

The Effect of Toxic Leadership and Job Insecurity on Employee Turnover Intention with Job Satisfaction as a Mediation Variable at PT. XYZ Sidoarjo

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Abstract

This study aims to analyze the influence of toxic leadership and job insecurity on employee turnover intention, with job satisfaction as a mediating variable at PT. XYZ in Sidoarjo. The high turnover rate indicates potential issues in human resource management. Reduced work satisfaction and increased desire to leave can be caused by destructive leadership styles and uncertainty surrounding employment continuation. This study used a causal research design and a quantitative methodology. Questionnaires were sent out to 99 people to gather data, which was then calculated using the Slovin formula and analyzed using the PLS-SEM approach with SmartPLS 4.0 software. Job satisfaction and desire to leave are greatly impacted by toxic leadership and job instability, according to the research. In addition, the impact of these factors on the intention to leave is moderated by work satisfaction. Companies may use these findings to improve leadership, increase job security, and build a more welcoming workplace, all of which should help them retain more employees.

Keywords: Toxic Leadership; Job Insecurity; Job Satisfaction; Turnover Intention; PLS-SEM

INTRODUCTION

A company's human resources are the most valuable asset in terms of long-term continuity and growth. According to (Sari Pascariati Kasman, 2021), human resources include not only the people who are the driving force of the organization, but also those who, both in corporate and non-profit environments, need professional development and training. In order for these resources to be managed effectively, a solid management process is essential. Management, according to (Rubi, 2024), is best understood as a series of actions, including planning and decision-making, with the main goal of maximizing the efficient and effective use of organizational resources in achieving predetermined goals. The success of an organization depends on its human resources, which is why it is important to have management that prioritizes them. Human resource management is defined as the process by which employees, workers, managers, and other stakeholders in an organization work together to achieve set goals through the strategic use of human resources (Anika et al., 2022). On the other hand, human resource management is the art and science of directing people and their interactions with each other and with the goal of the organization to maximize their potential in achieving those goals (Indahyani et al., 2022). An employee's plan to leave the company can be a consequence of poor HR management (Siti Nur & Kusmaningtyas, 2024). Therefore, employee happiness and satisfaction are essential for the success and sustainability of the organization. However, PT. XYZ in Sidoarjo is not alone in facing the problem of wanting to leave the company, namely the desire to change jobs. The company's leadership style is one of the aspects that allegedly influences the desire to leave.

A company's leadership style has a significant impact on the effectiveness of its human resource management. Leadership requires efforts to guide, inspire, and instruct group members to work together in order to achieve set goals (Salma Nur Azizah & Supriyanto, 2020). To guide staff performance and create a good work environment, leadership is essential. An important factor in a company's success is having a leader who can inspire and guide their employees to achieve their goals (Sari & Purba, 2023). Nevertheless, not all leadership styles are beneficial. Toxic leadership is one type of management that prevents employees from doing their best work. A toxic leader is someone whose leadership style is toxic, destructive, and unproductive, both for the people directly affected and for the company as a

whole (SUTANTO, A.; RACHMAWATI, 2020). Leaders who are toxic to their employees and company culture can stifle innovation and productivity (Resti Husia et al., 2024). As a result of these problems, workers may feel dissatisfied with their positions, and may even decide to leave the company entirely. In addition to increasing the likelihood of exiting, toxic leadership also increases job instability. When workers feel that they have limited control over their work or related issues, they experience job insecurity. This can cause them to feel uncomfortable with threats to their position. (Taufan, 2021) Employees can experience high levels of psychological stress, lower levels of job satisfaction, and even leave the organization as a result of this uncertainty. Eleven

Toxic leadership and job instability influence the intention to leave the organization, although job satisfaction mediates this relationship. Despite facing difficulties, workers who love their jobs tend to stay in the same company for a longer period of time (Mutiara Anggry & Soeling, 2021). On the other hand, when workers are unhappy with their jobs, the impact of toxic leadership and job instability actually makes them want to move to a better place.

