



The Effect of Job Insecurity on Turnover Intention, Mediated by Job Search and Moderated by Job Embeddedness, Among Non-Permanent Employees in the Public Healthcare Sector

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ABSTRACT

Human resource management in healthcare, especially for temporary personnel, requires turnover intention. This study examines how job insecurity affects turnover intention among temporary employees at a public hospital in Aceh Province using job search as a mediating variable and job embeddedness as a moderating variable. This study's quantitative survey included 248 simple randomly sampled respondents who were given a questionnaire. The data was analyzed using SEM-PLS. Results show that job insecurity increases job search and turnover intention. Additionally, job search improves turnover intention, according to this study. This study demonstrated that job search mediates the effect of job insecurity on turnover intention. This study also found that job embeddedness negatively affects turnover intention and weakens the link between job search, job insecurity, and turnover intention. These findings show that job insecurity and job search lower turnover intention as employee commitment increases. This study can help hospital management retain temporary staff by lowering job insecurity and improving job embeddedness.

INTRODUCTION

In human resource management, turnover intention is a significant problem, especially in the healthcare industry, including hospitals (Lay & Masingboon, 2025). High turnover intention has the potential to reduce service quality, increase the workload of existing personnel, and disrupt the overall stability of the organization, in addition to increasing recruitment and training costs (Mobley, 1977). Because healthcare demands constant competence, efficient work collaboration, and the best possible patient care, workforce sustainability is crucial in hospital organizations.

Various studies show that turnover intention among health workers is still relatively high in various countries (Fan et al., 2026; Nasonenko et al., 2026; Xiaofang et al., 2026). Meta-analysis conducted by (Lay & Masingboon, 2025) found that the prevalence of new nurse turnover intention ranged from 6% to 61% in countries such as Canada, the United Kingdom, the United States, Korea, the Philippines, Turkey, China, and Finland. A similar situation also occurred in Indonesia, where several hospitals reported high levels of healthcare worker turnover, exceeding the organization's normal limits (Firmansyah et al., 2023). The high intention to leave indicates work pressure, dissatisfaction, and instability in working conditions experienced by employees.

One regional general hospital in Aceh Province also experienced employee turnover, particularly among non-permanent staff. Contract worker turnover rates varied significantly between 2021 and 2025, according to hospital data. Turnover rates rose sharply to 95.34% in 2023 from 49.07% in 2022. While declining to 12.82% in 2024, turnover rates increased to 19.85% in 2025. This situation indicates that the hospital organization continues to face significant challenges in maintaining workforce stability and high-quality healthcare services due to non-permanent employee turnover.

Job instability is one of the reasons often associated with turnover intention. Job insecurity is a person's feeling of perceived risk to their job and their powerlessness in facing that risk (Greenhalgh & Rosenblatt, 1984). Workers who experience job insecurity often experience psychological stress and a tendency to leave the company because they are worried about their future employment (De Witte, 2005). Job insecurity, career development opportunities, and income stability make this scenario increasingly relevant for contract workers.

According to previous studies, turnover intention is positively influenced by job instability (Sverke et al., 2002). workers who believe their jobs are insecure are more likely to look for other jobs that they believe are more stable and promising (De Witte, 2005; Greenhalgh & Rosenblatt, 1984). High service expectations, work pressure, and ambiguous job status can all contribute to feelings of job insecurity among healthcare workers. As a result, companies risk losing skilled and experienced employees.

People typically employ a variety of adaptive tactics to protect their resources when facing job insecurity. According to Conservation of Resources (COR), people will work to acquire, preserve, and protect resources they value, such as stable employment and careers (Hobfoll, 1989). According to this view,

job instability can encourage job search behavior because people seek more secure employment options, in addition to having a direct impact on turnover intention. Job search behavior is the act of someone seeking information and other job opportunities outside their current company. (Blau, 1994) Finding job openings, exploring career options, and applying for jobs are some examples of this behavior. People who are actively job searching are more likely to leave their company because they start considering other positions that better match their requirements and expectations. According to previous research, job insecurity affects job search and ultimately increases turnover intention (Yüce Selvi & Sümer, 2021).

