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The Mediating Effect of Job Satisfaction between Jobs Insecurity and Turnover Intention: The Case of Defense Construction Enterprise in Bahir Dar

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COLLAGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

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Construction Enterprise in Bahir Dar**

By

Getnet Berihun

July, 2022

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Turnover Intention: The case of Defense Construction Enterprise in
Bahir Dar**

By

Getnet Berihun

A Thesis Submitted to the graduate school of Bahir Dar University College of Business
and Economics in Partial Fulfillment of the Requirements for the Degree of Masters of
Business Administration (MBA)

Advisor: Getahun, M. (PhD)

July, 2022

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Bahir Dar, Ethiopia

DECLARATION

This is to certify that the thesis entitled “**The Mediating Effect of Job Satisfaction between Job Insecurity and Turnover Intention: The case of Defense Construction Enterprise in Bahir Dar**”, submitted in partial fulfillment of the requirements for Degree of the Master of Business Administration in MBA of department of management, Bahir Dar University, is a record of original work carried out by me and has never been submitted to this or any other institution to get any other degree or certificates. The assistance and help I received during the course of this investigation have been duly acknowledged.

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APPROVAL

I hereby certify that I have supervised, read, and evaluated this thesis titled “The Mediating Effect of Job Satisfaction between Job Insecurity and Turnover Intention: The case of Defense Construction Enterprise in Bahir Dar prepared under my guidance. I recommend the thesis be submitted for oral defense.

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APPROVAL OF THESIS FOR DEFENSE RESULT

As members of the board of examiners, we examined this thesis entitled “**The Mediating Effect of Job Satisfaction between Job Insecurity and Turnover Intention: The case of Defense Construction Enterprise in Bahir Dar**” by **Getnet Berihun**. We hereby certify that the thesis is accepted for fulfilling the requirements for the award of the degree of “masters of business administration”

Board of Examiners

External examiner name

signature

Date

Internal examiner name

signature

Date

Chair person's name

Signature

Date

DEDICATION

I dedicate this thesis as an excellent achievement of my educational life to all members of my family especially to my mam who was always caring.

ACKNOWLEDGEMENT

I am greatly indebted to thank my advisor **Dr. Getahun, M.** for his diligent academic guidance, inputs and unreserved support in conducting this study.

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Finally, those individuals who have been contributing a lot for the entire work deserve to be acknowledged.

ABSTRACT

This study aimed to examine and analyze the mediating effect of job satisfaction between job insecurity and turnover intention. The researcher used cross sectional research design and quantitative research approach in order to meet the objective/aims of the study. All of the 39 people who work for the Housing construction project of Defense Construction Enterprise (DCE) Bahir Dar branch participated in this study. A total of 39 questionnaires were used for this study and the data were analyzed using descriptive and inferential statistics using SPSS version 23.0 and path analysis through Amos graphic. Pearson Correlation analysis shows that there was statistically significant positive relationship between job insecurity and turnover intention, statistically significant negative relationship between job insecurity and job satisfaction, and statistically significant negative relationship between job satisfaction and turnover intention. Relatively, job satisfaction had less negative correlation with employees' turnover intention. The result of liner regression Analysis revealed that 49 % of the variation of employees' turnover intention can be predicted by the independent variables job insecurity with appended indirect effect. In addition, the mediator job satisfaction had insignificant contribution to employees' turnover intention at 95% confidence level. The results of this study prove that: (1) Job insecurity positively and significantly affected turnover intention of employees in DCE Bahir Dar branch projects in model 1; (2) job insecurity negatively and significantly affected job satisfaction of employees in DCE Bahir Dar branch projects in model 2; (3) Job satisfaction negatively and significantly affected turnover intention of employees in DCE Bahir Dar branch projects in model 3; and (4) Job satisfaction is not able to mediate the relationship between job insecurity and turnover intention of employees in DCE Bahir Dar branch projects in model 4. and finally the researcher has recommended that other factors should to be reviewed which affects turnover intention in the DCE Bahir Dar branch projects that are not covered in this study that may be employees' job satisfaction itself, job motivation, transportation, working time, unpayable over time, and etc. as this research work covers only employees' job insecurity as an independent variable on employees turnover intention as a dependent variable.

KEY WORDS

Job Satisfaction, Job Insecurity, and Turnover Intention, Defense Construction Enterprise (DCE), and Bahir Dar Branch Projects.

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ACRONYMS

Amos: Analysis of Movement Structure

ANOVA: analysis of variance

DCE: Defense Construction Enterprise

H: Hypothesis

HR: Human Resource

HRD: Human Resource Development

HRM: Human Resource Management

NO: Number

PT: Private

SPSS: Statistical Package for Social Science

VAF: Variance Account For

VIF: Variance Inflation Factor

SECTION ONE

INTRODUCTION

1.1 Background of the Study

HR is one of the most important elements in the organization. This is in line with the view from Kehoe & Wright (2013), who stated that organization can be considered successful if the existing human resources function properly. Human resources are very important for today organizations particularly to gain competitive advantage in all over the world. Strategic asset of any organization is its workforce because it plays an important role in formulating and implementing organizational strategy. For human resources management, it is a challenging issue to retain its workers and their efforts to contribute to the organizational goals. Likewise, in the context of business organizations, companies or industry's back and forth is determined by the existence of its human resources. In order to achieve the goals, it is very important for companies to pay attention and manage their employees well. If it is not, then there will be various problems that can disrupt the activities in the company. One form of employee attitude that often arises due to the ineffectiveness of HR management owned by the company is the desire to leave work (turnover intention) which leads to the employee's decision to leave work (turnover). This opinion is supported by Elmi (2018:195), one of the efforts to achieve company goals is to minimize employee turnover by paying attention to all factors that lead to the desire of employees to leave (turnover intention).

Turnover intention is defined voluntarily leaving an organization (Tett & Meyer 1993). This is emphasized by Tett and Meyer (1993) that turnover intention refers to a conscious and deliberate willingness to leave the organization. An employee's desires to leave the company are phenomena that are often found in an organization. This is in accordance with the study from Balz and Schuller (2018) who found that one of the reasons that causes turnover intention to employees is job insecurity. Turnover intention is associated with outflow of employees at a company and is indeed considered one of the most important phenomena of the organization, therefore leaders are required to have the capacity to analyze, understand, and manage the consequences (Skelton et al. 2020). Turnover that occurs certainly will harm the company, where employees are valuable assets that are sorted by the company (Lin, C.-Y., & Huang, C.-K., 2021). Turnover intention can cost a lot. According to Waspodo et al. (2013), the high level of turnover intention has become a problem for many companies, where the perceived negative impact is the difficulty in getting quality and capability following the qualifications set by the company and requires time and the cost of recruiting new employees. Therefore, the organization needs to reduce it to acceptable levels.

However, maintaining a turnover rate of zero is unrealistic and even undesirable. Therefore, it is very necessary to understand turnover intention as early as possible, so that the planning team can implement preventive measures. Aladwan et al. (2013), employee desire to leave the company arises when employees still work in the company, and it is influenced by many factors. According to Thomas (2015), Seong (2015), and Nkomo et al. (2009) Showed that salary and fringe benefits are the factors for employees' turnover intention in construction companies in Malaysia, as an example. According to Kibadu (2021 page 1), recently the level of turnover in Ethiopian government as well as non-government organization increase because of different reason. Most organizations are facing a frequent turnover of staff, and as such the high turnover is costing them in terms of productivity, money and time, concerning productivity that the skill employee out flow or leaving of their organization in to better sector leads to lower productivity, takes time, and money for recruiting new employees in place of skilled employees leaved.

Kekesi and Collins (2014) , one of the factors is also job insecurity, job insecurity is conceptualized as uncertainty and lack of control of the future continuity of employee work, Abildgaard et al. (2018), there was also an indication of the felt job insecurity indication, the employee stated that they felt anxious in doing their work because they were afraid of being dismissed from their work now and they also stated that it felt difficulty in determining the job schedule. Another important factor besides job satisfaction that can affect the high turnover intention is job insecurity. Job insecurity can be defined as a condition associated with fear of a person will lose his job or prospect of demotion or decrease in positions and other threats to working conditions that cause a decline in psychological well-being and decreased job satisfaction (Brahmannanda, S., & Dewi, I. M., 2020). In addition to job in security, the main thing that will become, Sunyoto (2012) states that the cause of the desire to change jobs is dissatisfaction with the workplace now. Employees who feel dissatisfied with the work have done cause the employee to have a high desire to leave the company.

Job satisfaction reflects a person's feelings towards his work that can be seen from the employee's attitude towards work and everything in his work environment) (Priansa, 2016). Job satisfaction can make employees work better and be able to survive in the company. This opinion is supported by Robbins and Timothy (2015) who says that lower job satisfaction is a predictor of employees leaving work. Job satisfaction shows employees' perceptions of how well their work provides things that are considered important (Luthans, 2015). Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction according to the value system that applies to him. Job satisfaction is a vital between job insecurity and turnover intention, because as many study being done in other country, shows that job satisfaction can reduce turnover intention because of job

insecurity has happened as many literatures wrote, however in Ethiopia the mediation of job satisfaction between job insecurity and turnover intention has not studied that much to answer that does job satisfaction mediate or not between job insecurity and turnover intention, but the reduction of turnover intention is a supportive to achieve the organization goal. In this point of view, beside many organizational concepts, job insecurity, turnover intention, and job satisfaction are some valuables for this study has been conducted. This study aims to investigate that, The Mediating Effect of Job Satisfaction between Job Insecurity and Turnover Intention: The case of Defense Construction Enterprise in Bahir Dar.