PT. XYZ itself is a manufacturing company located in Sidoarjo, a company with more than two decades of experience known for its commitment to providing the best solutions for its customers. With high quality standards and advanced technology, the company is constantly evolving to meet the needs of various industrial sectors. Delivering accurate and creative results that meet the ever-changing needs of the market is a company's main strength. The company prioritizes client satisfaction through fast service and high-quality results, supported by a group of experienced experts. However, the high turnover rate poses difficulties for companies along its journey. To create a more comfortable and safe workplace and encourage career advancement for all its staff, companies are required to continuously strive to improve their human resource management approach.

Table 1. Number of Employees Throughout 2024

Moon	Number of Current Employees	Employees Leave	Employee Login
January	120	3	4
February	121	0	2
March	123	2	3
April	124	0	1
May	125	4	2
June	123	2	3
July	124	0	2
August	126	3	4
September	127	0	1
October	128	2	3
November	129	0	2
December	131	1	3

Source: company data processed

In the table, it can be seen that throughout 2024, the number of employees in the company will fluctuate, although not necessarily decreased. Stable staff retention is demonstrated by companies that have not experienced employee turnover for several months. The company is still struggling to retain its staff, as employee turnover occurs almost every month, even after this relatively stable period. These fluctuations can affect the reliability and effectiveness of business processes. Therefore, it is important to continue to work towards achieving workforce stability by implementing strategies such as creating a pleasant workplace, offering opportunities for professional growth, and encouraging better communication between management and staff to ensure all needs are met. Companies may face significant difficulties when employees express a strong desire to leave. In the long run, it hurts businesses because high employee turnover rates make it more expensive to find, hire, and train new workers (Ratih Budi & Diana, 2023) The stability and growth of the organization may be threatened if these issues are not resolved immediately.

The results of the calculation of the employee turnover percentage in 2024 were obtained with a value of 13.41%, this result was obtained using the *gross turnover*, which is a comparison between the number of employees who leave and the average number of employees over a year. According to (Kusuma Putra & Utama, 2017) in (Audrey Dhea & Asropi, 2024), the ideal employee turnover rate is in the range **10%**, And if it exceeds this number, it can indicate problems in the organization, such as low job satisfaction or poor leadership. This shows that the turnover phenomenon at PT XYZ deserves further research,

Several factors contribute to the high turnover rate. One aspect that has been researched is toxic leadership. Toxic leadership significantly affects the intention to leave the organization, as shown in previous studies (Resti Husia et al., 2024). Employees consider leaving the organization because of feelings of disrespect and dissatisfaction with their work caused by toxic leader behavior. Nonetheless, other studies have shown that toxic leadership does not affect employees' intention to leave the organization (Dwita et al., 2022).

In addition to *toxic leadership*, other factors that also affect turnover intention are **Job Insecurity**. Some studies, such as those conducted by (Jauhari & Hidayat, 2024); (Julianti & Al, 2022); (Rahmadiani & Kusdiyanto, 2024) It was found that *Job Insecurity* affects *turnover intention*. However, another study by (Chanifatul & Murniningsih, 2022); (Sustenance & Rahman, 2024) found that *Job Insecurity* has no effect on *turnover intention*.

After that, job satisfaction is a common metric to check. There is conflicting evidence in the literature about the influence of job satisfaction on intention to leave the organization. There is conflicting evidence in the literature about the influence of job satisfaction on intention to leave the organization. Higher levels of job satisfaction are associated with reduced likelihood of resignation, according to research (Jauhari & Hidayat, 2024); (I Nyoman & Al, 2024), which means that job satisfaction significantly affects turnover intentions in a negative way. Job satisfaction, on the other hand, doesn't significantly affect the desire to leave the organization, according to research (Jannavi & Kristiana, 2024).