However, not everyone who is looking for a new job and feels insecure in their current position has a strong desire to leave the company. In some cases, workers decide to stay because they have a strong sense of loyalty to the company. The level of job embeddedness and its environment through social connections, value congruence, and the perceived costs of leaving the job are explained by the concept of job embeddedness (Mitchell et al., 2001). When making the decision to leave a company, workers with high levels of job embeddedness typically consider a variety of social, psychological, and financial consequences.

Research by (Mitchell et al., 2001; Lee et al., 2004) Research shows that job embeddedness is a significant factor in reducing turnover intention and weakening the influence of various negative work conditions on turnover intention. In the hospital context, employee engagement with coworkers, the work environment, and their profession can be a significant factor encouraging employees to remain in the workforce despite facing work pressure or job insecurity. Thus, job embeddedness is seen as a protective factor that can mitigate the negative impact of job insecurity and job search on turnover intention.

Job insecurity, job search, job embeddedness, and turnover intention remain under-researched in Indonesia. Most previous studies have only examined the direct relationship between job insecurity and turnover intention, not the mediating role of job search behavior and job embeddedness. Although non-permanent staff are more vulnerable to job insecurity than permanent employees, research on them in government hospitals is still scarce.

This study has several unique features that warrant further research. First, by establishing job search as a mediating variable and job embeddedness as a moderating variable, this study simultaneously combines mediation and moderation models within a single research framework. Second, this study focuses on non-permanent workers in government hospitals, an industry in which turnover intention has not been widely researched. Third, the Conservation of Resources (COR) Theory approach is used in this study to describe the behavioral and psychological strategies employed by workers to cope with job instability. Thus, the purpose of this study is to examine how job insecurity influences turnover intention among non-permanent employees in government hospitals in Aceh Province, mediated by job search and moderated by job embeddedness.

LITERATURE REVIEW

Hypothesis Development

The tendency of a person to intentionally and freely leave his organization is known as turnover intention (Mobley, 1977). Turnover intention is a serious problem in the healthcare industry because it can reduce organizational stability, increase recruitment and training costs, and disrupt service quality. Turnover intention is influenced by several factors, such as job instability, job search, and job embeddedness.

According to the Conservation of Resources (COR) Theory, people tend to conserve and protect their current resources, such as career security, income, and job stability (Hobfoll, 1989). When people feel their jobs are in jeopardy, they experience psychological distress and try to find other jobs to reduce the possibility of losing resources. Consequently, job insecurity is thought to have a significant impact on job search and turnover intentions.

Job Insecurity is an individual's perception of threats to the continuity of their employment and the powerlessness they feel in the face of these threats (Greenhalgh & Rosenblatt, 1984). High levels of job insecurity increase the likelihood of employees leaving the company because it makes them worried about their career prospects. Previous research has shown that job insecurity has a positive effect on turnover intention (De Witte, 2005; Sverke et al., 2002). The following theory is put forward based on this description:

H1 : Job Insecurity is the belief that one's job is in danger (De Cuyper, N. De Witte, H. 2005). People will work to preserve their resources, especially stable jobs, according to Conservation of Resources (COR) (Hobfoll, 1989) When employees feel their jobs are insecure (job insecurity), they tend to have turnover intentions and seek more stable employment. Studies show that job insecurity makes people more likely to want to leave their jobs (turnover intention). Therefore, the following idea arises:

H1: Job insecurity has a positive effect on turnover intention.

H2 : Fear of losing a job occurs when someone feels they will lose their job, while job search is when someone actively looks for another job (Kanfer et al., 2001). Conservation of Resources (COR) theory states that people will work to preserve and protect their resources, such as jobs and money (Hobfoll, 1989). People often seek more stable and secure jobs when they feel their careers are in jeopardy. Therefore, the following theory is proposed:

H2: Job insecurity has a positive effect on job search.

