies reported that job insecurity significantly affects turnover intention, whereas others found insignificant relationships [6]. Similar inconsistencies were also found regarding the effects of perceived organizational support and employee engagement on turnover intention [7], [8].

In addition, most previous studies have focused on corporate, banking, and healthcare sectors, while research examining these relationships in private educational institutions remains limited. Furthermore, limited studies have simultaneously investigated the mediating role of employee engagement in the relationship between job insecurity, perceived organizational support, and turnover intention among teachers. Therefore, the novelty of this study lies in examining employee engagement as a mediating variable within the context of private educational institutions, particularly among teachers at Yayasan Taman Pendidikan Rahmat in Kediri.

Based on these gaps, this study aims to analyze the effect of job insecurity and perceived organizational support on turnover intention, with employee engagement as a mediating variable, among teachers at Yayasan Taman Pendidikan Rahmat in Kediri.

2. METHOD

This study was conducted over a six-month period at Yayasan Taman Pendidikan Rahmat in Kediri, involving 119 teachers from early childhood to junior secondary education levels. The research employed a quantitative descriptive approach using a survey method to examine the relationships between job insecurity, perceived organizational support, employee engagement, and turnover intention.

The study applied a census sampling technique (saturated sampling), in which all members of the population were included as respondents. Primary data were collected through an online questionnaire using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The variables in this study consisted of exogenous variables (job insecurity and perceived organizational support), an endogenous variable (turnover intention), and a mediating variable (employee engagement).

Before analysis, ordinal questionnaire data were transformed into interval data using the Method of Successive Intervals (MSI). Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. This method was selected because it is suitable for analyzing complex relationships and mediating variables with relatively small sample sizes. The analysis included validity and reliability testing to ensure the accuracy and consistency of the research instrument.

An instrument is considered reliable if repeated measurements under similar conditions produce relatively consistent and stable results. Therefore, validity and reliability testing were conducted before distributing the questionnaire to ensure that the research instrument was appropriate for data collection. All variables in this study, namely Job Insecurity (X1), Perceived Organizational Support (X2), Employee Engagement (Z), and Turnover Intention (Y), were analyzed using SmartPLS 4 software based on the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach.

The validity test was conducted to evaluate whether each questionnaire item accurately represented the construct being measured. Validity is generally assessed through the correlation between item scores and total scores using a significance level of 0.05, where an item is considered valid if it demonstrates a significant correlation with the overall construct. In addition, convergent validity and discriminant validity were also evaluated to ensure the adequacy of the measurement model. Reliability

testing was performed using Cronbach's Alpha and Composite Reliability values. A Cronbach's Alpha value greater than 0.70 indicates that the instrument has acceptable internal consistency and can be considered reliable [9].

In this study, the data obtained from questionnaire responses using a Likert scale are classified as ordinal data. To facilitate more advanced statistical analysis, the data were transformed into interval data using the Method of Successive Intervals (MSI), which converts ordinal data into interval scale by transforming cumulative proportions into standardized values based on a normal distribution [10]. Furthermore, the PLS-SEM approach does not require strict classical assumption tests such as normality, multicollinearity, and heteroscedasticity; however, model evaluation still considers collinearity through the Variance Inflation Factor (VIF) to ensure that multicollinearity does not affect the structural model. The analysis technique in this study uses Structural Equation Modeling (SEM) based on Partial Least Squares (PLS), which allows simultaneous analysis of direct and indirect relationships among latent variables. The structural relationships are expressed in the following equations: $Z = \rho_{zx_1}X_1 + \rho_{zx_2}X_2 + \zeta_1$ and $Y = \rho_{yx_1}X_1 + \rho_{yx_2}X_2 + \rho_{yz}Z + \zeta_2$

Where:

- X_1 = Job Insecurity
- X_2 = Perceived Organizational Support
- Z = Employee Engagement (mediating variable)
- Y = Turnover Intention
- ρ_{yx_1} = Path coefficient from Job Insecurity (X_1) to Turnover Intention (Y)
- ρ_{yx_2} = Path coefficient from Perceived Organizational Support (X_2) to Turnover Intention (Y)
- ρ_{yz} = Path coefficient from Employee Engagement (Z) to Turnover Intention (Y)
- ζ_1 = Error term or residual (influence of other variables outside the model on Z)
- ζ_2 = Error term or residual (influence of other variables outside the model on Y)