Differences in findings related to influence *toxic leadership*, *job insecurity*, and job satisfaction with turnover intention is what prompted the author to research further. Other research gaps filled by this study were found in previous research (Jauhari & Hidayat, 2024) which also uses turnover intention as its dependent variable. Another difference between this survey and the previous survey is that this survey was conducted at PT. XYZ in Sidoarjo, not at Bank Muamalat in Yogyakarta. Although both studies used the SEM-PLS technique, the fact that both were conducted in different company cultures helped broaden understanding regarding the factors that influence the desire to exit. This research is also strengthened by Social Exchange Theory, which explains that the relationship between employees and organizations is based on the principle of reciprocity. When employees receive fair treatment, support, and positive leadership, they are likely to reciprocate with loyalty and commitment. On the other hand, if employees experience toxic leadership, disharmony, or adverse treatment, the balance of social exchange is disturbed, resulting in negative responses, one of which is the desire to leave the organization. The use of simple random sampling in this study is different from (Resti Husia et al., 2024), which uses accidental sampling to establish sample size. This is another variation that adds to the research.

METHODS

This study uses a quantitative approach with the Partial Least Square – Structural Equation Modeling (PLS-SEM) method assisted by SmartPLS 4.0 software. The selection of PLS-SEM is based on its ability to estimate complex structural models with small to medium sample sizes, without requiring the assumption of normal distribution of data, an advantage that is highly relevant in the context of organizational research (Hair et al., 2019). This method was specifically applied to examine how *toxic leadership* and *job insecurity* affect *employee turnover intention*, with job satisfaction as a mediating variable.

The research population is all employees of PT. XYZ in Sidoarjo which totals 131 people. The sample size was determined using the Slovin formula with an error tolerance level of 5%, so that a sample of 99 respondents was obtained that was representative of the population.

The data analysis process is taken through the following three systematic stages: First, the Outer Model Test is carried out to ensure that each indicator is able to accurately represent its construct. This stage includes: (1) *convergent validity*, which is assessed through the value of *the loading factor* (≥ 0.70) and *Average Variance Extracted* ($AVE \geq 0.50$); (2) *discriminant validity*, which is tested using *the cross-loading* approach and the Fornell-Larcker Criteria; and (3) construct reliability, which is evaluated based on *Composite Reliability* (CR) and *Cronbach's Alpha* values (both ≥ 0.70). Second, the Inner Model Test (Structural Model) is carried out after the measurement model meets all validity and reliability criteria. This stage tests the relationships between latent variables through: R-square value

(R²) to measure the ability of independent variables to explain dependent variables; Q-square (Q²) to assess the model's predictive relevance; as well as the path coefficient, T-statistical value, and P-value of bootstrapping *results* to determine the level of significance of each relationship path. A hypothesis is stated to be supported if the T-statistic is >1.96 and the P-value is <0.05. Third, the Mediation Test was conducted to identify the role of job satisfaction as a mediator in the relationship between *toxic leadership* and *job insecurity* to *turnover intention*. The *bootstrapping* approach with the *indirect effect procedure* is used to measure the magnitude and significance of the mediation effect, as well as determine whether the mediation is partial or *full mediation*.

HASIL and DISCUSSION

Results

Outer Model Analysis

The Outer Model analysis used provides a clear picture of the relationship between latent variables and variable indicators. To ensure that each indicator accurately describes the constructed being measured, validity and reliability tests are performed at this stage. External model testing includes convergent validity, discriminant validity, and construct reliability. Convergent validity is determined by the outer loading value and the Average Variance Extracted (AVE), the discriminant validity with cross-loading and the Fornell-Larcker Criterion, and the reliability of the construct with the composite reliability value and Cronbach's alpha. To ensure the accuracy and credibility of the analysis results, it is necessary to conduct these tests to verify that the research instrument is valid, reliable, and appropriate for measuring the construct being studied.

RESULTS and DISCUSSION

Outer Model Analysis

Before testing the relationships between variables, the crucial stage to go through is to make sure the research instrument actually measures what it is supposed to measure. *Outer model analysis* is here to answer this fundamental question: does each indicator consistently and accurately represent its latent construct? The test is carried out through three approaches: *convergent validity*, *discriminant validity*, and reliability test.