H3 : Job search is the process of looking for other jobs that are considered better and more stable. To restore threatened resources, the Conservation of Resources (COR) states that people will seek other jobs that they believe will provide more security and well-being (Hobfoll, 1989). People who are looking for work tend to plan to leave their current jobs. That's why the following idea is put forward:

H3: Job search has a positive effect on turnover intention.

- H4 : Through social connections, value congruence, and perceived costs of quitting, job embeddedness characterizes a person's level of attachment to their job and organization (Mitchell et al., 2001). High levels of job embeddedness make employees feel connected and comfortable at work, thus reducing their likelihood of leaving. Conversely, low levels of job embeddedness can increase turnover intention. Here's why these concepts are proposed:
H4: Job embeddedness has a negative effect on turnover intention.
- H5 : A person's sense of uncertainty about their future career is known as job insecurity. Employees experiencing job insecurity are more likely to seek more stable employment. As people begin to consider other career opportunities outside the company, this job search activity can increase turnover intention. Consequently, job search is seen as a link between the impact of job insecurity and turnover intention. Therefore, the following theory is proposed:
H5: Job search mediates the effect of job insecurity on turnover intention.
- H6 : Job embeddedness is seen as a resource that can help people manage work-related stress, according to the Conservation of Resources (COR) (Hobfoll, 1989) Strong social ties, comfort, and connectedness to the company are characteristics of workers with high job embeddedness, which makes them less likely to quit even amidst job instability. Thus, job embeddedness can mitigate the impact of job insecurity on turnover intention. This is why the following idea is put forward:
H6: Job embeddedness moderates the effect of job insecurity on turnover intention.
- H7 : The act of seeking other career options that are perceived as better and more stable is known as job search. Because they begin to consider alternative employment options outside the company, those actively searching for work typically have higher turnover intentions. However, depending on each individual's level of job embeddedness, this influence may vary from person to person. Employees with high job embeddedness are more likely to stay because they have social connections, value congruence, and would make significant sacrifices if they left. Job embeddedness can minimize the influence of job search on turnover intentions. The following theory is proposed:
H7: Job embeddedness moderates the effect of job search on turnover intention.

The relationship between job insecurity, job search, job embeddedness, and turnover intention is explained by this study's model, which is based on theory and previous research findings. A person's sense of uncertainty about their future employment is reflected in job insecurity. Employees may be driven by this state to seek other jobs that they believe are more stable and secure. Job search is a mediating variable in this study that explains how job instability affects turnover intention. In an effort to find a better position, workers facing job

insecurity often engage in job searches. The likelihood of an employee leaving the company increases with the level of their job search activity.

The relationship between job insecurity and turnover intention is also influenced by job embeddedness, which acts as a moderating variable. Job embeddedness indicates how attached a person is to their job and company, looking at factors such as social ties, value alignment, and how much they perceive it would cost to quit. Employees with high job engagement care about their jobs and stay with the company even when their jobs are insecure. This study shows that job insecurity influences turnover intention directly and indirectly through job search. The impact of job search and job insecurity on turnover intention is reduced by job embeddedness. Figure 1 shows the relationship between the factors in this study.

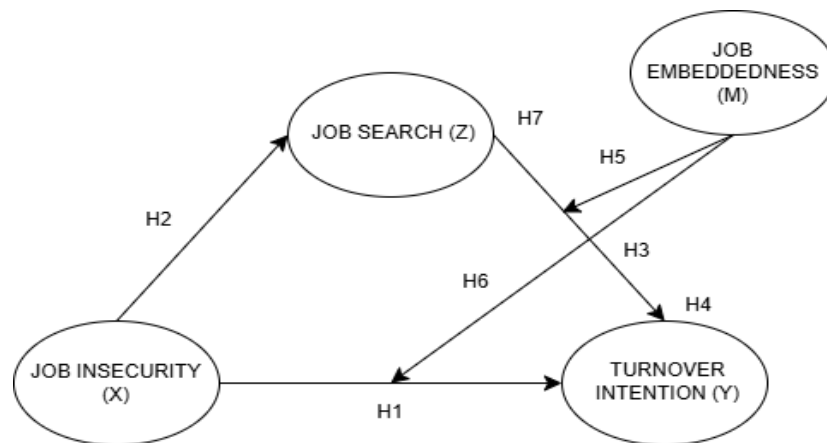


Figure 1. Research Framework
 Source: Authors (2026)

