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The Influence of Job Insecurity, Employee Engagement, and Perceived Organizational Support on Turnover Intention among Employees of PT Johan Sentosa Palm Oil Mill

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Abstract

Turnover intention constitutes a critical concern for business organizations because employees' intention to leave may generate workforce instability, particularly during periods of operational adjustment. This study aims to examine the effects of job insecurity, employee engagement, and perceived organizational support on turnover intention among employees of PT Johan Sentosa. A quantitative research design was employed involving 89 employees selected through saturated sampling. Data were collected through observation, documentation, interviews, and a five-point Likert-scale questionnaire. The data were analyzed using descriptive statistics, validity and reliability testing, classical assumption testing, multiple linear regression analysis, t-tests, an F-test, and the coefficient of determination, with the assistance of SPSS version 25. The findings indicate that job insecurity has a positive and significant effect on turnover intention, with a coefficient of 0.212 and a significance level of 0.024. Employee engagement has a negative and significant effect on turnover intention, with a coefficient of −0.196 and a significance level of 0.022. Similarly, perceived organizational support has a negative and significant effect on turnover intention, as indicated by a coefficient of −0.234 and a significance level of 0.002. Simultaneously, the three variables significantly affect turnover intention, as demonstrated by an F-value of 16.776 and a significance level of 0.000. The adjusted R-square value of 0.350 indicates that the model explains 35.0% of the variance in turnover intention, whereas the remaining 65.0% is attributable to other variables not included in the model.

Keywords: Job Insecurity; Employee Engagement; Perceived Organizational Support; Turnover Intention

1. Introduction

Human resources represent a fundamental component of organizational sustainability because the achievement of organizational objectives is determined not only by capital, technology, and operational systems, but also by the organization's ability to manage its workforce (Mulyaningsih & Tanuwijaya, 2023). Human resource management encompasses the management of relationships, roles, capabilities, and employees' psychological conditions in order to maintain a balance between organizational objectives and employee needs (Herianto & Yanuar, 2021). Fika & Zohriah (2024) explain that human resource management focuses on managing workforce interactions and roles to achieve organizational and employee objectives effectively. In

organizations undergoing operational changes, human resource management becomes increasingly important because such changes may influence employees' perceptions of employment continuity, work engagement, and reciprocal relationships with the organization.
One sector experiencing such operational dynamics is the palm oil industry. At particular stages of the plantation cycle, palm oil plantations require replanting activities to maintain long-term productivity. However, replanting may generate temporary operational consequences, particularly when replanted crops have not yet reached the production capacity of mature plants under normal conditions. This situation may affect the volume of raw materials delivered to the mill, workforce requirements, task allocation, and operational stability. Accordingly, replanting is not merely a technical production issue but also represents an organizational change context capable of shaping employees' perceptions and psychological responses.

This condition can be observed at the PT Johan Sentosa palm oil mill, which implemented a replanting initiative alongside a leadership transition. These changes occurred amid declining operational conditions. Internal company records indicate that the number of employees decreased from 117 in 2021 to 89 in 2025. During the same period, the daily volume of Fresh Fruit Bunches (FFB) declined from approximately 500–600 tons in 2021 to approximately 58 tons per day in 2025. Furthermore, between 2022 and 2023, 19 employees left the company, representing approximately 16.20% of the workforce at the beginning of that period. These data indicate changes in workforce composition and production conditions; however, actual turnover figures cannot explain how employees who remain in the organization interpret these changes. Therefore, turnover intention needs to be measured as a psychological tendency that may emerge before an actual decision to leave the organization.

Turnover intention refers to employees' tendency or intention to leave an organization and seek alternative employment. Putri et al. (2022) position turnover intention as part of a mental process linking work experiences to employees' decisions to leave an organization. Thus, turnover intention is not identical to actual turnover because an individual may intend to leave without actually departing from the organization. In the context of PT Johan Sentosa, changes in production volume, workforce reductions, replanting, and leadership transition are relevant conditions for examination because they may alter employees' perceptions of their employment future. Previous studies have also indicated that job insecurity is associated with turnover intention, while this relationship may be influenced by the characteristics of employees' relationships with their organizations.