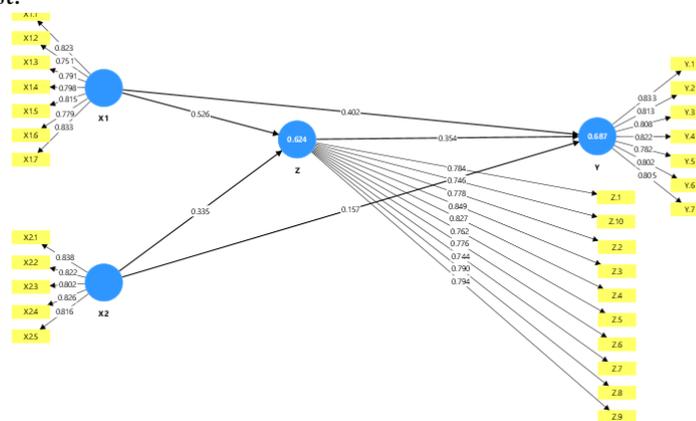


Figure 1. Model Structure
Source: *SmartPLS4* output data (2025)

Convergent Validity

Convergent validity tests whether the indicators in a construct converge with each other, meaning that they have a strong correlation with the construct they represent. The standard used refers to the loading *factor* value ≥ 0.70 and AVE > 0.50 (Kurniatin & Mukhsin, 2021).

Table 1. Outer Loading Test Results (Convergent Validity)

Indicator	Toxic Leadership	Job Insecurity	Turnover Intention	Job Satisfaction	Remarks
X1.1	0,823				Valid
X1.2	0,751				Valid
X1.3	0,791				Valid

X1.4	0,798		Valid	
X1.5	0,815		Valid	
X1.6	0,779		Valid	
X1.7	0,833		Valid	
X2.1		0,838	Valid	
X2.2		0,822	Valid	
X2.3		0,802	Valid	
X2.4		0,826	Valid	
X2.5		0,816	Valid	
Y.1		0,833	Valid	
Y.2		0,813	Valid	
Y.3		0,808	Valid	
Y.4		0,822	Valid	
Y.5		0,782	Valid	
Y.6		0,802	Valid	
Y.7		0,805	Valid	
Z.1			0,784	Valid
Z.2			0,778	Valid
Z.3			0,849	Valid
Z.4			0,827	Valid
Z.5			0,762	Valid
Z.6			0,776	Valid
Z.7			0,744	Valid
Z.8			0,790	Valid
Z.9			0,794	Valid
Z.10			0,746	Valid

Source: SmartPLS 4.0 (2025) output data

All indicators in all four variables show a loading factor value above 0.70 — the minimum threshold set. The *toxic leadership* variable (X1) has a loading range of 0.751–0.833; *job insecurity* (X2) is in the range of 0.802–0.838; *turnover intention* (Y) ranges from 0.782–0.833; and *job satisfaction* (Z) ranges from 0.744–0.849. None of the indicators were dropped, which indicates that this research instrument has a strong and consistent measurability.

The validity of the convergent is further confirmed through the **Average Variance Extracted (AVE)** value:

Table 2. AVE Value and Construct Reliability

Variable	Cronbach's Alpha	CR (rho_a)	CR (rho_c)	AVE
Job Satisfaction (Z)	0,931	0,933	0,941	0,617
Turnover Intention (Y)	0,912	0,913	0,930	0,655
Toxic Leadership (X1)	0,905	0,908	0,925	0,638
Job Insecurity (X2)	0,879	0,880	0,912	0,674

Source: SmartPLS 4.0 (2025) output data

All AVE values go beyond the 0.50 limit, with a range of 0.617 to 0.674. This means that more than half of the variance of the indicators can be explained by their respective latent constructs. Thus, all variables in this study met the convergent validity criteria.