METHODOLOGY

This exploratory quantitative study analyzes how job embeddedness influences turnover intention in a regional public hospital in Aceh, which employs temporary workers. Job embeddedness and job search modify this influence. The quantitative approach uses statistical analysis and numerical data to objectively investigate the relationships between variables. The investigation was conducted at a regional public hospital in Banda Aceh, Aceh. The survey included 670 temporary workers. Probability sampling and simple random selection ensured that all members of the population had an equal chance of being selected as respondents. The study had 248 participants, as shown in the table (Sekaran & Bougie, 2016).

The study data was obtained through a Google Forms poll. The study tool used a five-point Likert scale, with 1 meaning "strongly disagree" and 5 meaning "strongly agree." Job insecurity, turnover intention, job search, and job embeddedness were adapted from (De Witte, 2005), (Blau, 1994), (Mitchell et al., 2001). SmartPLS software was used to analyze the data using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). This study tested the model internally and externally. Convergent validity, discriminant validity, and construct reliability testing using factor loading values, AVE, Composite

Reliability, and Cronbach's Alpha were external model tests. To assess the relationship between factors, the internal model was tested using path coefficients, R-squared, predictive relevance (Q²), and bootstrapping. Job embeddedness and job search influence turnover intention in other studies.

RESEARCH RESULT

The research assumptions and structural model were tested using SmartPLS and PLS-SEM software. The measurement model (outer model) was assessed for instrument validity and reliability, and the structural model (inner model) was bootstrapped with 5,000 random samples to identify the hypothesized relationships.

Respondent Characteristics

The study recruited 248 daily staff at a regional public hospital in Aceh. Respondents were categorized by age, gender, length of service, and highest level of education.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Gender	Male	92	37.10%
	Female	156	62.90%
Age	< 25 Years	58	23.40%
	25–35 Years	140	56.50%
	> 35 Years	50	20.20%
Education	Diploma	147	59.30%
	Bachelor	98	39.50%
	Master	3	1.20%
Working Period	< 3 Years	73	29.40%
	3–5 Years	104	41.90%
	> 5 Years	71	28.70%

Source: Processed Data (2026)

Table 1 shows that 152 respondents (61.30%) were female and 96 respondents (38.70%) were male. The high percentage of female respondents indicates that women still dominate the freelance workforce in the hospital sector, especially in healthcare-related jobs such as nursing and administrative staff. In terms of age, 129 respondents, or the majority, were in the 25–35 age range. This age group is considered to be in the productive age range, actively involved in the workforce, and usually in a stage of professional growth. This indicates that most freelance workers in the hospital are still seeking career security and job stability. Conversely, 41 respondents (16.50%) were under 25 years old, while 78 respondents (31.50%) were over 35 years old.

The majority of respondents (147) had a diploma and high school/vocational high school education (59.30%), followed by a bachelor's degree (98) (39.50%) and a master's degree (3) (1.20%). The relatively high percentage of respondents with vocational and academic backgrounds indicates that the hospital's non-permanent staff have a variety of educational levels that support professional healthcare services. In addition, the majority of respondents (104) had three to five years of service. This means that most workers have sufficient knowledge to perform their jobs in a hospital environment. Seventy-three respondents (29.40%) had worked there for less than three years, and 71 respondents (28.70%) had worked there for more than five years. This means that some temporary workers have been working for a long time, even though they are only temporary workers.

Overall, the characteristics of the respondents indicate that the majority of temporary employees in the hospitals studied were female, of productive age, highly educated, and had significant work experience. Because productive-age and temporary workers are typically more sensitive to job instability, which can influence job search behavior and turnover intention, these characteristics are relevant to the research context.

Measurement Model Evaluation (Outer Model)

Convergent validity and composite reliability is used in external model testing to assess the validity and reliability of research constructs.