One theoretically relevant factor underlying turnover intention is job insecurity. Amelia et al. (2022) describe job insecurity as a condition in which employees experience uncertainty regarding the stability of their positions or job responsibilities. In situations of organizational change, uncertainty concerning employment continuity may be perceived as a threat to employees' existing resources. Conservation of Resources (COR) Theory, developed by Hobfoll, explains that individuals seek to acquire, retain, and protect resources considered valuable, whereas the threat of resource loss may generate pressure and encourage individuals to take action to minimize further losses. In the employment context, job security may be regarded as a valuable resource. When employees perceive their jobs as increasingly insecure, the intention to seek alternative employment may emerge as an effort to preserve economic and occupational resources. Pratiwi & Khatimah, (2023) found a positive relationship between job insecurity and turnover intention, while Sari & Ernawadi, (2024) also identified an association between job insecurity and turnover intention in organizations characterized by dynamic employment relationships.

Employees do not respond solely to threats to their resources; they are also influenced by positive resources available in the workplace. One such resource is employee engagement. Surianto (2025) defines employee engagement as a condition characterized by energy, commitment, and deep involvement in work. From the COR perspective, work engagement may be understood as a positive psychological condition reflecting an individual's investment of resources in employment (Wardono et al., 2024). Employees with higher levels of engagement tend to possess stronger energy and psychological connectedness to their work. Consequently, their decision to leave the organization is considered not only in relation to external conditions but also in relation to the value of the relationship they have developed with their work. Nevertheless, previous research has not always produced consistent findings regarding the relationship between employee engagement and turnover intention (Hulu et al., 2025). Research in Indonesia has found that work engagement and organizational support may be negatively associated with turnover intention, while other studies indicate that the effect of employee engagement may vary when combined with other psychological and organizational variables. This situation demonstrates the need to re-examine the relationship between employee engagement and turnover intention in an operational-change context.

Another relevant factor is perceived organizational support (POS). Fazila & Wolor (2026) defines organizational support as employees' perceptions concerning the appreciation, attention, and assistance provided by an organization. Within COR Theory, organizational support may be regarded as an external resource that assists employees in managing work demands and uncertainty. When employees believe that the organization values their contributions and is concerned about their well-being, their psychological resources may be strengthened. Conversely, low perceived support may reinforce the perception that the organization does not provide sufficient resources to address change. Aqmar et al. (2025) reported that perceived organizational support has a significant negative effect on turnover intention. Similar findings have been identified in studies examining the relationship between POS and turnover intention, indicating that organizational support is one factor associated with employees' tendency to leave an organization.

The application of COR Theory in this study provides an integrated basis for understanding the three variables. Job insecurity represents a threat to resources, employee engagement represents a psychological condition associated with work-related resources, and perceived organizational support represents an external resource provided by the organization. As the threat of resource loss increases and available resources are perceived as inadequate, employees may develop an intention to leave the organization. Conversely, psychological and organizational resources may be associated with employees' tendency to maintain their employment relationship (Utaminingtyas & Dewi, 2026). Previous research on turnover intention has been conducted in service organizations, banking, technology, manufacturing, and groups of employees with particular employment characteristics. However, relatively limited research has specifically examined the combination of job insecurity, employee engagement, and perceived organizational support among palm oil mill employees during a replanting period characterized by a substantial decline in production. This context is important because replanting produces a form of uncertainty that differs from contract changes, layoffs, or routine work pressure. Declining raw material availability may simultaneously affect mill operations, workforce requirements, work distribution, and perceptions of operational continuity (Halsa et al., 2022).

Data from PT Johan Sentosa indicate a decrease in the workforce from 117 to 89 employees and a decline in FFB volume to approximately 58 tons per day in 2025. Nevertheless, actual turnover data cannot establish whether remaining employees experience increased job insecurity, reduced

engagement, or changes in their perceptions of organizational support. Therefore, this study examines not only employees who have left the organization but also the psychological conditions of employees who remain and their potential intention to leave. This approach is important because turnover intention is a psychological construct that may arise before actual turnover and may serve as an early indicator of changes in the employee–organization relationship.

This study integrates job insecurity, employee engagement, and perceived organizational support into a single model to explain turnover intention through Conservation of Resources Theory in the context of a palm oil industry undergoing replanting and operational changes. The novelty of this research does not merely lie in its focus on PT Johan Sentosa, but also in its positioning of replanting as an organizational-change context that may alter the balance between resource threats and the resources available to employees. Based on this framework, the study provides an integrated explanation of how perceptions of job security, psychological engagement, and organizational support are individually and simultaneously associated with employees' intention to leave the company.