1.1.1 Background of Defense Construction Enterprise and Its Construction Projects in Bahir Dar, This Study Need to Focus On.

Defense Construction Enterprise was founded in the Dreg Regime but, it reestablished organization in 2010 by Ethiopian ministry of council regulation NO 185/2010 as public enterprise and national defense as supervising authority of the enterprise. The purpose for which the enterprise established is to engage in any construction activity mainly to satisfy the national defense construction and infrastructural development needs. Besides, to engage in the construction of roads, dams, irrigation infrastructure, buildings and other construction related works in the country. And this enterprise has the head office in Addis Ababa located in the sub city of Wolo Sefer and there are many projects on going now in this enterprise in different place under the head office and now under building construction works, that Bahir Dar branch projects of the head office are two of, Army Foundation House Construction Project 18-05B of Bahir Dar and Major General Haylom Areaya Academy House Construction 18-06B of Bahir Dar. Army Foundation House Construction Project 18-05B of Bahir Dar, to construct, from 2018 for the purpose to make army members and some civil worker of the enterprise to have living home and the other project Major General Haylom Areaya Academy House Construction 18-06B of Bahir Dar project is starts from 2018 for the purpose of teaching and learning of army members and civil staff employees. And now Army Foundation House Construction Project 18-05B of Bahir Dar and Major General Haylom Areaya Academy House Construction 18-06B of Bahir Dar have 24 and 26 employees respectively, out of 50 total employees of these projects, 11 are permanent and 39 are temporary. And 78 percent of the whole number of these two branch projects employees are now temporarily employed under the contract agreement, this is the feature of job insecurity by which employees being faced to turnover because such agreement between employees and employer or the projects are the agreements to make employees to be downsized at the end of the projects being constructed. However, some temporary employees leave these projects before the agreement to be ended by searching other job better than what they

have to be satisfied. Because, job satisfaction can make employees to be stayed in their job. It is supported by Heryanda (2019) job satisfaction partially mediated the influence of job insecurity on turnover intention or the higher the job insecurity of employees leads in to the higher turnover intention can be reduced because of the mediating effect of job satisfaction of employees. Therefore this study will focus on job satisfaction to see its mediation or not between job insecurity and turnover intention in DCE Bahir Dar branch projects that 18-05B and 18-06B.

1.2 Statement of the problem

Job security is a very important guarantee of employment, so employees who feel insecure and threatened at work are more likely to wish to change that job. According to Mudiarta et al. (2001), say that promotion, coworker, the job itself, supervisors, and salary has its role to reduce employee's intention to leave their job. This is justified by Muralidharan et al. (2013), Trevor (2001) determined that job satisfaction plays a major role in most theories on turnover while Amah (2009); Cave et al. (2013), indicate that the various dimensions of job satisfaction and turnover intention are both obviously and negatively correlated. In the other way, therefore because of job insecurity, employees faced to turnover intention escalated by job dissatisfaction. It is in line with Sunyoto (2012) states that the cause of the desire to change jobs is dissatisfaction with the workplace now just as promotion, co-worker, supervisor, work itself, and salary to be improperly functioned. Study from Ouyang et al. (2015) And Zheng et al. (2014), who found that job insecurity negatively and significantly influences job satisfaction. It is to mean that employees who are ongoing to be terminated from their job according to the temporary job contract agreement of the employment that faced employees to be dissatisfied and which intern push employees to search other job before the contract agreement become completed. One large study in China also proved that job insecurity is strongly and negatively related to job satisfaction, which means that the more insecure an individual is about his work situation, the more likely to be dissatisfied of that job (Robbins & Judge, 2017). However, reversely, the higher the individual's job satisfaction, if they are promoted, have good salary, the support from leaders to be good, and supports each other with colleges that lower the desire to move to another place. Sowmya, (2013); Cave et al. (2013), there is inverse relationship between these two variables, that job satisfaction and turnover intention. It is justified in a study that Prabawa (2017) "the effect of organizational turnover intention on the performance of Grand Mirage Resort & Thalasso Bali" which states job satisfaction has a negative and significant effect on turnover intention at Grand Mirage Resort & Thalasso Bali or that the lower job satisfaction leads employees to turnover intention.

According to Elvianita and Muchtar (2020) job insecurity perception which is the expectation of employees about their job futurity, in the other job insecurity dissatisfaction is the feeling of dissatisfaction of employees when they think about the consequence of job insecurity, and in addition that job insecurity behavior by which employees are depressed and worried because of the fear of loss of their job, such job insecurity feature plugged employees to turnover intention by which they thinking about getting out or staying is the feature of the employee turnover intention on which they are in between to stay or get out from their job, looking for alternative work in the other way which is looking to better job than what they have to get better opportunity, promotion, supervisor and salary of job satisfaction, and finally the intention to exit of employees by which they are intended to get out from that job they have, it is not in between to get out or stay. Therefore according to Elvianita and Muchtar (2020) the intention to turnover caused by job insecurity can be stabilized or mediated by job satisfaction. according to Kibadu (2021 page 1), concluded that the higher experienced employees with low level of job satisfaction leads to turnover, in that study “factors affecting employee turnover intention in case of Yosef Teketel Construction Company” in Ethiopia. It is believed that turnover rate rises when employees are not satisfied (Teferi, 2018).a study concluded that, job satisfaction affected by freedom of employees (when employee have freedom to use their criteria to do their work), job itself (It is not possible to have job satisfaction when someone hates what employees is doing), co-worker (This influence of coworkers in turns can affect job satisfaction of workers) (Toloss, 2018). According to Terefe (2021), concluded that, Elmi Olindo Ethiopian private construction company employees have a medium level of job satisfaction and Similarly, Elmi Olindo construction company employees have a high level of intention to leave the company, therefore job satisfaction affects turnover intention in the Elmi Olindo construction company. Job satisfaction for Akir construction that fringe benefits, promotion, pay/remuneration, supervision, contingent rewards/ recognition, operating policy & procedures and communication as being poor. Whereas co-workers’ relationships and nature of work as being excellent (Zebene, 2013).

The problem of the study is that; DCE Bahir Dar branch projects temporary employee’s turnover has increased over the past few years and increasing till now caused by their temporary contract agreement that will make them to be terminated at the end of the projects (a matter of job insecurity) according to the HRM report being reported below.

1.2.1 Background or the Context of the Problem

Table 1.1: Employee’s Turnover in Defense Construction Enterprise from the year 2014-2018

year	No. of employees leaving the Enterprise	No. of employees hired	Total no of employees	Employees turnover rate
2014	32	11	288	11.1%
2015	41	21	309	13.3%
2016	55	31	340	16.2%
2017	62	39	379	16.3%
2018	69	43	422	16.4%
Total	259	145	1738	

Source: Defense Construction Enterprise Annual Reports.

Table 1.2: Army Foundation House Construction Project 18-05B of Bahir Dar and Major General Haylom Areaya Academy House Construction 18-06B of Bahir Dar, turnover rate for the period 2020-2021 December

year	Average number of employees (person)	Number of employees who leave (person)	Percentage of employees who leave (%)
2020	57	10	18%
2021 up to December	50	13	26%

Source: HRD of each projects

Under this table, the average number of employees was the sum of 26 people at 2020, and 24 persons at 2021 from project army foundation house construction 18-05B and 31 persons and 26 people at 2021 from project, Major General Haylom Araya academy house construction 18-06B, and all these employees are form project managers up to the member of all case teams excluded massive number of daily labors and with turnover related issues of, 3 and 7 persons for project one and 7 and 6 persons for project two at the year 2020, and 2021 respectively being recorded, percentage (%) of the turnover of employees has been increased even the total number of employed has been decreased

as compared to the last year of the projects, and all this are temporary workers as HRD personals gave me the information based on the report.

1.2.2 Why Employees Faced to Turnover

According to HRM report indicated, Bahir dar branch projects, most of employees faced for turnover because of that of temporary employment contract agreement with projects that will leads them to be terminated at the end of the projects, and that is why some of temporary employee's left job before the contract agreement became ended.

1.2.3 Who are Involved

Therefore, the focus of the problem is up on the temporary employees of DCE Bahir dar branch projects who are under the contract employment agreement faced to be downsized when the agreement to be reached.