Table 2. Convergent Validity and Reliability Test

Variable	Indicator	Loading Factor	AVE
Job Insecurity	Jl1	0.812	0.652
	Jl2	0.834	
	Jl3	0.791	
Job Search	JS1	0.845	0.687
	JS2	0.856	
	JS3	0.801	
Job Embeddedness	JE1	0.822	0.671
	JE2	0.847	
	JE3	0.809	
Turnover Intention	TI1	0.864	0.715
	TI2	0.872	

Source: Processed Data (2026)

The test results confirmed the accuracy of all concepts, with factor loadings above 0.70 and AVE values above 0.50. The reliability of the research instrument was confirmed by Composite Reliability and Cronbach's Alpha values exceeding 0.70 for all variables.

Hypothesis Development

Table 3. R-Square Test

Endogenous Variable	R-Square
Job Search	0.521
Turnover Intention	0.716

Source: Processed Data (2026)

Based on the R-squared value, 52.1% of the job search variable can be explained by job instability. Meanwhile, job insecurity, job search, and job embeddedness explain 71.6% of turnover intention, with variables outside the research model influencing the remaining portion.

Hypothesis Testing

The measurement model was assessed based on convergent, discriminant, and internal consistency reliability. For convergent validity, all indicators must have factor loading values above 0.70 and AVE above 0.50 for each construct. Discriminant validity was demonstrated using the Fornell-Larcker criterion. This criterion requires that the square root of the AVE of each latent variable exceeds its strongest association with other constructs. In addition, the Cronbach's Alpha and Composite Reliability (CR) values for all constructs exceeded the recommended level of 0.70, indicating internal consistency reliability.

Hypothesis Development

The importance of path elements and how effectively the structural model predicts outcomes were tested. The coefficient of determination (R²) indicates how much exogenous variables explain changes in internal variables. This study found that job insecurity explained 52.1% of the variation in job search with an R² value of 0.521. The R² figure for turnover intention, on the other hand, was 0.716. This means that job insecurity, job search, job embeddedness, and how these factors influence each other explained 71.6% of the variation in how often employees left their jobs. Path coefficients were used in this study, along with t-statistics and p-values from the bootstrapping process to test the proposed theories. The findings of direct, mediating, and moderating effects can be seen in Table 4.

Table 4. Hypothesis Testing Results

Hypothesis	Structural Relationships / Paths	Original Sample (β)	T-Statistic	P-Value	Conclusion
H1	Job Insecurity → Turnover Intention	0.386	4,519	0.000	Supported
H2	Job Insecurity → Job Search	0.722	19,419	0.000	Supported

H3	Job Search → Turnover Intention	0.231	3,035	0.002	Supported
H4	Job Embeddedness → Turnover Intention	-0.289	4,732	0.000	Supported
H5	Job Insecurity → Job Search → Turnover Intention	0.167	2,904	0.004	Supported
H6	Job Embeddedness × Job Insecurity → Turnover Intention	-0.167	2,387	0.017	Supported
H7	Job Embeddedness × Job Search → Turnover Intention	0.205	3,642	0.000	Supported

Source: Processed Data (2026)

Based on the data shown in Table 4, the first hypothesis (H1) states that job instability makes people more likely to leave their jobs. This is supported by a β coefficient of 0.386 and a p-value of 0.000. The fact that this occurs suggests that employees are more likely to quit when they perceive a potential job loss. With a t-statistic of 19.419 and a β value of 0.722, the second hypothesis (H2) states that being unemployed makes it easier to find a new job. Since these figures show a strong and significant effect, we can say that workers who do not know whether they will have a job tomorrow are more likely to actively look for another job.

The third hypothesis (H3) states that job search makes people less likely to leave their jobs, with a β value of 0.231 and a p value of 0.002. This means that employees are more likely to leave their jobs when they are actively looking for another job. The fourth hypothesis (H4) states that job embeddedness makes people less likely to want to leave their jobs. This hypothesis has a β coefficient of -0.289 and a p value of 0.000. This study shows that workers who are highly attached to their jobs and companies are less likely to want to quit. The fifth hypothesis (H5) states that job search mediates the effect of job insecurity on turnover intention. The indirect effect value of 0.167 and a p value of 0.004 indicate that job stress can make employees more likely to quit by making them look for new jobs.