Hypothesis testing was conducted using the bootstrapping technique in PLS-SEM to determine the significance of the relationships between variables. In quantitative research, hypothesis testing serves as a decision-making method to evaluate whether there is sufficient statistical evidence to accept or reject the null hypothesis (H_0) regarding the relationships among variables. The PLS-SEM approach was selected due to its capability to analyze complex models involving latent variables that are measured indirectly through observed indicators, as well as its flexibility in handling relatively small sample sizes and predictive-oriented analysis. This method is particularly suitable for explanatory research, as it allows simultaneous examination of both direct and indirect (mediating) effects within a single structural model. The decision criteria are based on the t-statistic and p-value, where a t-statistic ≥ 1.96 or p-value ≤ 0.05 indicates a statistically significant effect, leading to the rejection of H_0 and acceptance of the alternative hypothesis (H_a). Conversely, a t-statistic < 1.96 or p-value > 0.05 indicates a non-significant relationship, meaning that H_0 is accepted [11].

3. RESULTS AND DISCUSSION

3.1. Results

3.1.1. Respondent Characteristics

The respondents in this study comprised all teachers at Yayasan Taman Pendidikan Rahmat, Kediri City, totaling 119 individuals from various educational levels, ranging from early childhood education to junior secondary education. This study employed a saturated sampling method (census sampling), in which the entire population was included as the research sample. The use of this sampling technique was considered appropriate because the population size was relatively manageable and allowed all members to participate in the study.

By applying this approach, the data obtained are expected to comprehensively represent the actual conditions of the population, thereby enhancing the representativeness, accuracy, and overall validity of the research findings.

Table 1. General Characteristics of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	29	24
	Female	90	76
Age (Years)	≤ 25	7	6
	26–30	22	18
	31–35	32	27
	36–40	20	17
	41–45	26	22
	> 45	12	10
Education	Diploma (D3)	9	8
	Bachelor (S1/D4)	97	81
	Master (S2)	13	11
Marital Status	Single	27	23
	Married	86	72
	Divorced/Widowed	6	5
Employment Status	Permanent	79	66
	Non-permanent	40	34
Years of Service	< 3	20	17
	3–5	29	24
	6–10	22	18
	> 10	48	41

The table of respondents' characteristics shows that most respondents are female, aged 26–45 years, hold a bachelor's degree, are married, have permanent employment status, and have relatively long work experience. These characteristics reflect a mature and experienced workforce.

3.1.2. Descriptive Statistics of Job Insecurity (X_1)

The results indicate that both the quantitative and qualitative dimensions of job insecurity obtained an average score of 2.7, which falls into the moderate category. Within the quantitative dimension, the highest score was observed in the statement indicating concern over the potential loss of employment, suggesting that a proportion of teachers perceive uncertainty regarding job continuity. This finding aligns with the concept of job insecurity as an individual's perception of threats to future employment stability.

Similarly, the qualitative dimension reflects concerns regarding potential changes in working conditions, indicating that job insecurity extends beyond job loss to include perceived threats to job quality and employment conditions. Overall, job insecurity (X_1) demonstrates a moderate level (mean = 2.7), suggesting that respondents experience a certain degree of employment uncertainty, which may influence employee engagement and turnover intention if not properly managed.

3.1.3. Descriptive Statistics of Perceived Organizational Support (X_2)

Perceived organizational support yielded an overall mean score of 4.0, categorized as high. All four dimensions emotional, instrumental, informational, and appraisal support also fall within the high category. Emotional support reflects that, although generally perceived positively, some respondents reported that supervisory empathy has not been fully optimized. Instrumental support indicates strong organizational provision of facilities, although access to training opportunities remains uneven.

Informational support demonstrates relatively effective communication and feedback mechanisms, while appraisal support highlights that recognition and promotion opportunities are perceived positively, albeit not equally among all respondents.

These findings align with Social Exchange Theory, suggesting that employees tend to reciprocate organizational support with positive attitudes and behaviors, such as higher commitment and engagement. However, variations across dimensions indicate that support is not experienced uniformly. Therefore, improving supervisory empathy, ensuring equitable development opportunities, and maintaining transparent communication remain important to strengthen overall perceived support.

3.1.4. Descriptive Statistics of Employee Engagement (Z)

Employee engagement recorded an overall mean score of 4.3, indicating a very high level. The vigor dimension was categorized as high (mean = 4.1), while both dedication (mean = 4.4) and absorption (mean = 4.3) were categorized as very high. These results indicate that teachers demonstrate strong enthusiasm, pride, and deep involvement in their work, although minor variations remain, particularly in perceived energy levels among some respondents.

Overall, the findings suggest that teachers are able to invest substantial physical, cognitive, and emotional resources into their work, reflecting a strong level of engagement. This condition is likely to support teaching effectiveness and organizational commitment. However, the slightly lower score in vigor indicates that differences in energy and resilience still exist, which may be influenced by factors such as workload or organizational support. Therefore, while employee engagement can be considered very strong, efforts to enhance and equalize engagement levels across individuals remain important.