1.2.4 Relevance of the Problem

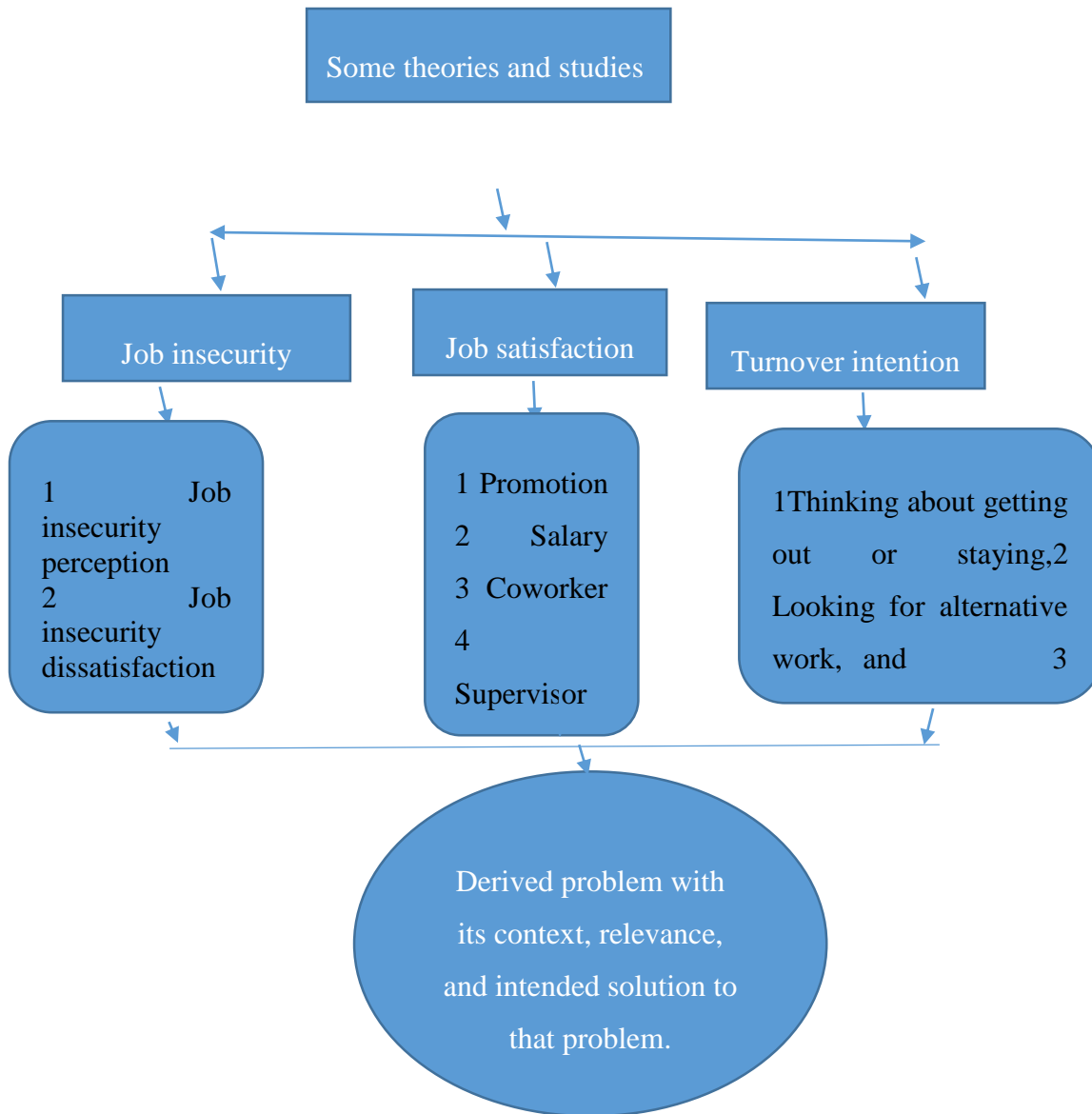
The job insecurity/temporary contract agreement leads employees to turnover increasingly according to the HRM reported and intention to turnover, therefore the significant of this issue can provide to identify what will be better with intention to reduce the intention of employees to turnover of projects.

1.2.5 The Intended Solution for the Problem

The intention of employees of DCE Bahir Dar branch projects caused by job insecurity or the contract employment agreement with projects need job satisfaction components that of promotion, salary, coworker, supervisor, and job itself as properly should be intervened for them who are under such contract to reduce their intention to search other job or turnover. Or job satisfaction should be coming as a mediator for turnover intention of employees of DCE Bahir Dar branch projects caused by job insecurity matters. Such issues supported by study of Setiawan and Surya (2016) and Mira (2017), Anisa (2018), Setiawan and Putra (2016), Pertiwi and Piartrini (2020), Heryanda (2019) all found that job satisfaction partially mediated the influence of job insecurity on turnover intention or the higher the job insecurity of employees leads in to the higher turnover intention can be reduced because of the mediating effect of job satisfaction of employees. Therefore, addressing this problem via job satisfaction will give DCE Bahir Dar branch project managers to reduce cost of recruiting new employees in place of the left one, and to make stayed skilled employees in projects.

1.2.6 The Framework of the problem

Figure 1.1: framework to define statement of the problem



Source: my own (2022)

Based on the above scholars found in their study and thought that job satisfaction has been mediated partially between job insecurity and turnover intention which leads the researcher to take it as the premise of this study and together with the problem framework pushed to be intended to investigate that “the mediating effect of job satisfaction between job insecurity and turnover intention: the case of Defense Construction Enterprise in Bahir Dar”.

Hence, this study has been concerned to conduct that job satisfaction and its mediation between job insecurity and turnover intention of DCE Bahir Dar branch projects to expand the limits of knowledge by examining the mediation of job satisfaction between job insecurity and turnover intention of defense construction enterprise in Bahir Dar.

As a result, all the above mentioned issues influence the researcher to investigating that, the mediating effect of job satisfaction between job insecurity and turnover intention: the case of Defense Construction Enterprise in Bahir Dar.

1.3 Research Objective

1.3.1 General Objective

General objective of the study is to determine the mediation of job satisfaction between job insecurity and turnover intention on employees of Bahir Dar DCE branch projects; and if employee job satisfaction has a mediating role between job insecurity and turnover intention among employee of Bahir Dar DCE branch projects.

1.3.2 Specific Objective

The specific objectives of the study are as follows:

- ♣ To find out the effect of employee job insecurity on turnover intention of employee of Bahir Dar DCE projects.
- ♣ To find out the effect of job insecurity on employee job satisfaction of Bahir Dar DCE projects.
- ♣ To assess the effect of employee job satisfaction on turnover intention of employee of Bahir Dar DCE projects.
- ♣ To assess the mediating of job satisfaction between job insecurity and turnover intention of employee of Bahir Dar DCE projects.

1.4 Significance of the study

One form of employee attitude that often arise due to the ineffectiveness of HR management owned by the company is the desire to leave work (turnover intention) which leads for the employee's decision to leave work (turn over). this opinion supported by Elmi (2018:195), one of the efforts to achieve company goals is to minimize employee turnover by paying attention to all factors that leads

to the desire of employees to move (turnover intention). Employee turnover intention is an influence for organizational goals achievement. Many factors are believed to have influenced employee turnover intention but job insecurity and job satisfaction of the employee seems to be the major factors. Hence the study of the mediation of job satisfaction between job insecurity and turnover intention has itself stated significance, as it tries to find whether any significant relationship occurs between the dependent variable (employee turnover intention), the independent variables (employees job insecurity), and the mediating variable (employees job satisfaction).

The need for this study is that by identifying the impact of job insecurity to provide information for organization, most of the time, employing workers temporarily related to their job satisfaction, and for people who are to be employed under the impact of job insecurity beside to job satisfaction and it is imperative that this study provides very useful information for employers, human resource managers, employees, researchers, and organizations as a whole. One exceptional role of any academic/educational research is to enlarge the limits of knowledge. It is the researcher's belief that the findings, results, discussions, and recommendations help to improve the available knowledge for that the mediation of job satisfaction between job insecurity and employee turnover intention. Even it leads to further investigations by other scholars on another dimension of this variable, therefore forming a basis for reference in the future.

1.5 Scope and Limitation of the study

Various researchers have proposed the determinant of employee turnover intention just like person-job fit, compensation, leadership style, and work load are some of. This study, however, focuses only one determinant, job insecurity and the mediation of job satisfaction between job insecurity and turnover intention in the cause of DCE Bahir Dar two projects around Bahir Dar city that only house construction participate activity projects. Based on the time the study need to be conducted, that it is studied under the Cross sectional study design or all the data was collected at a point in time than at a point in deferent time.

The limitation of this study is that, because of the small size of the population size of these two projects, all the target population has been taken as the sample size under census sampling method, therefore here the study did not used mathematical formula to determine the size and to expect the sampling error.

1.6 Organization of the paper

This paper organizes by five sections. The first section deals with the introductory part that include background of the study, background of organization, statement of the problem, objective of the study, significance of the study, scope and limitation of the study and organization of the study/paper.

The second section provides a highlight of pertinent theoretical and empirical reviews of the literature and conceptual framework relevant to the study, and the hypotheses need to be constructed form the point of view of the literature.

The third section is research methodology. It tries to explain the description of study area/ Case organization, research type, nature and approach, source and type of data, data collection method, instrument and procedure, population, population target, description of variables and measurement; Model /survey instrument/, and method of data analysis

The fourth section deals with the data analysis, result derived from the analysis and discussion of the findings conducted based on data collected from secondary and primary sources. The results of the descriptive statistics, correlation analysis and regression analysis have also been discussed in the fourth chapter of the study using SPSS version 23, modeling of AMOS software and VAF.

The study ended up with the summary of finding, conclusion and recommendations section, which is section five, that brings to light the conclusion and major findings of the study with possible recommendations in a manner that relates to the topic, which is that, the mediating effect of job satisfaction between job insecurity and turnover intention: the case of Defense Construction Enterprise in Bahir Dar branch projects.

SECTION TWO

PRELIMINARY REVIEW OF RELATED LITERATURE

2.0 Introduction

This section includes the theoretical, empirical literatures and conceptual frame work of the study. The section mainly concern employee turnover intention, employee job insecurity, and job satisfaction and main thing related for them. Theoretical review show deeply examines the theoretical part of the study and relation between research ideas originate from different books, journals and articles. Empirical review explains other researcher finding about the study. Theoretical framework is general structure that can contain and support the theory of research study.

2.1 Conceptual Clarifications

The following theoretical and empirical related literature has focused on the job satisfaction, turnover intention, job insecurity, the relation between job insecurity and turnover intention, the relation between job insecurity and job satisfaction, the relation between job satisfaction and turnover intention, and the relation between job insecurity and turnover intention by bringing job satisfaction between them as a mediator to see the effect because of it.