New findings indicate that job embeddedness moderates the relationship between job insecurity and turnover intention (interaction coefficient -0.167, p-value 0.017). The negative association indicates that job embeddedness reduces the impact of job insecurity on turnover intention. This means that even though their position is uncertain, loyal employees are less likely to want to quit. The seventh hypothesis (H7) indicates that job embeddedness influences job search and turnover intention with an interaction coefficient of 0.205 and a p-value of 0.000. These findings indicate that job embeddedness increases job search and

turnover intention. Employees who frequently search for jobs and are loyal to their company are more likely to resign.

Overall, all of the research hypotheses were confirmed. These findings indicate that job insecurity, job search behavior, and job embeddedness are important factors in determining whether or not temporary workers at a regional public hospital in Aceh Province want to leave their jobs.

DISCUSSION

The Influence of Job Insecurity on Turnover Intention

According to research, job insecurity has a positive impact on turnover intention. The results show that temporary workers are more likely to leave an organization when they feel insecure in their jobs. When career prospects, employment status, and job security are uncertain, employees experience this syndrome.

These results are consistent with the Conservation of Resources Theory (COR), which states that people will strive to preserve valuable resources, such as jobs and stable economic conditions (Hobfoll, 1989). People experience psychological distress and begin to consider the possibility of more secure employment when they perceive their jobs to be insecure. These findings corroborate a study (Sverke et al., 2002) which found a link between job instability and plans to leave the company. Temporary workers may feel less safe in hospitals due to high workloads, unclear employment status, and complex healthcare needs.

The Impact of Job Insecurity on Job Search

Research findings indicate that job insecurity increases job search. This implies that workers experiencing job insecurity are more likely to actively seek other employment. To prepare for the risk of future job loss, people engage in job search activities.

According to COR Theory, people will use various adaptive strategies, including job search, to try to recover threatened resources. Employees will seek other employment options that are perceived as more solid and promising if they believe their company cannot guarantee job security. These results support previous studies. (Blau, 1994; De Witte et al., 2015) which shows that job instability influences people's tendency to engage in job search behavior. Contract work arrangements and job insecurity can motivate hospital staff to actively seek other jobs.

The Influence of Job Search on Turnover Intention

Research findings indicate that job search positively impacts turnover intention. Employees' likelihood of leaving a company increases with their level of job search activity. Employees begin to consider alternative employment options perceived as better than their current situation, as evidenced by their job search activity.

When their current resources are threatened, people will seek new resources, according to COR Theory. In this situation, job searching becomes an

adaptive behavior to find work that is more stable, secure, and able to meet personal demands. This finding supports research (Yüce Selvi & Sümer, 2021), which demonstrates the importance of job search as a predictor of employee turnover intentions and outcomes. High levels of work pressure and ambiguous job status in the hospital environment can encourage employees to actively seek alternative employment, which will increase turnover intentions.

The Influence of Job Embeddedness on Turnover Intention

Research findings indicate that job embeddedness negatively impacts turnover intention. This implies that workers who are highly attached to their organization typically have fewer plans to leave. Social ties, value alignment, and the perceived costs of leaving the company are all reflected in job embeddedness (Mitchell et al., 2001). Regardless of job constraints, employees who feel comfortable in their workplace and have positive social ties are more likely to stay.

These results strengthen research which states that job embeddedness can reduce turnover intention (Mitchell et al., 2001; Crossley et al., 2007). Engagement with coworkers, workplace culture, and the healthcare industry all play a significant role in employee retention in a hospital setting.

The Role of Job Search Mediation

Research shows that job search mediates the relationship between job insecurity and turnover intention. This finding implies that job stress directly and indirectly drives turnover intention by increasing job search. People who feel insecure about their jobs are more likely to look for new ones if they lose their current one. Employees who are actively job searching are more likely to leave their current company in search of a better job.