3.1.5. Descriptive Statistics of Turnover Intention (Y)

Turnover intention obtained an overall mean score of 2.4, which falls into the low category. All three dimensions thinking of quitting, intention to search, and intention to leave also indicate low levels. Despite the generally low turnover intention, some respondents still consider alternative career opportunities, as reflected in moderate responses within certain indicators. This suggests that while most teachers do not actively intend to leave, a subset remains open to external opportunities.

Consistent with prior studies, turnover intention typically begins with cognitive considerations before progressing to behavioral actions. The relatively high proportion of neutral responses across several indicators indicates the presence of a group of employees who remain in the organization while simultaneously evaluating alternative options. Overall, the findings suggest that teachers do not exhibit a strong intention to leave the organization; however, latent considerations of turnover still exist among certain individuals.

3.1.6. Measurement Model Assessment (Outer Model)

Table 2. Summary of Measurement Model Evaluation

Construct	Cronbach's Alpha	Composite Reliability	AVE	Result
Employee Engagement	0.924	0.937	0.623	Valid & Reliable
Job Insecurity	0.908	0.929	0.685	Valid & Reliable
Perceived Organizational Support	0.922	0.934	0.587	Valid & Reliable
Turnover Intention	0.935	0.945	0.659	Valid & Reliable

Table 2 presents the summary results of the measurement model evaluation. Convergent validity was confirmed, as all constructs achieved Average Variance Extracted (AVE) values above the

recommended threshold of 0.50. In addition, all indicator loadings exceeded 0.70, demonstrating strong indicator reliability. Discriminant validity was established using the Fornell–Larcker criterion and Heterotrait–Monotrait Ratio (HTMT). The square root of AVE for each construct was higher than its correlations with other constructs, and all HTMT values were below 0.90. Reliability analysis shows that all constructs have Cronbach’s Alpha and Composite Reliability values above 0.70, indicating high internal consistency [12].

3.1.7. Measurement Model Assessment (Inner Model)

Table 3. Coefficient of Determination (R^2) and Predictive Relevance (Q^2)

Construct	R^2	Q^2
Employee Engagement	0.511	0.490
Turnover Intention	0.722	0.661

Table 3 presents the coefficient of determination (R^2) and predictive relevance (Q^2) values of the structural model. The results show that Employee Engagement has an R^2 value of 0.511, indicating that Job Insecurity and Perceived Organizational Support are able to explain 51.1% of the variance in Employee Engagement, while the remaining 48.9% is influenced by other variables outside the model.

Meanwhile, Turnover Intention has an R^2 value of 0.722, which means that Job Insecurity, Perceived Organizational Support, and Employee Engagement collectively explain 72.2% of the variance in Turnover Intention. This result indicates a strong explanatory power of the model in predicting turnover intention among teachers. In addition, all Q^2 values are greater than zero, namely 0.490 for Employee Engagement and 0.661 for Turnover Intention, indicating that the structural model has adequate predictive relevance and is capable of predicting the observed data well.

Table 4. Effect Size (f^2)

Relationship	f^2	Effect Size
Job Insecurity → Employee Engagement	0.028	Small
Perceived Organizational Support → Employee Engagement	0.637	Large
Employee Engagement → Turnover Intention	0.183	Medium
Job Insecurity → Turnover Intention	1.389	Very Large
Perceived Organizational Support → Turnover Intention	0.018	Small

Table 4 indicates that Perceived Organizational Support has a large effect on Employee Engagement, whereas Job Insecurity has only a small effect. In predicting Turnover Intention, Job Insecurity exhibits a very large effect, followed by Employee Engagement with a moderate effect, while Perceived Organizational Support shows a relatively small direct effect. This suggests that Job Insecurity is the most influential factor affecting Turnover Intention, whereas Perceived Organizational Support primarily enhances Employee Engagement .

Table 5. Collinearity Statistics (VIF)

Indicator Range	VIF Value
Minimum	1.507
Maximum	3.700
Threshold	< 5.00

Table 5 shows that all VIF values range from 1.507 to 3.700, which are below the recommended threshold of 5.00. This indicates that there are no multicollinearity issues among the indicators in the model. Values below 3.00 further suggest an excellent level of collinearity, confirming that each indicator contributes uniquely to its respective construct.

3.2. Discussion

This section discusses the research findings based on the results of hypothesis testing. The interpretation of each relationship is supported by relevant theories and previous studies. Hypothesis testing was performed to assess the significance of the relationships among the studied variables, both direct and indirect, within the proposed model. The results provide empirical evidence to support or reject the proposed hypotheses. Table 6 presents the summary of the hypothesis testing results.