2.3 Theoretical Literature

2.3.1 Job insecurity

According to Greenhalgh and Rosenblatt (1984), the initial definition of job security that arose from the theory of grieving and the insights gained in the Continuity of employment project was "perceived powerlessness to maintain desired continuity in a threatened job situation". Adkins et al. (2001), revealed that job insecurity is a psychological construction that in some extent caused by lack of job security get by the employee. Similarly, Ashford et al. (1989) Stated that job insecurity is a reflection of the degree to which employees feel their work is threatened and feel powerless to do anything about it. This condition arises because there are many types of work that are temporary, or in other terms, contract work. The more types of work with temporary or non-permanent durations, the more employees experience job insecurity. Keim et al. (2014), this condition is related to the fear of someone losing their job, the prospect of demotion or demotion or a more promising job offer and various other threats to working conditions that are associated with decreased psychological well-being. Then job insecurity also generates feelings of anxiety, worry, stress, and feeling uncertain in relation to the nature and existence of the next job that is felt by workers (Sabda, Gde, & Anak Dewi,

2016). Meanwhile, according to Rowntree (2005), job insecurity can be defined as a condition associated with a person's fear of losing his job or demotion and various other threats to working conditions associated with decreased psychological well-being and decreased job satisfaction. Kang et al. (2012) considered job insecurity as an anxiety felt by employees at work where they are faced with unpleasant conditions.

Furthermore, creating a desire to always work harder will avoid the risk of a person's job insecurity. Short-term (contract) work will result in uncertainty. This is what Ghosh (2017) explains that aspects of job insecurity include fear of losing a job, working harder, and fear of losing social status which will have an impact on turnover intentions. In addition, Staufenbiel et al. (2010), the uncertainty of job insecurity will have an effect on turnover intentions that accompany a job because it causes anxiety or insecurity about the consequences of the job, which includes unsettled placement or uncertainty about salary issues and the opportunity to get a promotion or training. Psychological contract theory (psychological contract theory) states that the uncertainty in the organization will cause serious problems, one of which is job insecurity which can impact on the desire to (Balz, 2018). Richter and Naswall (2019) explain that the mechanism behind job insecurity and its relationship with general welfare and certain jobs. In practice, this can be achieved by timely, clear and transparent communication when organizational changes are being made, thus the importance of organizational trust for welfare at work (Richter, A., & Näswall, K., 2019).

Greenhalgh & Rosenblatt (1984) also explained the factors that influence the emergence of job insecurity, namely:

1. Environmental and organizational conditions, such as organizational communication and organizational change.
2. Individual or job characteristics such as gender, age, economic and social status, education, previous work experience, and even position in the company.
3. Employee's personal characteristics, such as a sense of togetherness between individual parts in a company concerned. If the togetherness that is established is getting better, the comfort felt by each individual will increase.

According to Elvianita and Muchtar (2020) job insecurity perception which is the expectation of employees about their job futurity. It is in line with, the dismissal of employees causes the phenomenon job insecurity, which is expressed as to perceive threats to experience job loss and not have the power to overcome these threats while there is the desire or expectation to stay long in the employee's current job (Elst et al., 2014). In the other job insecurity dissatisfaction is the

feeling of dissatisfaction of employees when they think about the consequence of job insecurity, and in addition that job insecurity behavior by which employees are depressed and worried because of the fear of loss of their job.

2.3.2. Job Satisfaction

Job satisfaction is one element which is quite important in the organization. This is because job satisfaction can affect work behavior such as being lazy, diligent, productive, etc., or having a relationship with several types of behavior that are very important in organizations (Ahmed, 2012). Job satisfaction is an important thing that can build organizational psychology so that it will affect organizational behavior (Miao, C., Humphrey, R. H., & Qian, S. , 2017). On the other way, pleasant or unpleasant emotional states in where employees perceive their job will also affect job satisfaction. However, job satisfaction will be related to the pleasant psychological state felt by workers in a work environment because their needs are met adequately. This also causes the desire to make a turnover because it is closely related to the resignation of employees if the work environment is not pleasant (Mishra, 2013).

Job satisfaction is an individual's general attitude toward his work (Robbins, 2016). Job satisfaction is a person's perspective both positive and negative about their work (Siagian, 2013). According to Priana (2016), job satisfaction reflects a person's feelings towards his work which can be seen from the employee's attitude towards work and everything in his work environment based on the description, it can be concluded that job satisfaction is the general attitude of employees towards their work in an organization job satisfaction of employees is a complex thing for companies, and is an important aspect for both employees and companies. Employee job satisfaction affects employee performance to stay with the company or look for other companies. Every employee certainly expects to get satisfaction from the place where they work. Job satisfaction is an individual thing, because each individual has a different level of satisfaction according to the values that apply to each individual. In addition, job satisfaction will have an impact on emotional attitudes to work which is reflected by work morale, discipline, and work performance which will have an impact on turnover intentions (Arief, 2020). Job satisfaction is an employee's attitude toward the duties and responsibilities received by the management (Oktem, Ş., & Oztoprak, M., 2020). It helps establish a sound environment that encourages high employee participation (Ali et al. 2018; Baqir et al. 2020). Shuvro et al. (2020), the modern business world is turbulent, complex, and competitive, and the success of any business institution depends on satisfied employees. So the organization desires to build a strong connection with the employee (Afzal et al. 2021; Ali et al. 2021; Batool et al. 2021;

Ali et al. 2020). The more aspects of the job that are in accordance with their expectation, the higher the level of satisfaction felt. Kreitner and Kinicki (2009) stated that there are five factors that can affect job satisfaction, namely:

- ♣ Need Fulfillment: Job satisfaction is determined by the level of job characteristics in providing opportunities for individuals to fulfill their needs.
- ♣ Discrepancies: Job satisfaction is the result of meeting expectations. The fulfillment of expectations reflects the difference between what is expected and what a person gets from his job. If expectations exceed what they receive, people will be dissatisfied. On the contrary, people will be satisfied if they receive benefits that exceeds their expectations.
- ♣ Value attainment: Job satisfaction is the result of individual perceptions of work in providing the fulfillment of important individual work values.
- ♣ Equity: Job satisfaction is a function of how individuals are treated at work.
- ♣ Genetic Components: Job satisfaction is a function of personal traits and genetic factors. The level of job satisfaction that a person has in their job is related to the genetic makeup and personal traits of the person. This implies that differences in individual characteristics have an important meaning in explaining job satisfaction in addition to the characteristics of the work environment.

In addition to job satisfaction, Robbins and Judge (2013) said that aspects of job satisfaction consist of the job itself, salary, promotion, supervisor and coworkers. These are interested to measure the satisfaction of employees.

2.3.2.1 Salary

Salary is a fixed payment in the form of money received by an employee from a company or organization. In our society today, salaries given by companies tend to determine the standard of living and social position in the community, the salary received by employees, very influential on their behavior and performance. Therefore, companies are now demanded to pay more attention to employee salaries in order to attract employees to come to work on time, motivate employees to work hard, be disciplined, and develop their competencies so that employees feel satisfied because their business is valued. (Hijuzamn et al. 2022).

Salary is one of the important things for every employee who works in a company, because with the salary a person can fulfill his life needs. Understanding Wages and salaries according is "payments received by employees monthly, weekly, or every hour as a result of their work (Siti, 2015).

Meanwhile that is "a substitute for services that have been provided by workers in their work" (Doni et al. 2013 p 17). Then According to Mulyadi (2013. p 203-241) stated that "payment for the delivery of services performed by employees". In conclusion salaries are payments for services performed by employees as a substitute for work in the company to meet their needs.

Satisfaction can mean that a person will be satisfied with his salary when the perception of salary and what they get is as expected. Some studies identifying aspects of satisfaction found to be related to individual desires to leave the organization include satisfaction with wages and promotion of (Lum et al. 1998). Individuals feel a sense of justice (equity) towards the salary received in connection with work that done (Lum et al. 1998). Handoko (1998) States that companies must pay attention to the principle of fairness in determining the policy of paying wages and salaries.

Studies have found that correlation exists between salary and satisfaction when employee realizes equity and fairness of their salary with respect to other employees (Ting, 1997). Ellickson, M., and Logsdon, K., 2001; Rollinson, (2008), said that the relation between salary and job satisfaction is astonishingly small in some cases. High satisfaction is not guaranteed by high pay because some factors like unfairness and lack of autonomy can lead to job dissatisfaction (Spector, 1997). High salary does not resolve the problems of low job satisfaction and it is not always practical to increase salary (Leavitt, 1996).

2.3.2.2 Supervisor

One promising remedy to mitigate turnover intention may include reducing burnout and improving job satisfaction by increasing support from direct supervisors. Supervision methods have been developed traditionally for administrative purposes as ensuring adherence to organizational policy and procedure, assuring managerial efficiency and effectiveness of organizational functions (Kadushin, A., & Harkness, D. , 2014). However, supervision has also evolved to focus on improving providers' skills and needs. Support from supervisors could be a buffer for work stress and could facilitate job satisfaction (Kim, H., & Lee, S. Y., 2009 ;O'Donoghue, K., & Tsui, M. S., 2013). Supervision has also found to be effective in increasing job retention (Eisenberger et al. 2002; Morazes et al. 2010; Smith, 2005).