Discriminant Validity

If *convergent validity* ensures that the indicator is "faithful" to its own construct, then *discriminant validity* ensures that one construct is **completely different** from another. The test is carried out through two approaches: *cross-loading analysis* and the Fornell-Larcker Criteria.

Table 3. Discriminant Validity through Cross Loading

Indicator	Toxic Leadership	Job Insecurity	Turnover Intention	Job Satisfaction
X1.1	0,823	0,560	0,684	0,651
X1.2	0,751	0,527	0,537	0,556
X1.3	0,791	0,426	0,612	0,505
X1.4	0,798	0,493	0,621	0,587
X1.5	0,815	0,551	0,598	0,625

X1.6	0,779	0,571	0,569	0,654
X1.7	0,833	0,607	0,690	0,605
X2.1	0,573	0,838	0,573	0,573
X2.2	0,618	0,822	0,563	0,580
X2.3	0,476	0,802	0,477	0,575
X2.4	0,535	0,826	0,595	0,568
X2.5	0,544	0,816	0,535	0,523
Y.1	0,661	0,560	0,833	0,676
Y.2	0,640	0,513	0,813	0,634
Y.3	0,605	0,577	0,808	0,573
Y.4	0,591	0,501	0,822	0,604
Y.5	0,623	0,448	0,782	0,556
Y.6	0,651	0,577	0,802	0,628
Y.7	0,608	0,611	0,805	0,647
Z.1	0,461	0,522	0,530	0,784
Z.2	0,634	0,644	0,673	0,778
Z.3	0,631	0,579	0,632	0,849
Z.4	0,646	0,562	0,673	0,827
Z.5	0,607	0,443	0,597	0,762
Z.6	0,561	0,504	0,550	0,776
Z.7	0,590	0,475	0,570	0,744
Z.8	0,677	0,536	0,580	0,790
Z.9	0,527	0,585	0,640	0,794
Z.10	0,525	0,526	0,522	0,746

Source: SmartPLS 4.0 (2025) output data

A very clear pattern is visible: each indicator consistently assigns the highest *loading* value to the construct it is supposed to measure, far exceeding its correlation value with the other constructs. This confirms that there is no overlap between constructs each variable has its distinctive and distinguished identity.

Further confirmation is obtained through the Fornell-Larcker Criterion, where the square root of AVE of each construct (diagonal number) must be greater than the correlation between the constructs:

Table 4. Fornell-Larcker Criteria

	Toxic Leadership	Job Insecurity	Turnover Intention	Job Satisfaction
Toxic Leadership	0,799			
Job Insecurity	0,670	0,821		
Turnover Intention	0,773	0,670	0,810	
Job Satisfaction	0,750	0,687	0,764	0,786

Source: SmartPLS 4.0 (2025) output data

The diagonal numbers (AVE root) in each construct of Toxic Leadership (0.799), Job Insecurity (0.821), Turnover Intention (0.810), and Job Satisfaction (0.786) are all greater than the correlation values in the corresponding rows and columns. Thus, discriminant validity is fully fulfilled in all research constructs.

Reliability Test

Reliability ensures that the instrument produces consistent and stable **measurements**. Referring to Table 2 presented earlier, the entire construct shows Cronbach's Alpha and *Composite Reliability values* well above the minimum threshold of 0.70:

1. Job Satisfaction (Z): Cronbach's Alpha = 0.931; CR = 0.941.
2. Turnover Intent (y): Cronbach's Alpha = 0.912; CR = 0.930.
3. Toxic Leadership (X1): Cronbach's Alpha = 0.905; CR = 0.925.
4. Job Insecurity (X2): Cronbach's Alpha = 0.879; CR = 0.912.

These values reflect a very high internal consistency even close to the excellent category. There is not a single construct that doubts its reliability. With all *external model* tests met, the analysis can proceed to the structural model testing stage with full confidence in the quality of the instrument.