Accordingly, this study aims to analyze the effects of job insecurity, employee engagement, and perceived organizational support on turnover intention among employees of the PT Johan Sentosa palm oil mill. Specifically, it examines the effect of job insecurity on turnover intention, the effect of employee engagement on turnover intention, the effect of perceived organizational support on turnover intention, and the simultaneous effect of all three variables on turnover intention. The findings are expected to provide empirical insight into employees' psychological conditions during the replanting period and to serve as a basis for human resource management during operational change.

2. Methods

This study employed a quantitative methodology focusing on employees at the palm oil mill operated by PT Johan Sentosa in Bangkinang, Riau Province. The study commenced in October 2025 and included planning, data collection, and data analysis stages. The research population consisted of all 89 employees of the PT Johan Sentosa palm oil mill. Because the population was relatively small and accessible, saturated sampling was applied, involving all 89 employees as research participants. The collected data comprised primary and secondary data. Primary data were obtained from participants' responses to the questionnaire, whereas secondary data were derived from company documents, employee records, Fresh Fruit Bunch (FFB) production statistics, turnover records, personnel files, and relevant literature. Data collection techniques included observation, document review, interviews, and questionnaire distribution. The questionnaire employed a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The variables examined were job insecurity (X1), employee engagement (X2), perceived organizational support (X3), and turnover intention (Y). Job insecurity was assessed through concerns about job loss, uncertainty regarding future work conditions, unfavorable changes in employment conditions, and feelings of powerlessness in the work environment. Employee engagement was assessed through energy, commitment, focus, enthusiasm, and emotional attachment. Perceived organizational support was measured based on concern for employee well-being, recognition of contributions, concern for personal problems, fairness of treatment, and organizational assistance. Turnover intention was measured through thoughts of leaving the job, searching for new opportunities, interest in positions at other companies, and intentions to change employment. Data analysis was conducted in several stages. Descriptive statistics were used to describe respondents' responses. Instrument quality was evaluated through Pearson Product

Moment validity testing and Cronbach's Alpha reliability testing. Regression assumptions were examined through residual normality, multicollinearity, and heteroscedasticity tests. Multiple linear regression analysis was then conducted to examine partial and simultaneous effects. The t-test evaluated the effect of each independent variable, whereas the F-test assessed the simultaneous effect of the independent variables. The coefficient of determination was used to identify the extent to which the model explained variation in turnover intention.

3. Results and Discussion

3.1 Research Findings

A total of 89 questionnaires were distributed to all participating employees, and all questionnaires were returned in an analyzable condition.

Table 1. Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	82	92.13%
	Female	7	7.87%
Education	Senior High School/Equivalent	84	94.38%
	Diploma/D3	2	2.25%
	Bachelor's Degree	3	3.37%
Age	18–22 years	1	1.12%
	23–27 years	5	5.62%
	28–32 years	11	12.36%
	>32 years	72	80.90%
Length of Service	Less than 1 year	0	0%
	1–3 years	6	6.74%
	>3 years	83	93.26%

Source: Processed data, 2026

Table 1 indicates that 82 respondents (92.13%) were male and 7 respondents (7.87%) were female. In terms of educational attainment, 84 respondents (94.38%) had completed senior high school or an equivalent level, 2 respondents (2.25%) held a Diploma (D3), and 3 respondents (3.37%) held a bachelor's degree (S1). Regarding age distribution, 72 respondents (80.90%) were over 32 years old. In terms of length of service, 83 respondents (93.26%) had worked for more than three years.

Table 2. Descriptive Statistics of Research Variables

Variables	Means	Category
Job insecurity (X1)	3.71	High
Employee engagement (X2)	3.68	High
Perceived organizational support (X3)	3.62	Agree/High
Turnover intention (Y)	2.82	Somewhat agree / Moderately high

Source: Processed data, 2026

The descriptive statistics indicate that job insecurity had a mean score of 3.71, categorized as high. The highest indicator concerned apprehension about retaining the current job, with a score of 4.11. Employee engagement had a mean score of 3.68 and was also categorized as high, with enthusiasm and work energy recording the highest score of 3.84. Perceived organizational support had a mean score of 3.62, while the company's concern for employee well-being recorded the highest score of 3.71. Meanwhile, turnover intention had a mean score of 2.82, categorized as moderately high, with the highest score recorded for interest in employment opportunities at other companies, namely 3.07. It is important to distinguish between the initial organizational situation and the conditions prevailing during the primary data collection period. At the beginning of the study, the organization was undergoing replanting accompanied by a temporary operational shutdown. During data collection, however, the company had obtained fruit supplies from another branch, allowing processing activities to continue. This improved operational condition may explain why turnover intention was categorized as moderately high even though job insecurity remained in the high category.