Several researchers suggest that the quality of supervisory support could alleviate some provider turnover intention by decreasing burnout as well as by increasing job satisfaction (Coomber, B., & Barriball, K. L., 2007; Kadushin, A., & Harkness, D., 2014; Zhang, Y., & Feng, X., 2011). However, most mediation analyses use cross-sectional data, which can generate substantially biased estimates

of the causal processes (Maxwell, S. E., & Cole, D. A., 2007). The mediation mechanisms, whether reduced burnout and improved job satisfaction facilitated by supervisory support can lead to reduced turnover intention, need to be tested using longitudinal study designs. In addition, incorporating dynamic and systematic changes of the key provider job variables beyond their static status is important when understanding provider turnover intention over time (Garner, B. R., & Hunter, B. D., 2014).

As job demands continue to increase, especially under the demands of providing high quality of care with limited support systems (Aarons et al. 2009; Beidas et al. 2016), increased emotional exhaustion and reduced job satisfaction are reasonable targets for supervisory support.

2.3.2.3 Job itself

Oxford Advance Learners Dictionary (1995), defines the work as “what is done by somebody”. The work itself also refers to the working environment of the workers and their perception about the job itself that they are responsible for.

The work itself is a group of tasks that must be carried out so that the organization can achieve its goals (Sedarmayanti., 2017:169). Job itself is also a source of job satisfaction and some of the most important elements of job-satisfying disclosure in many studies are jobs that give status. Then employees tend to prefer jobs that give employees the opportunity to use their skills and abilities and offer a variety of assignments, freedom and feedback on how well they are doing. Superiors (supervisors), superiors' behavior also greatly affects one's job satisfaction.

2.3.2.4 Promotion

Promotion is moving up on the organizational ladder which is generally referred to as organizational hierarchy and leads to rise in status, responsibility and better salary (Vroom, 1964). “Promotion is a Shifting of employee for a job of higher significance and higher compensation” (Lazear, 2000 p 90). “The movement of an employee upward in the hierarchy of the organization, typically that leads to enhancement of responsibility and rank and an improved compensation package is a promotion” (Lazear,& Edward P., 1986 p 405-31). Another definition of promotion is “the reassignment of an employee to a higher-rank of job” (McCausland, W.,& Pouliakas, K. a, 2005 p 636-59). Many researchers give their opinion that job satisfaction is strongly correlated with promotion opportunities and there is a direct and positive association between promotional opportunities and job satisfaction (McCausland, W.,& Pouliakas, K. a, 2005 p 636-59).

Promotion is an essential part of an employee's job career life as it will affect his/her attachment and engagement level at the workplace (Kosteas, 2011). If an employee receives a timely promotion to the next seniority post, then he/she will become more motivated and satisfied with his/her job role (Lup, 2018). Sheaffer et al. (2018), promotion is pivotal for organizational personnel as it helps enhance individual employee performance. It is argued as that if employees perceive that there has been a dearth of promotion opportunities, they might be dissatisfied with their current jobs (Koo et al. 2020). Tsai (2018), found that promotion is a critical success factor of employees' job satisfaction.

2.3.2.5 Co-worker

A co-worker is a person who has a strong influence toward employees in the first place, and we can describe coworkers as people that have strong and close interaction with employees in the organization, and it is crucial to have relied on and helpful co-workers as mentioned by (Azhar, M. F., & Noor, M., 2018). Co-workers support can be defined as the extent of co-worker's helpfulness and their reliability to help another employee. The relationship between employees and their co-workers will create trust and compassion between each other and this will encourage them to understand more about their co-worker emotional and psychological since trust among co-worker is an important aspect to ensure organizational success since co-worker's support may increase commitment among employee (Patwary et al. 2019). Employees who received co-worker's support tend to feel a high sense of personal accomplishment and this fact is supported by (Charoensukmongkol, P., Moqbel, M., & Gutierrez-Wirsching, S., 2016) which found that co-workers support may increase personal accomplishment and at the same time helps avoid emotional exhaustion and depersonalization. Other than that, relationship with a co-worker is one of the aspects that need to be taken care of by the organization because according to (Purba, 2017), it will improve job quality among the employees hence explicitly influence employees' satisfaction in positive ways. Sinambela (2019), said that workers besides working also seek social life. It is not surprising that peer support is able to increase the job satisfaction of a worker. Researches of Riordan and Griffeth, (1995) has shown that friendship network among coworkers influence the outcomes of workplace. It has been found to increase job satisfaction, job involvement and organizational commitment, while reduces the intention to turnover. This implies that a hostile work environment with rude or unpleasant coworkers is one that usually has lower job satisfaction.

2.3.3 Turnover Intention

For the company to be achieved, the company in terms of carrying out human resource management must be able to maintain and pay attention to employees so as not to want to get out of the company

(turnover intention) because employees feel they are not considered during work in the company (Riani, 2019).

Turnover Intention is associated with outflow of employees at a company and is indeed considered one of the most important phenomena of the organization, therefore leaders are required to have the capacity to analyze, understand, and manage (Skelton, A. ., Nattress, D., & Dwyer, R., 2020). Turnover that occurs certainly will harm the company, where employees are valuable assets that are sorted by the company (Lin, C.-Y., & Huang, C.-K. , 2021). Turnover Intention can also cause ineffectiveness in the company because it causes loss of experienced employees and must train new employees again (Kim et al. 2017). The cause of the emergence of employee intentions to leave the company because of the status of work, the existence of unhealthy jealousy, and competition between employees who made employees felt Job Insecurity (De Witte, H., Pienaar, J., & De Cuyper, N., 2016).

Turnover is defined as the willingness of employees to leave an organization and move to another organization. Turnover can be voluntary or forced (Robbins, 2016). Turnover intention is one form of withdrawal behavior in the world of work, but it is also at the same time the right of each individual to determine his choice, whether to keep working or leave the company (Priansa, 2016). According to Sudaryono (2014) the term turnover intention is one's desire to leave the organization, namely evaluation of one's current position regarding dissatisfaction can trigger one's desire to leave and find another job. Whereas Mowday (1982) explains that turnover intention is the process by which workers leave the organization and there must be someone to replace it. Conceptually, turnover intention is the desire of a person to leave his job because of dissatisfaction with his current job and has found a new better job. Nauman (1992); Wu (2012), Cave et al. (2013), define that turnover means that an individual leaves the organization and goes elsewhere for similar or another job. Muller and Kim (2008) mention that turnover intention is referred as an individual's estimated probability that they will stay at the current organization. Turnover intention tends to be defined voluntarily according to the people's choice. This is emphasized by Tett and Meyer (1993) that turnover intention refers to a conscious and deliberate willingness to leave the organization. It can also be defined that turnover intention refers to a conscious and intentional desire to leave the organization. Turnover intention is a major concern for leaders and managers throughout the organization. Because this can seriously damage work morale, prevent employees from being committed to their organization, and reduce job satisfaction (Lin, C. P., Tsai, Y. H., & Mahatma, F., 2017); (Lutgen-Sandvik, P., Hood, J., & Jacobson, R. , 2016). The desire to change jobs (turnover

intention) is a very serious problem in the context of HR management, Fah et al. (2010). Mobley (2011) stated that the factors influencing a person to move are determined by:

1: Organizational factors, including:

- 1.1 The size of the organization, associated with less employee turnover, because larger organizations can use internal mobility, sophisticated personnel selection and human resource management processes, more competitive reward systems, and research activities devoted to employee turnover.
- 1.2 Payroll, researchers have confirmed that there is a strong relationship between salary levels and employee turnover rates. Another important factor that determines voluntary discharge is the relative level of income. High turnover is more likely in low-paying industries.
- 1.3 Worker loads, this main issue gets a lot of attention regarding individual variables, because of the assumption that behavioral responses and attitudes towards work are highly dependent on individual differences. In this case, the attention is focused on the set of relationships between employee turnover and certain job characteristics, including routine or repetitive tasks, autonomy, or job responsibilities.
- 1.4 Supervision style, as a study found that the higher the supervisor's involvement in the company's work processes, the lower the employee turnover rate. In addition, lack of consideration for supervision was found to be one of the most common reasons for employee termination.

2. Individual factors, including:

- 2.1 Job satisfaction, this satisfaction can be conceptualized as the difference or discrepancy between what is assessed by the individual and what is given by the situation.
- 2.2 Overall job satisfaction, which indicates that the lower the job satisfaction, the higher the turnover intention.
- 2.3 Pay, as the relationship between pay rates and employee turnover rates are sufficiently consistent to justify payment as a hypothetical employee turnover magnifier that is most important in any study of the organization.
- 2.4 Promotion, lack of promotion opportunities is stated as the main reason for resignation. Knowing one's career aspirations and promotion opportunities will be the expectations toward career that can interact with satisfaction in influencing employee turnover.
- 2.5 Workload, which is one of the strongest correlations of satisfaction in relation to employee turnover.

According to Elvianita and Muchtar (2020) thinking about getting out or staying is the feature of the employee turnover intention by which they are in between to stay or get out from their job, looking for alternative work in the other way which is looking to better job than what they have to get better opportunity and salary, and intention to exit of employees by which they are intended to get out from that job they have.

According to Koeske and Koeske (1989) employee's emotions, social relations with other members of the organization, and satisfaction with work conditions to be negative influence to think to get out or burnout that results from mental and physical fatigue

2.3.4 Relationship between job insecurity and turnover intention

If the problem of job insecurity in working continuously faced by employees, it will stimulate the emergence of the desire to move or turnover intentions. According to Suhartono (2007), if employees who experience job insecurity are increasing because of the instability of their employment status, which is only as a contract employee, it can trigger high turnover intention of employees that occur in a company. According to Mudiarta et al. (2001), if work conditions are not safe, there will be a high turnover intention. Job insecurity is a very important guarantee of employment, so employees who feel insecure and threatened at work are more likely to wish to change jobs. Or this means that the lower the job insecurity felt by employees, Turnover Intention will also be lower, and vice versa, the higher the job insecurity, the turnover intention will also be higher. These results support previous studies conducted by Lees and Jeong (2017) show that more and more employee's feel insecure to maintain their current work, the more they will think of leaving the organization. "Job insecurity significantly influenced the desire to exit the organization" (Akgunduz, Y., & Eryilmaz, G., 2018 p 41–49.).