Table 6. Summary of Hypothesis Testing Results

Type of Effect	Hypothesis	Relationship	Direction	Significance	Decision
Direct	H1	Job Insecurity → Turnover Intention	Positive	Significant	Accepted
Direct	H2	Perceived Organizational Support → Turnover Intention	Negative	Not Significant	Rejected
Direct	H3	Job Insecurity → Employee Engagement	Negative	Not Significant	Rejected
Direct	H4	Perceived Organizational Support → Employee Engagement	Positive	Significant	Accepted
Direct	H5	Employee Engagement → Turnover Intention	Negative	Significant	Accepted
Indirect	H6	Job Insecurity → Employee Engagement → Turnover Intention	Positive	Not Significant	Rejected
Indirect	H7	Perceived Organizational Support → Employee Engagement → Turnover Intention	Negative	Significant	Accepted

3.2.1. Job Insecurity → Turnover Intention (H1)

The empirical results indicate that job insecurity has a positive and statistically significant effect on turnover intention ($\beta = 0.765$, $t = 13.040$, $p < 0.001$). This finding suggests that an increase in employees' perceived uncertainty regarding job continuity directly elevates their intention to leave the organization.

From a theoretical perspective, this result is strongly aligned with Social Exchange Theory, which explains that employment relationships are built upon reciprocal exchanges between employees and the organization. When employees perceive a lack of job security, it reflects a failure of the organization to fulfill implicit expectations within the psychological contract.

This finding is consistent with previous empirical studies. Lestari et al. [13] found that job insecurity has a positive and significant effect on turnover intention among employees of PT Timah (Persero) Tbk Pangkal Pinang, indicating that concerns regarding job continuity, unclear career prospects, and limited employment guarantees encourage employees to seek more stable jobs.

In this study, the descriptive findings show that job insecurity is at a moderate level (mean = 2.7). Therefore, the stronger the perception of insecurity, the higher the likelihood that employees will consider leaving as a rational coping mechanism.

3.2.2. Perceived Organizational Support → Turnover Intention (H2)

The results reveal that perceived organizational support does not have a statistically significant effect on turnover intention ($\beta = -0.101$, $t = 1.511$, $p = 0.131$), although the direction of the relationship is negative.

Theoretically, perceived organizational support reflects the extent to which employees believe that the organization values their contributions and cares about their well-being. Within the framework of Social Exchange Theory [17], such support should generate a sense of obligation among employees to reciprocate with positive attitudes, including loyalty and reduced turnover intention. However, the absence of a significant effect indicates that this theoretical mechanism does not operate directly.

This finding is consistent with the study conducted by Safir and Winarno [14], which stated that perceived organizational support did not significantly affect turnover intention among employees of PT Len Industri. Their findings suggested that organizational support was not the primary factor influencing employees' intention to leave, as turnover intention was more strongly driven by career opportunities, job security, and other external factors.

3.2.3. Job Insecurity → Employee Engagement (H3)

The findings indicate that job insecurity does not significantly affect employee engagement ($\beta = -0.134$, $t = 1.496$, $p = 0.135$), even though the relationship is negative. From a theoretical standpoint, job insecurity is expected to weaken employee engagement because uncertainty undermines emotional attachment and reduces motivation.

Descriptive analysis shows that employee engagement is at a very high level (mean = 4.3). This indicates that employees maintain strong emotional, cognitive, and behavioral involvement in their work despite experiencing some level of job insecurity. Such a condition suggests that engagement is driven more by intrinsic factors, such as professional commitment, sense of purpose, and responsibility, rather than solely by external job conditions.

This finding is consistent with the study conducted by Kusmuni et al. [15], which found that job insecurity did not significantly affect employee engagement. Their study explained that the direct influence of job insecurity on employee engagement was relatively weak because the relationship operated more through the mediating role of employee engagement itself.

3.2.4. Perceived Organizational Support → Employee Engagement (H4)

Perceived organizational support is found to have a positive and statistically significant effect on employee engagement ($\beta = 0.640$, $t = 7.376$, $p < 0.001$). This indicates that higher levels of perceived support from the organization lead to stronger employee engagement.

From a theoretical perspective is consistent with Social Exchange Theory, where employees respond to favorable treatment by increasing their level of involvement and dedication. When employees perceive that the organization appreciates their contributions and provides adequate support, they are more likely to develop a stronger emotional attachment and invest more effort in their work.