Table 3. Validity and Reliability Test Results

Variable	Number of Items	Calculated *r Range*	*Cronbach's Alpha*	Decision
Job Insecurity	4	0,640–0,836	0.759	Valid; Reliable
Employee Engagement	5	0,725–0,808	0.815	Valid; Reliable
Perceived Organizational Support	5	0,808–0,920	0.919	Valid; Reliable
Turnover Intention	4	0,717–0,828	0.771	Valid; Reliable

Source: Processed data, 2026

Each statement item produced a calculated r-value exceeding the r-table value of 0.2084, thereby confirming its validity. The Cronbach's Alpha value for each variable also exceeded the threshold of 0.70. Therefore, the research instrument met the required standards of validity and reliability.

Table 4. Classical Assumption Test Results

Test	Indicator	Result	Decision
Normality	Asymp. Sig. K-S	0.200	Normal
Multicollinearity	Tolerance X1; X2; X3	0.834; 0.720; 0.710	No multicollinearity
Multicollinearity	VIF X1; X2; X3	1.200; 1.388; 1.409	No multicollinearity
Heteroskedasticity	Scatterplot	No discernible pattern	No heteroscedasticity

Source: Processed data, 2026

The residual normality test produced an Asymp. Sig. value of 0.200, which exceeds 0.05 and indicates that the residuals met the normality assumption. The tolerance values for all variables exceeded 0.10, while the VIF values remained below 10, indicating the absence of multicollinearity. Furthermore, the residual scatterplot did not display a discernible pattern or trend; therefore, the model was considered free from heteroscedasticity.

Table 5. Multiple Linear Regression Results and Hypothesis Testing

Variable	B	Beta	t	*Sig.* Decision	Variable
Constanta	15.974	–	6.498	0.000	–
Job Insecurity (X1)	0.212	0.216	2.293	0.024	Positive; Significant
Employee Engagement (X2)	-0.196	-0.237	-2.338	0.022	Positive; Significant
Perceived Organizational Support (X3)	-0.234	-0.326	-3.193	0.002	Negative; Significant
Simultaneous Test (F-test)	–	–	16.776	0.000	Variable X has a simultaneous effect on Variable Y
Adjusted R^2	0,350	–	–	–	35.0% Variation Y

Source: Processed data, 2026

The multiple linear regression analysis shows that job insecurity (X1) had a regression coefficient of 0.212 with a significance value of 0.024, which is below 0.05. This indicates that job insecurity has a positive and significant effect on turnover intention. The coefficient of 0.212 indicates that a one-unit increase in job insecurity is associated with a 0.212-unit increase in turnover intention, assuming that the other variables remain constant. In other words, the higher the perceived job insecurity, the stronger the tendency toward turnover intention. Employee engagement (X2) had a regression coefficient of −0.196 and a significance value of 0.022, indicating a negative and significant effect on turnover intention. A one-unit increase in employee engagement is associated with a 0.196-unit decrease in turnover intention, assuming that the other variables remain constant. Thus, higher employee engagement is associated with a lower tendency to intend to leave the organization.

Perceived organizational support (X3) had a regression coefficient of −0.234 and a significance value of 0.002, indicating a negative and significant effect on turnover intention. A one-unit increase in perceived organizational support is associated with a 0.234-unit decrease in turnover intention, assuming that the other variables remain constant. Simultaneously, the three independent variables significantly affected turnover intention, as indicated by an F-value of 16.776 and a significance value of 0.000. The adjusted R^2 value of 0.350 indicates that 35.0% of the variance in turnover intention is explained by job insecurity, employee engagement, and perceived organizational support, while the remaining 65.0% is explained by factors outside the research model.

3.2 Discussion

The findings demonstrate that job insecurity has a positive and significant effect on turnover intention among employees of PT Johan Sentosa. This means that the higher the level of job insecurity perceived by employees, the stronger their tendency to leave the organization. This relationship can be understood within the context of the ongoing replanting process. Replanting affects not only plantation conditions but also FFB supply, processing activities, work patterns, task allocation, and workforce requirements at the mill. Declining production volume and operational changes may generate uncertainty regarding future employment conditions. Employees who perceive their employment continuity as uncertain may begin considering alternative employment that is perceived to offer greater stability.