H1: Job insecurity has a positive and significant effect on turnover intention in Bahir Dar DCE projects

2.3.5 Relationship between job insecurity and job satisfaction

Job insecurity becomes a very important to guarantee the job. Employees who feel insecure in working will have an impact on low job satisfaction. This opinion is supported by Sverke et al (2014) according to which job insecurity has an effect on increasing employee dissatisfaction at work. This means that if employees have high job insecurity, employee job satisfaction will decrease. Employees who have job insecurity towards the continuity of their work tend to feel dissatisfied if it

is compared to those who feel the certainty of the future of their work. In addition, the influence of job insecurity on job satisfaction obtains negative and significant results due to employees who are helpless with the threat of the threat in their work make the employee feel the job insecurity, so the job insecurity has a significant effect on job satisfaction. These results support previous studies conducted that job insecurity has a negative effect on job satisfaction (Elvianita et al. 2020). Masum et al. (2016), also stated that job insecurity has a negative effect on job satisfaction.

H2: Job insecurity has a negative and significant effect on job satisfaction for defense construction enterprise in Bahir Dar projects.

2.3.6 Relationship between job satisfaction and turnover intention

Lim (2008); Wu (2012) suggested that job satisfaction had significant influence whether individual or organization. According to Joo and Park (2010), on the contrary, when employees are not satisfied, they tend to shift and look for satisfaction elsewhere. It may lead to employee's various reaction; no matter be psychological or action. The most common is the employee turnover (Beecham et al. 2008). Gunlu et al. (2010), job satisfaction has been linked to productivity, motivation, physical health, and general life satisfaction Gunlu et al. (2010). Several studies have tried to identify the relationship between job satisfaction and turnover intention. Sowmya, (2013); Cave et al., 2013; Muralidharan et al. (2013), there is inverse relationship between these two variables. Trevor (2001) determined that job satisfaction plays a major role in most theories on turnover while Amah (2009) Cave et al. (2013), indicate that the various dimensions of job satisfaction and turnover intention are both obviously and negatively correlated. Hence, it is clear that increasing the repatriate's job satisfaction is paramount in attempting to reduce their intention to leave the company. Turnover intention is something that is not desired by a company. The high level of turnover intention will have a negative impact on the company which can create instability and uncertainty about the condition of employees. The main thing that will become Sunyoto (2012) states that the cause of the desire to change jobs is dissatisfaction with the workplace now. Employees who feel dissatisfied with the work have done cause the employee to have a high desire to leave the company. Job satisfaction can make employees work better and be able to survive in the company. This opinion is supported by Robbins and Timothy (2015) who says that lower job satisfaction is a predictor of employees leaving work. Employees who have low job satisfaction will have a high desire to leave the company, conversely if employees have high job satisfaction then employees will have the desire to stay in the company. This opinion is supported by Martoyo (2007) one of the things that influences employees' intention to leave the organization is the level of job satisfaction.

Employees who have low job satisfaction will have an impact on turnover intention. Job satisfaction reflects a person's feelings towards his work that can be seen from the employee's attitude towards work and everything in his work environment (Priansa, 2016). The employees work in the company to complete various tasks according to their positions and positions. To achieve this goal, employees are required to provide the best for the company. Basically employee job satisfaction depends on what employees want from their work and what they will get from the job. Previous research by Nur Endah Sumiwi Bonussyeani, entitled "The effect of job insecurity, job satisfaction and organizational commitment on the desire to change jobs", was published in the Indonesian Journal of Accounting and Finance Volume 6, Number 1, June 2009, resulting in the conclusion that job satisfaction has a positive effect on desire to move. A research by Kosi et al. (2015) which shown that job satisfaction made the most significant but negative contribution to intention to quit (turnover intention). In other means that the higher employee job satisfaction, the wishes of employees leaving the company and find other jobs will be lower. The effect of job satisfaction with turnover intention obtained negative and significant results due to employees who are satisfied with the work done now and feel satisfied with good working relationships with fellow employees will feel job satisfaction, so job satisfaction has a significant effect on turnover intention. These results support previous studies conducted by Lu and Gursoy (2016) also stressed that job satisfaction has a negative effect on turnover intention in the context of the hospitality industry. Januartha and Adnyani (2019) found that job satisfaction had a negative relationship to turnover intention. This was also supported by research by Chen and Wang (2019) show very significant negative relationships. This indicates that the higher job satisfaction, the lower turnover intention.

H3: Job satisfaction has a negative and significant effect on turnover intention in Bahir Dar DCE projects.

2.3.7 The effect of job insecurity on turnover intention mediated by job satisfaction

Setiawan and Surya (2016), and Mira (2017) found that job satisfaction partially mediates the influence of job insecurity on turnover intention. High job insecurity is usually entailed by low job satisfaction, which may eventually increase employee turnover. Anisa (2018) also revealed that job insecurity influences turnover intention mediated by job satisfaction. Or in other view that the higher the job insecurity felt by employees, employee job satisfaction will be lower so that it will increase the wishes of employees to leave the company and find new jobs. In this study, it can be explained that employees have a very low turnover intention level due to the low level of job insecurity and high job satisfaction. Evidenced by the average answer score of respondents to the Job Insecurity

included in the low category, the average answer score of respondents to job satisfaction included in the high category, and the average answer score of respondents to turnover intention included in the very low category. Setiawan and Putra (2016), and Pertiwi and Piartrini (2020) found that job satisfaction partially mediated the influence of job insecurity on turnover intention. Heryanda (2019) suggests that partial job satisfaction can mediate the influence of job insecurity on turnover intention. Based on the results discussed, the hypothesis formulated is as follows:

H4: Job satisfaction able to mediate between job insecurity and turnover intention in Bahir Dar DCE projects.

2.4 Empirical Literature

2.4.1 The effect/influence of job insecurity on turnover intention

This opinion is supported by research conducted by Hanafiah (2014) where in his research found results that, work insecurity has a positive and significant effect on intention to move work to employees of PT. Buma Suara Village, Sambaliung District, Berau District. This is reinforced by research conducted by Septiari (2017) which states that job insecurity has a positive and significant impact on employee turnover at Hotel Asana Agung Putra Bali. Some research results reveal that job insecurity factors play a large role in the occurrence of desire to move within the company or organization. Job insecurity significantly predicts turnover intentions. The results of the research study of Utami (2009) found that job insecurity has a positive and significant relationship to the desire to move to work. Research conducted by Ismail (2015) also indicates that work discomfort can increase turnover intention. These findings are supported by the results of the study of Staufenbiel & König (2010), Kurniawan et al (2012), Anisa et al (2017), and Chalim (2018) also indicate a positive effect of work insecurity on turnover intention.

H1: Job insecurity has a positive and significant effect on turnover intention in Bahir Dar DCE projects

2.4.2 The effect/influence of Job Insecurity on Job Satisfaction

Job insecurity reflects a set of individual views about the possibility of negative events at work, and it is very likely that this feeling will bring up negative impact on job satisfaction (Ashford, S. J., Lee, C., & Bobko, P., 1989). Mathias & Jackson (2001) revealed that job satisfaction is a positive emotional state that arises after evaluating one's work experience, where job dissatisfaction arises when expectations are not met. Job satisfaction is an important thing because what is felt by

employees, whether satisfaction or dissatisfaction with their work, will have an influence to the employees themselves as well as to the colleagues and the organization. In this regard, job satisfaction can improve performance and reduce turnover intention. This study is supported by a number of previous studies, namely from Ouyang et al. (2015), and Zheng et al. (2014), who found that job insecurity negatively and significantly influences job satisfaction. Therefore, the higher the individual's job satisfaction, the lower the desire to move to another place. One large study in China also proved that job insecurity is strongly negatively related to job satisfaction, Robbins & Judge, (2016) which means that the more insecure an individual about his work situation, the more dissatisfied he is in his job. This opinion is supported by research conducted by Nurhadi (2017) which states that job insecurity has a negative and significant influence on job satisfaction at PT Karya Mitra Budi Sentosa. This is reinforced by research conducted by Yasadiputra (2017) which states that job insecurity has a negative and significant effect on job satisfaction on contract employees of PT. Wico Interna, Singaraja-Bali. Which is the base to construct the following one for this study.

H2: Job insecurity has a negative influence on job satisfaction

2.4.3 The effect/influence of Job Satisfaction on Turnover Intention

Employee job satisfaction has a very important meaning for the company. Satisfied employees will certainly stay in the company and be able to work productively. Job dissatisfaction has often been identified as an important reason that causes individuals to leave their jobs. Job satisfaction concerns the extent to which employees feel the match between how much appreciation they receive for their job, and their expectations of how much they should receive for the job. Job satisfaction relates to how satisfied a person is with aspects of his job. Several studies explain the relationship between job satisfaction and turnover intention, including the study from Youcef et al. (2016), which showed a strong relationship between job satisfaction and turnover intention. Furthermore, the study from Takase et al. (2015), revealed that job satisfaction can predict turnover intention. These results have proven that job satisfaction is indeed a crucial factor in suppressing employee turnover intention. In fact, someone who feels satisfied will feel comfortable in their environment and find it difficult to leave the organization. This is supported by research conducted by Hanafiah (2014) where in his research found results that job satisfaction negatively and significantly influences the intention to move work to employees of PT. Buma Suara Village, Sambaliung District, Berau District, this is reinforced by research conducted by Prabawa (2017) which states that job satisfaction has a negative and significant effect on turnover intention at Grand Mirage Resort & Thalasso Bali. Based on this

explanation, the following hypothesis can be formulated: satisfaction can cause turnover intention to increase. Anisa et al (2017) research also prove that job satisfaction has a negative and significant effect on turnover intention. Similarly, the results of empirical studies conducted by Ulndag et al. (2011) and Chalim (2018) also prove the existence of a negative relationship between the two variables.