This finding is consistent with the study conducted by Melidyntania and Frianto [16], which found that perceived organizational support had a positive and significant effect on employee engagement among employees at the Post Office of Tuban Regency. Their study indicated that employees who perceive greater organizational appreciation, attention, and support tend to develop stronger emotional attachment and higher engagement toward the organization.

With perceived organizational support at a high level (mean = 4.0) and employee engagement at a very high level (mean = 4.3), the results highlight that organizational support functions as a key antecedent of engagement. It enhances employees' psychological connection to their work by fostering a sense of value, recognition, and belonging. Therefore, support from the organization serves not only as a resource but also as a motivational driver that strengthens employees' engagement levels.

3.2.5. Employee Engagement → Turnover Intention (H5)

The results demonstrate that employee engagement has a negative and statistically significant effect on turnover intention ($\beta = -0.322$, $t = 4.210$, $p < 0.001$). This indicates that higher levels of engagement are associated with lower intentions to leave the organization.

Theoretically, employee engagement reflects a deep psychological attachment characterized by enthusiasm, dedication, and absorption in work. This finding is consistent with the study conducted by Janna and Paradilla [17], which stated that employee engagement had a negative and significant effect on turnover intention among nurses at RS Grestelina Makassar. Their findings indicated that employees with higher levels of engagement tend to demonstrate stronger emotional attachment, loyalty, and commitment to the organization, thereby reducing their intention to leave.

Descriptive findings show that employee engagement is very high (mean = 4.3), while turnover intention is low (mean = 2.4). This inverse relationship confirms that engagement acts as a protective mechanism, reducing the likelihood of turnover by strengthening employees' commitment and sense of belonging.

3.2.6. Job Insecurity → Employee Engagement → Turnover Intention (H6)

The indirect effect of job insecurity on turnover intention through employee engagement is not statistically significant ($\beta = 0.043$, $t = 1.411$, $p = 0.158$), indicating that employee engagement does not mediate this relationship.

This finding is consistent with the study conducted by Rozi and Karneli [18], which showed that employee engagement was unable to mediate the relationship between job insecurity and turnover intention. Their study explained that employee engagement tends to be relatively stable and is not easily influenced by job insecurity, resulting in a mediating effect that is not strong enough to increase employees' intention to leave through indirect mechanisms.

Since the relationship between job insecurity and employee engagement is not significant, the conditions required for mediation are not fulfilled. Additionally, the consistently high level of employee engagement (mean = 4.3) indicates that engagement remains stable and is not easily affected by perceived job insecurity. Therefore, job insecurity operates as a direct determinant of turnover intention, bypassing the psychological pathway through employee engagement.

3.2.7. Perceived Organizational Support → Employee Engagement → Turnover Intention (H7)

The findings indicate that employee engagement fully mediates the relationship between perceived organizational support and turnover intention ($\beta = -0.206$, $t = 3.734$, $p < 0.001$). This means that perceived organizational support does not directly reduce turnover intention, but instead influences it indirectly through employee engagement.

In line with Social Exchange Theory, organizational support enhances employees' perception of being valued, which increases their engagement. This heightened engagement, in turn, reduces their intention to leave. The descriptive results support this mechanism, where high perceived organizational support (mean = 4.0) leads to very high employee engagement (mean = 4.3), ultimately resulting in low turnover intention (mean = 2.4).

This finding is consistent with the study conducted by Albrecht et al. [19], which demonstrated that perceived organizational support positively affects employee engagement and indirectly reduces turnover intention. Their findings suggested that high organizational support enhances employees' emotional attachment and involvement within the organization, which ultimately decreases their intention to leave the organization.

4. CONCLUSION

This study examined the effects of job insecurity, perceived organizational support, and employee engagement on turnover intention among teachers at Yayasan Taman Pendidikan Rahmat Kota Kediri. The findings revealed that job insecurity had a positive and significant effect on turnover intention, indicating that higher levels of perceived job insecurity increase teachers' intention to leave the organization. In contrast, perceived organizational support did not directly affect turnover intention. The study also found that perceived organizational support had a positive and significant effect on employee engagement, while employee engagement negatively affected turnover intention. Furthermore, employee engagement did not mediate the relationship between job insecurity and turnover intention, but it successfully mediated the relationship between perceived organizational support and turnover intention.

Practically, the foundation is encouraged to improve career clarity, job security, and organizational support through better communication, recognition, and attention to teachers' well-being in order to enhance employee engagement and reduce turnover intention. For future research, it is recommended to include additional variables such as job satisfaction, organizational commitment, or work-life balance, as well as to expand the research setting to different educational institutions or sectors to obtain more comprehensive and generalizable findings.

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