Inner Model Analysis

R-Square value (R²)

R-square measures how much variation in endogenous variables can be explained by exogenous variables in the model. The R² value ≥ 0.67 was categorized as strong, 0.33–0.67 moderate, and < 0.33 weak (Chin, 1998).

Table 5. R-Square Test Results

Variable	R-Square	R-Square Adjusted	Categories
Turnover Intention (Y)	0,687	0,677	Medium–Strong
Job Satisfaction (Z)	0,624	0,617	Medium

Source: SmartPLS 4.0 (2025) output data

The model was able to explain 68.7% variation in *Turnover Intention* and 62.4% variation in *Job Satisfaction*. These numbers indicate that *toxic leadership* and *job insecurity* together are fairly substantial predictors of both dependent variables — while the rest can be explained by factors beyond the scope of this model.

Q-Square Value (Q²)

Q-square (Stone-Geisser's Q²) complements R² by measuring **the predictive relevance** of the model as a whole. A value of Q² > 0 indicates that the model has adequate predictive power over dependent variables (Ode & Hiariey, 2024).

Table 6. Q-Square Value

Variable	Q ² -Predict	Interpretation
Turnover Intention (Y)	0,588	The model has good predictive ability
Job Satisfaction (Z)	0,591	The model has good predictive ability

Source: SmartPLS 4.0 (2025) output data

Both Q² values are well above zero, even close to 0.60. This is a strong indication that the research model not only explains the existing data (*in-sample*), but also has a solid generalization ability to predict the future .

Hypothesis Test (Bootstrapping)

Hypothesis testing was carried out using *the bootstrapping* method with 5,000 subsamples of a non-parametric resampling procedure that does not require normal distribution, resulting in robust and reliable estimates. A hypothesis is supported if the T-statistic is > 1.96 and the P-value is < 0.05 .

Direct Effect

Table 7. Hypothesis Test Results – Direct Influence

Hypothetical Path	Original Sample	Sample Mean	STDEV	T-Statistics	P-Value	Verdict
X1 → Y (H1)	0,402	0,401	0,104	3,857	0,000	Accepted
X2 → Y (H2)	0,157	0,159	0,086	1,839	0,066	Rejected
X1 → Z (H3)	0,526	0,528	0,088	5,996	0,000	Accepted
X2 → Z (H4)	0,335	0,337	0,093	3,616	0,000	Accepted
Z → Y (H5)	0,354	0,355	0,105	3,358	0,001	Accepted

Source: SmartPLS 4.0 (2025) output data

The results of the tests produced interesting and nuanced findings:

H1: Toxic Leadership → Turnover Intention (Accepted). With a T-statistic of 3.857 and a path coefficient of 0.402, *toxic leadership* proven to have a positive and significant effect on *turnover intention*. Any escalation of toxic leadership behavior directly thickens the employee's desire to leave the organization.

H2: Job Insecurity → Turnover Intention (Declined). This finding is the most scrutinizing. Although the path coefficient value is positive (0.157), the T-statistic is only 1.839 with a P-value of 0.066 does not exceed the significance threshold. This means insecurity towards work Not directly encourage employees to go out. Most likely, factors such as limited external job opportunities or economic dependency keep employees afloat despite worries.

- H3: Toxic Leadership → Job Satisfaction (Accepted).** This path yields the highest T-statistic in the model, which is 5,996 strong signals that *toxic leadership* constitute The most dominant job satisfaction destroyer. The negative coefficient (0.526 in the context of negative influence) confirms that the more intense the toxic behavior of the leader, the deeper the decline in employee job satisfaction.
- H4: Job Insecurity → Job Satisfaction (Accepted).** Although it is not significant to *turnover intention* directly, *Job Insecurity* proven to significantly erode job satisfaction (T = 3,616; P = 0.000). This indicates that the impact *Job Insecurity* against *turnover intention* Is Indirect mediated first through a decrease in job satisfaction.
- H5: Job Satisfaction → Turnover Intention (Accepted).** Job satisfaction has a negative and significant effect on *turnover intention* (T = 3.358; P = 0.001). Employees who feel satisfied with their work have stronger emotional attachment, so the urge to leave is meaningfully reduced.