H3: Job satisfaction has a negative influence on turnover intention

2.4.4 The effect/influence of Job Insecurity on Turnover Intention Mediated by Job Satisfaction.

De Witte (2005) stated that job insecurity is a feeling of being threatened with losing a job and worries related to the threat. Employees who feel that their work is threatened can protect themselves psychologically by deliberately quitting their jobs. Brief & Weiss (2002) identified job satisfaction as an individual affective response at work. A person's feeling of happiness means reflecting that he is far from being worried, tense, stressed, or threatened. The happiness felt by the employee will have a positive impact on the employee. If an employee is satisfied with his work, then he will feel comfortable to continue working in his work environment and will not cause the desire to look for another job.

The research results from Heryanda (2019), Brahmanna and Dewi (2020), have shown that job insecurity has a positive and significant influence on turnover intention, while it has a negative influence on job satisfaction. It is also found that job satisfaction can mediate the influence of job insecurity on turnover intention. This is supported by research conducted by Setiawan (2016). In his research, it was found that partially job satisfaction mediated the effect of job insecurity on turnover intention on employees of Legian village hotel. This is reinforced by the research conducted by Devi (2015) on his research on contract employees at Bali Dynasty Resort revealing that job satisfaction plays a role in job insecurity affecting turnover intention both directly and indirectly. From these explanations, the hypothesis can be formulated as follows:

H4: Job insecurity positively influences turnover intention mediated by job satisfaction.

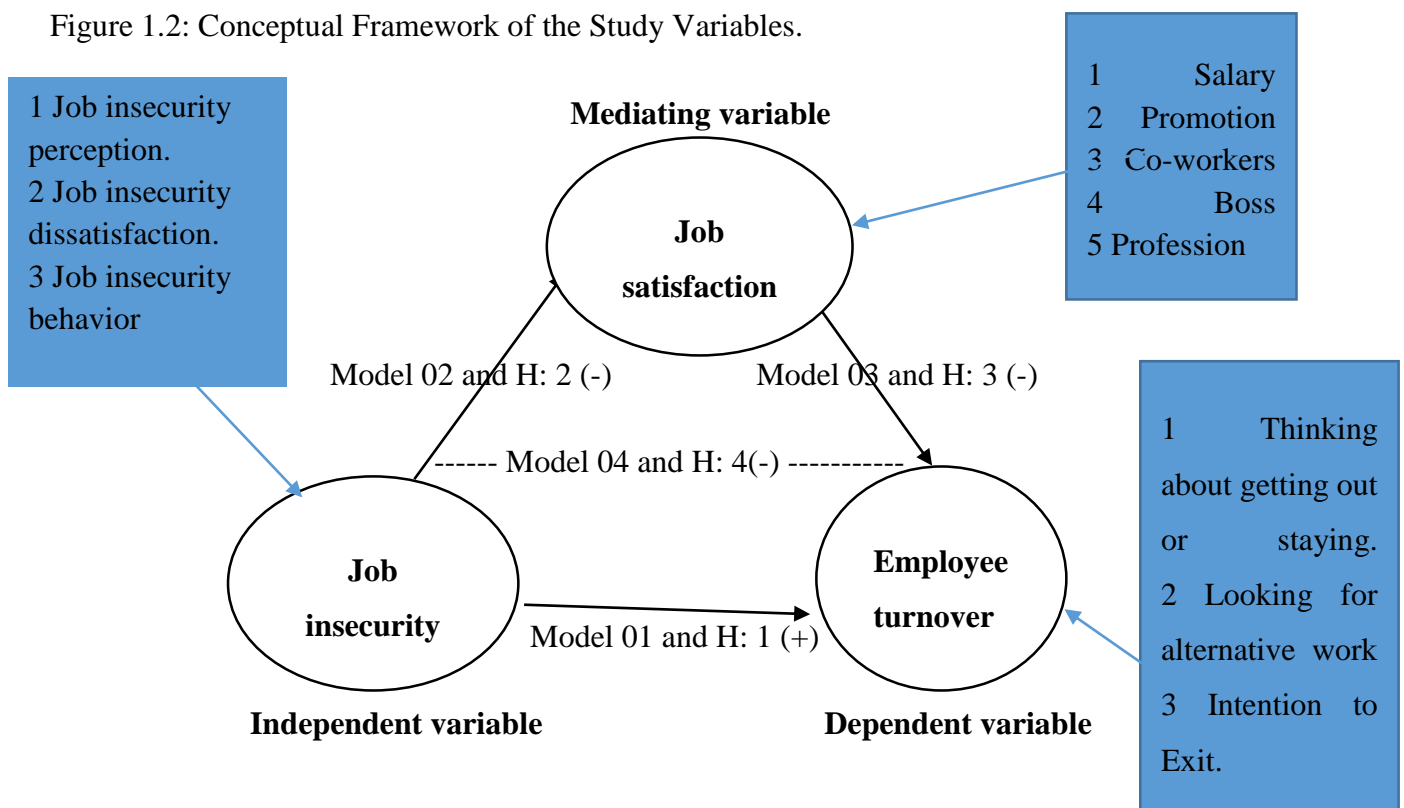
2.5 Conceptual Framework

MacKinnon et al. (2007), mediation represents the addition of a third variable in the relationship between an independent and dependent variable. This study the independent variable (job insecurity) causes the mediator (Job satisfaction), and mediator job satisfaction causes the dependent variable

(turnover intention). As many studies concluded, Job insecurity has a positive and significant effect on employees' intention to leave work, this opinion is supported by research conducted by Hanafiah (2014) where in his research found results that, work insecurity has a positive and significant effect on intention to leave work to employees of PT. Buma Suara Village, Sambaliung District, Berau District. This is reinforced by research conducted by Septiari (2017) which states that job insecurity has a positive and significant impact on employee turnover at Hotel Asana Agung Putra Bali. Based on studies as discussed as follows and as the above, job insecurity has a negative and significant influence on job satisfaction, this opinion is supported by research conducted by Nurhadi (2017) which states that job insecurity has a negative and significant influence on job satisfaction at PT Karya Mitra Budi Sentosa. This is reinforced by research conducted by Yasadiputra (2017) which states that job insecurity has a negative and significant effect on job satisfaction on Contract Employees of PT. Wico Interna, Sing Raja-Bali. Job satisfaction has its role to influence on turnover intention of employees and that job satisfaction negatively and significantly influences the employee's intention to leave, several studies have tried to identify the relationship between job satisfaction and turnover intention. According to Sowmya (2013); Cave et al., 2013; Muralidharan et al. (2013), there is inverse relationship between these two variables. Trevor (2001) determined that job satisfaction plays a major role in most theories on turnover while, Amah (2009) Cave et al. (2013) indicate that the various dimensions of job satisfaction and turnover intention are both obviously and negatively correlated. Hence, it is clear that increasing the repatriate's job satisfaction is paramount in attempting to reduce their intention to leave the company. This will be the conceptual frame work to build variables. And empirically, this is supported by research conducted by Hanafiah (2014) where in his research found results that job satisfaction negatively and significantly influences the intention to leave work to employees of PT. Buma Suara Village, Sambaliung District, Berau District. This is reinforced by research conducted by Prabawa (2017) which states that job satisfaction has a negative and significant effect on turnover intention at Grand Mirage Resort & Thalasso Bali. And finally as concerned scope of this study, the influence/effect of job insecurity on turnover intention mediated by job satisfaction has been seen in many, as job satisfaction can be mediated or can came between job insecurity and turnover intention to mediate, studies, this is supported by research conducted by Setiawan (2016). In his research, it was found that partially job satisfaction mediated the effect of job insecurity on turnover intention on employees of Legian village hotel. This is reinforced by the research conducted by Devi (2015) on his research on contract employees at Bali Dynasty Resort revealing that job satisfaction plays a role in job insecurity affecting turnover intention both directly and indirectly.

Based on the overall concept of the study developed the following conceptual framework of this study.

Figure 1.2: Conceptual Framework of the Study Variables.



Source: -Brahmqnanda, and Dewi (2020)

Note: 01. Model 01 is the effect or influence of job insecurity on employee turnover intention

02. Model 02 is the effect of job insecurity on job satisfaction.

03. Model 03 is the effect of job satisfaction on turnover intention.

04. Model 04 mediation of job satisfaction between job insecurity and turnover intention.

2.6 Hypotheses

Based on various studies argument the following are proposed to be hypothesis of the study:

2.6.1 Null hypotheses

H01: Job insecurity has no a positive and significant effect on turnover intention of Defense Construction Enterprise in Bahir Dar projects.

H02: Job insecurity has no a negative and significant effect on job satisfaction of Defense Construction Enterprise in Bahir Dar projects

H03: Job Satisfaction has no a negative and significant effect on turnover intention of Defense Construction Enterprise in Bahir Dar projects

H04: Job satisfaction has not mediation between job insecurity and turnover intention of Defense Construction Enterprise in Bahir Dar projects

2.6.2 Alternative hypotheses

H1: Job insecurity has a positive and significant effect on turnover intention of Defense Construction Enterprise in Bahir Dar projects.