This finding is consistent with Conservation of Resources Theory, which explains that individuals seek to acquire and preserve resources considered important, including job security and employment continuity. When these resources are perceived as threatened, individuals tend to take action to reduce the possibility of resource loss. During replanting, such threats do not necessarily take the form of direct termination; rather, they may emerge through changes in production volume, task responsibilities, and uncertainty regarding workforce requirements. Turnover intention may therefore represent an anticipatory response intended to protect employment-related resources. This result is consistent with Yuliana & Rahman, (2024) and Panjaitan, (2024), who identified a positive relationship between job insecurity or employment instability and turnover intention. Accordingly, the company needs to reduce uncertainty through clear communication concerning replanting developments, employment policies, production conditions, and operational plans.

Employee engagement was found to have a negative and significant effect on turnover intention. This finding indicates that employees with higher levels of energy, enthusiasm, dedication, and involvement in their work tend to exhibit a lower intention to leave the company. In the context of replanting, such engagement is important because employees face changes in work patterns and activities. Employees who remain psychologically connected to their work may be better able to maintain their commitment despite operational changes. From the perspective of COR Theory, employee engagement can be understood as a psychological resource that assists employees in managing work demands and changes. When employees continue to possess energy and attachment to their work, operational changes are not automatically interpreted as a reason to leave the organization. This finding is consistent with Pratama et al., (2024), Sukoco et al., (2020), and Octaviania et al., (2025), who reported relationships between work engagement and turnover intention. Therefore, during the replanting period, the company should maintain employee engagement through recognition of contributions, role clarity, communication, and employee participation in the change process.

The results also indicate that perceived organizational support has a negative and significant effect on turnover intention. The stronger employees' perception that the company values their contributions and attends to their needs, the lower their tendency to leave the organization. This relationship is particularly relevant during replanting because changing operational conditions may increase employees' need for information, attention, and organizational assistance. Support provided by the company can help employees understand the reasons for organizational changes and reduce perceived uncertainty. Within COR Theory, perceived organizational support may be regarded as a social and organizational resource that helps employees cope with pressure and change. When employees feel that the organization continues to recognize their presence and contributions, the employment relationship may be maintained even under unstable operational conditions. This finding is consistent with Rosdiani et al., (2026), who identified a negative and significant relationship between perceived organizational support and turnover intention. Accordingly, organizational support during replanting should not be limited to physical facilities but should also include two-way communication, fair treatment, attention to employee well-being, and assistance in adapting to changing work conditions.

Simultaneously, job insecurity, employee engagement, and perceived organizational support significantly affected turnover intention, with a contribution of 35.0%. This finding indicates that employees' intention to leave the company during replanting cannot be explained by a single factor. Job insecurity reflects a threat to employment-related resources, whereas employee engagement and perceived organizational support represent psychological and social resources that may assist employees in dealing with such threats. Within the COR framework, turnover

intention may be understood as a response that emerges when the perceived threat of resource loss becomes stronger than the resources available to manage change. Conversely, work engagement and organizational support may help sustain the employee organization relationship. The contribution of 35.0% also indicates that other factors may influence turnover intention, including job satisfaction, compensation, workload, work stress, career development opportunities, supervisor relationships, and the work environment.

From a practical perspective, managing turnover intention during replanting requires an integrated approach. The company needs to reduce job insecurity through transparent communication regarding operational conditions and plans, maintain employee engagement through recognition and participation, and strengthen perceived organizational support by attending to employees' well-being and needs. These strategies are important because replanting changes not only production-related aspects but also employees' perceptions of employment continuity and their relationship with the organization. This study is limited by its focus on a single organization and the collection of data under specific operational conditions; therefore, employees' perceptions may change as the replanting process progresses. In addition, the 35.0% contribution of the three variables indicates the presence of other factors that were not examined. Future research may incorporate variables such as job satisfaction, compensation, work stress, workload, and career development opportunities, as well as longitudinal data to examine changes in employees' conditions throughout the replanting process.

4. Conclusion

Job insecurity has a positive and significant effect on the likelihood that employees of the PT Johan Sentosa palm oil mill will leave their jobs. The stronger employees' perceptions of employment instability, the greater their intention to leave the company. Conversely, higher employee engagement is associated with a lower intention to leave. Employees who perceive stronger organizational support also tend to demonstrate lower turnover intention. Treatment, appreciation, and attention provided by the organization may substantially reduce employees' intention to resign. Job insecurity, employee engagement, and perceived organizational support all play important roles in shaping employees' intention to leave their jobs. The research model has an adjusted R-squared value of 35.0%, indicating that 65.0% of the variance in turnover intention is explained by factors not included in the model.

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