Indirect Effect - Mediation Test

Table 8. Mediation Effect Test Results (Indirect Effect)

Mediation Pathway	Original Sample	Sample Mean	STDEV	T-Statistics	P-Value	Verdict
X1 → Z → Y (H6)	0,186	0,190	0,073	2,544	0,011	Accepted
X2 → Z → Y (H7)	0,118	0,117	0,043	2,764	0,006	Accepted

Source: SmartPLS 4.0 (2025) output data

- H6: Job Satisfaction mediates Toxic Leadership → Turnover Intention (Accepted).** The mediating effect of 0.186 with a T-statistic of 2.544 (P = 0.011) proved that job satisfaction was Psychological Bridge that links the leader's toxic behavior to the employee's desire to get out. Because the direct influence of X1 → Y is also significant, the mediation that occurs is Partial Toxic leadership hurts employees through two routes at once: directly triggering exit intent, and indirectly through the erosion of job satisfaction.
- H7: Job Satisfaction mediates Job Insecurity → Turnover Intention (Accepted).** These findings are key to understanding why H2 is rejected. *Job insecurity* does not directly push employees out, but Work quietly through a decrease in job satisfaction (mediation coefficient = 0.118; T = 2,764; P = 0.006). This mediation is Full Mediation Given that the direct path is insignificant, job satisfaction fully becomes the "channel" through which it passes *Job Insecurity* leads to *turnover intention*.

Table 9. Summary of Hypothesis Results

Hypothesis	Statement	Verdict
H1	Toxic Leadership has a significant effect on Turnover Intention	Accepted
H2	Job Insecurity has a significant effect on Turnover Intention	Rejected
H3	Toxic Leadership has a significant effect on Job Satisfaction	Accepted
H4	Job Insecurity has a significant effect on Job Satisfaction	Accepted
H5	Job Satisfaction has a significant effect on Turnover Intention	Accepted
H6	Job Satisfaction Mediates Toxic Leadership → Turnover Intention	Accepted (Partial Mediation)
H7	Job Satisfaction Mediates Job Insecurity → Turnover Intention	Accepted (Full Mediation)

Discussion

Toxic Leadership and Job Satisfaction

The influence of *toxic leadership* on job satisfaction is not just a causal phenomenon, this is an empirically measured causal relationship. Leaders who display authoritarian, selfish, and manipulative behavior systematically damage the psychological state of employees. Within the framework of *Social Exchange Theory*, healthy working relationships require fair reciprocity between contributions and rewards. When toxic leaders violate this principle, employees respond by emotionally withdrawing whose concrete manifestation is a decrease in job satisfaction.

These findings are in line with Wolor et al. (2022) and Zaenal et al. (2024), who consistently document that detrimental leadership styles create psychological distress, erode work meaning, and decrease employee enthusiasm for their work.

Job Insecurity and Job Satisfaction

Insecurity about the continuity of work, whether regarding positions, schedules, or organizational structures, creates psychological pressure on cronies that is difficult to ignore. When employees cannot be sure of their career future, concentration, motivation, and comfort at work are disrupted. This condition directly erodes job satisfaction, as confirmed by Saumi et al. (2024) and Krisnayanti et al. (2024).

Interestingly, although *job insecurity* does not directly drive *turnover intention*, its impact is still evident through the mediation pathway of job satisfaction, a finding that confirms the complexity of organizational psychology.

Toxic Leadership and Turnover Intention

Employees who work under toxic leadership are not only suffering emotionally, they are actively looking for a way out. Dominant, disrespectful, and pressure-filled behavior creates an uncondusive work environment, where organizational commitment slowly collapses. These findings are reinforced by Resti Husia et al. (2024), who show a strong correlation between toxic leadership and intensification of *turnover intention*.