According to research (Yüce Selvi & Sümer, 2021) Job insecurity can increase job search behavior, which in turn drives turnover intention. These findings validate this theory. Job insecurity among temporary workers in a hospital setting can motivate people to actively seek other jobs perceived as more reliable.

The Moderating Role of Job Embeddedness

The results of the study indicate that job embeddedness reduces the impact of job insecurity on turnover intention. People who are highly engaged in their jobs tend to remain with the company even when their employment is unstable because they have strong emotional and social ties to the company. Furthermore, job embeddedness reduces the impact of job search on turnover intention. People who feel they fit in at work and get along well with others are less likely to quit immediately, even if they are actively looking for another job.

These results indicate that job embeddedness is a crucial factor in hospital staff retention. People who feel a sense of belonging are typically better able to cope with workplace stress and job changes than those who don't. The practical implications of this study suggest that hospitals should enhance employee security by offering job security, career growth, and organizational support. To

reduce the likelihood of employees leaving their jobs, companies should also enhance job embeddedness through improved working relationships, a positive company culture, and a supportive work environment.

CONCLUSION AND RECOMMENDATIONS

This study examines the relationship between job insecurity and work planning among temporary workers at a regional public hospital in Aceh Province. This relationship is influenced by job search and job loyalty. Several key findings were obtained from data analysis and hypothesis testing. First, job insecurity increases turnover intention. This suggests that employees are more likely to leave the company if they fear losing their jobs. People worry about losing their jobs and start looking for more stable employment.

Second, job search methods increase job insecurity. When workers fear losing their jobs, they are more likely to actively seek out job information, apply, and investigate other companies. This finding suggests that employees' job search habits help them cope with job loss. Third, turnover intention positively impacts job search behavior. The likelihood of turnover intention increases with the intensity of their job search. Dissatisfaction and a weakening sense of loyalty to the company are reflected in job search activity.

Other findings revealed that turnover intention is negatively influenced by job embeddedness. Turnover intention is typically lower among those who feel embedded in their job, social environment, and organization. Important variables that prevent employees from leaving a company include social interactions, value congruence, and perceived sacrifice. Fifth, job search links job insecurity and turnover intention. This suggests that job insecurity influences turnover intention directly and indirectly by increasing job search. When job insecurity increases, people search for new jobs more frequently and are more likely to quit.

The results also show that job embeddedness influences the relationship between job insecurity and turnover intention. People who are highly engaged in their jobs are generally better able to cope with the negative impacts of job insecurity, making them less likely to leave their jobs. Job embeddedness changes the way people search for jobs and their turnover intention. Strong business relationships make employees less likely to have turnover intention, even when actively searching for work. Thus, job embeddedness prevents turnover intention. This study found that job embeddedness, job search, and job insecurity influence turnover intention among non-permanent staff in a public hospital.

Specifically focusing on job turnover behavior in the healthcare industry, this study offers theoretical contributions to the advancement of human resource management research. To understand how perceived job instability motivates individuals to engage in job search behavior and shapes their intention to leave an organization, this study extends the application of Conservation of Resources (COR) Theory. It also adds to the research on job embeddedness as a moderating factor that can mitigate the impact of poor working conditions on intention to leave. Combining mediating and moderating variables into a single model can

help further understand the psychological factors that influence employees' choices to stay or leave an organization.

ADVANCED RESEARCH

There are several limitations to this study. First, the findings cannot be broadly applied to the entire Indonesian healthcare system because the study was limited to one government hospital in Aceh Province. Second, the study only describes conditions within a specific time period because it used a cross-sectional method. Third, there is the possibility of respondent bias because the study data was collected through self-report questionnaires.

To obtain more representative results, it is recommended that the research sample be expanded to include private hospitals and other healthcare facilities. A longitudinal strategy could potentially be used in future studies to examine how employee behavior evolves over time. To create a more comprehensive model explaining turnover intention in healthcare workers, additional variables such as organizational commitment, job stress, job engagement, and organizational support could be included in future research.

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