Job Insecurity and Turnover Intention: Counter-Intuitive Findings

H2 rejection is the richest finding to study. Intuitively, people who feel insecure about their jobs should be more motivated to find a more stable place. However, the reality in the field of PT. XYZ Sidoarjo said the opposite. Most likely, employees are stuck in a rational dilemma: job insecurity in this place feels more tolerable than the risk of facing greater uncertainty in the external job market, especially given financial considerations and limited alternative job opportunities. These findings are in line with the argument of Jauhari & Hidayat (2024) regarding the role of moderation of contextual factors.

Job Satisfaction as a Strategic Mediator

Job satisfaction is proven to be not just an antecedent variable or ordinary consequence, it functions as a psychological catalyst that strengthens or mitigates the impact of negative factors on *turnover intention*. Its significant role in mediating both pathways (H6 and H7) suggests that the most effective management interventions should target job satisfaction as the main leverage point.

When job satisfaction is maintained through supportive leadership, role stability, fair rewards, and positive interpersonal relationships, employees have enough psychological capital to survive, even under pressure. Conversely, when job satisfaction collapses, even employees who were initially tolerant of job insecurity end up considering leaving.

CONCLUSION

Based on the results of the analysis and discussion, the following conclusions were obtained:

Toxic Leadership has a positive and significant effect on Turnover Intention. The more dominant the unhealthy leadership behavior, the lower the employee job satisfaction level. Leaders who are authoritarian, lack of attention, and often exert pressure can make employees feel unappreciated and uncomfortable in the work environment.

Job Insecurity does not have a significant effect on Turnover Intention. The insecurity of work that employees feel is not strong enough to directly encourage their desire to leave the company. This condition shows that despite concerns about job continuity, some employees still choose to stay because of considerations such as economic needs and limited job opportunities outside the company.

Toxic Leadership has a negative and significant effect on Job Satisfaction. The higher the level of toxic leadership behavior, the lower the employee's job satisfaction rate. Leaders who are authoritarian, lack empathy, and often pressure subordinates can reduce the sense of comfort and appreciation that employees feel at work.

Job Insecurity has a negative and significant effect on job satisfaction. The greater the insecurity of job sustainability, the lower the employee's job satisfaction rate. Work schedule instability, organizational reorganization, and position ambiguity all contribute to psychological stress, which lowers employee comfort and job satisfaction.

Job Satisfaction has a negative and significant effect on Turnover Intention. Employees who are more satisfied with their jobs are less likely to want to leave the company. Longer tenures are typically indicated by employees who feel valued, have positive working relationships, and receive fair compensation.

Job Satisfaction partially mediates the relationship between Toxic Leadership and Turnover Intention. This shows that toxic leadership behaviors not only encourage increased employee intention to leave the company directly, but also lower job satisfaction levels which ultimately increases the likelihood of employees leaving their jobs.

Job Satisfaction also partially mediates the relationship between Job Insecurity and Turnover Intention. When employees feel unsure of their job sustainability, job satisfaction levels usually decline. This can lead to a desire to leave the company, although the direct influence of insecurity on the intention to change jobs does not seem strong. Overall, the findings of this study show that leadership and job satisfaction have an important role in shaping the level of turnover intention in PT. XYZ. Therefore, companies should prioritize improving the quality of leadership and creating a stable and comfortable work atmosphere for all employees.

This research has several limitations that need to be considered. First, the research was conducted on only one company, namely PT. XYZ in Sidoarjo, so the results have limitations in terms of generalization to other companies or industry sectors with different organizational cultural characteristics. Second, data was obtained through questionnaires using the self-report method, so that there was a perception bias and social desirability bias from the respondents. Third, cross-sectional research designs limit the ability of research to explain causal relationships more deeply in the long term. In addition, the variables studied are still limited to toxic leadership, job insecurity, job satisfaction, and turnover intention, so they have not considered other factors that have the potential to affect exit intentions, such as organizational commitment, work environment, or compensation factors. Therefore, further research is recommended to expand the research object, use longitudinal design, and add other variables to obtain a more comprehensive understanding.

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