Which means, job insecurity leads to turnover intention.

H2: Job insecurity has a negative and significant effect on job satisfaction of Defense Construction Enterprise in Bahir Dar projects

Which means, job insecurity leads to low job satisfaction.

H3: Satisfaction work has a negative and significant effect on turnover intention of Defense Construction Enterprise in Bahir Dar projects

That is to mean, job satisfaction lead to low turnover intention.

H4: Job satisfaction able to mediate between job insecurity and turnover intention of Defense Construction Enterprise in Bahir Dar projects

Which means job satisfaction can lead to turnover intention because of job insecurity.

SECTION THREE

RESEARCH METHODOLOGY

3.0 Introduction

In order to reach the objective of this research, questionnaire survey has prepared and was distributed to employees working in the construction industry, for the case defense construction enterprise employees in Bahir Dar city. Methodology applied to this research, description of study area/ case organization, research type, nature and approach, research design, population and target population, data type and source, description of variables and measurement; model, data analysis, and ethical consideration has been discussed in this sub section. Particular measurable variable has chosen to examine statistically the developed hypotheses in order to realize the purpose of this research using quantitative statistics.

3.1 Description of study area/ Case organization

Under building construction works of DEC, that Bahir Dar projects are two of, army foundation house construction project 18-05B of Bahir Dar and Major General Haylom Areaya Academy House Construction 18-06B of Bahir Dar. Army foundation house construction project 18-05B started, to construct, from 2018 for the purpose of making army members and some civil employees of the enterprise to have living home and the other project Major General Haylom Areaya Academy House Construction 18-06B of Bahir Dar started, to construct, from 2018 for the purpose of teaching and learning of army members. And now army foundation house construction project 18-05B of Bahir Dar and Major General Haylom Areaya Academy House Construction 18-06B of Bahir Dar have 24 and 26 employees respectively, out of 50 total employees of these projects 11 employees are permanent and 39 employees are temporary. Army foundation house construction project 18-05B of Bahir Dar has located beside to Atsa Tewaderose international airport with the total land cover of 42,200-meter square with on constructing 17 blocks of living houses from three bad room up to 4 bad room, and Major General Haylom Areaya Academy House Construction 18-06B of Bahir Dar is outskirts of the Bahir Dar city, but under the district of this city administration in Zanzalema kebele with the total land coverage of 210 hectare with many blocks on foundation of ground works like ground slab filling, excavation of, ground column plugging, and administrative work of foundation of the project.

3.2 Research Type, Nature and Approach

This study is a cross sectional survey design, and it is quantitative research approach, and the philosophy of this study is positivism because of the quantitative relationship cause-effect statistical analysis. And Likert scale questionnaires was distributed. The rationale for using quantitative approach is grounded in the fact that the data collection instrument, the questionnaire is best for this approach. Moreover, quantitative research is beneficial because it enables the researcher to collect objective and numerical data to apply statistical tools and establishes relationship and causation between variables.

3.3 Population and Target Population

The population of the study are all permanent and temporary total sum employees of both projects, Army Foundation House Construction Project 18-05B of Bahir Dar and Major General Haylom Areaya Academy House Construction 18-06B of Bahir Dar. the total sum of both projects are 50 employees or the population size and it is to take the target population out of the total population, therefore the target population of the study is all 39 temporary employees of both projects.

3.3.1 Sampling Frame

Under target population there are two units of employee, who are on site working temporary employees, and in the office working temporary employees, who are mostly supports the construction case team department, however all these units of temporary employee are taken as the sample size to determine, however, because of the small size of population and population target the sample size has been all the sum of these two units of temporary employees using the census sampling method to determine the size. Census of target population has been manifested in the following table of,

Table 3.1 : Units of temporary employee

No	Department of temporary employee of DCE in Bahir dar	Unit of onsite temporary employees	Unit of office temporary employees
1	Construction case team employees in number	04	0

2	Office engineering case team employees in number	02	08
3	Input and supply case team in employees number	0	25
4	Total of,	6	33

Source: HRM of DCE of Bahir dar

3.4 Data Type and Source

This study used quantitative data type to describe the mediation, and the relation of variables mostly, however it was used some sort of qualitative data type for the interpretation, conclusion, and recommendation to forward at the end of the study, concerning to the data source of the present study mostly utilized primary (are those which are collected a fresh and for the first time using questionnaire for this study and thus happen to be in character and known as primary data) and secondary in some extent (are those which have been collected by someone else and which have already been passed through the statistical process like monthly, quarterly reports, semi-annual, annual reports, magazines, journals, and books are known as secondary data) source of data has collected for the analysis of this study to decide the hypotheses.

3.4.1 Data collection method, instrument and procedure

The data collection method of this study is survey method under this method questionnaire mainly, and documents in some extent and to take detailed notes, rich description, and all relevant observation has recorded qualitatively which can be used. The instrument of this study data collection was documents, and mainly questionnaires as detailed above under the method with questions were formed in a five-point Likert scale such as: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree which allows respondents to indicate their level of agreement with the statements provided through the developed items take from the research of Elvianita, and Muchtear, for job insecurity nine-items under three dimensions has been used ,for job satisfaction sixteen-items has used under five dimensions ,and finally for employee's turnover intention nine-items under three dimensions has been used, all items has been taken from the research of Elvianita, and Muchtear (Elvianita, U.,& Muchtear, B. 2020, November).

3.4.2 Data collection tools

The data collection tools of this study are questionnaire, and documents. questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents (Singh, 2017). Therefore under this tool of data collection, Likert scale questionnaire questions developed by other researcher, Elvianita, and Muchtear (2020), has been selected to this study for questionnaire and has been delivered for respondents and the Likert scale questions are plugged in the appendix (at the end of this proposal) with 34 items (manifests) under eleven dimensions, according to Elvianita, and Muchtear (2020) these dimensions are hidden but these are for the definition of manifest variables in its characteristics, and documents are tool of data to get which the study used and has been used some projects reports, there for having some data to strength such study needed the tools of data collection.

3.5 Description of variables and measurement; Model

This study focus on, to study the effect of job insecurity (the independent variable or which is the cause to be effected for the dependent variable) on turnover intention (the output or dependent variable or effected variable by independent variable and others, mainly if any to have, this study need to use mediating variable (job satisfaction) between the independent and dependent variables of DCE Bahir Dar branch projects. For this study has three variables such as independent variable, mediating variable and dependent variable.

3.5.1 Measurement of independent variable

The variable that is antecedent to the dependent variable is termed as an independent variable (Kothari, 2009). In this study independent variable is job insecurity, measurement adopted from nine-item scale questionnaire using five point Likert scale of, taken from the research of (Elvianita, Ulva, & Bustari Muchtar., 2020, November).

3.5.2 Measurement of Mediating Variable

A mediating or intervening variable is a variable that links the independent and the dependent variables, and whose existence explains the relationship between the other two variables (Allen, 2018). This study mediating variable is job satisfaction, measurement adopted from sixteen item scale questionnaire using five point Likert scale of, taken from the research of (Elvianita, Ulva, & Bustari Muchtar., 2020, November).

3.5.3 Measurement of dependent variable

If one variable depends upon or is a consequence of the other variable, it is termed as a dependent variable (Kothari, 2009). Employee turnover intention is dependent variable of this study, measurement of turnover intention has been used for this study purpose adopted from nine - item scale questionnaire using five point Likert scale of, taken from the research of (Elvianita, Ulva, & Bustari Muchtar., 2020, November).

3.5.4 Research Model

According to Judd and Kenny (1981)) mediation testing framework, the following models has specified.

Model 1

H1: Job insecurity has a positive and significant effect on turnover intention of Defense Construction Enterprise in Bahir Dar projects. Which means, job insecurity leads to turnover intention.

$$Y = \alpha_1 + \beta_1 X + \epsilon Y \dots\dots\dots \text{Model 1}$$

Where: Y= Turnover intention, X =Job insecurity, α_1 = Intercept of turnover intention, β_1 = coefficient, ϵY = the random error of turnover intention.

Model 2

H2: Job insecurity has a negative and significant effect on job satisfaction of Defense Construction Enterprise in Bahir Dar projects. Which means, job insecurity leads to low job satisfaction.

$$M = \alpha_2 + \beta_1 X + \epsilon M \dots\dots\dots \text{Model 2}$$

Where: M = Employee job satisfaction, X = Job insecurity, α_2 = Intercept of employee job satisfaction, β_1 = coefficient, ϵM = the random error of employee job satisfaction.

Model 3

H3: Satisfaction work has a negative and significant effect on turnover intention of Defense Construction Enterprise in Bahir Dar projects. That is to mean, job satisfaction lead to low turnover intention.

$$Y = \alpha_3 + \beta_1 M + \epsilon_Y \dots\dots\dots \text{Model 3}$$

Where: Y= Turnover intention, M = Employee job satisfaction, α_3 = Intercept of turnover intention, β_1 = coefficient, ϵ_Y = the random error of turnover intention.

Model 4

H4: Job satisfaction able to mediate between job insecurity and turnover intention of Defense Construction Enterprise in Bahir Dar projects. Which means job satisfaction can lead to turnover intention because of job insecurity.

$$Y = \alpha_4 + \beta_1 X + \beta_2 M + \epsilon_Y \dots\dots\dots \text{Total Model 4}$$

Where: Y= Turnover intention, X = Job insecurity, M= Employee job satisfaction, α_4 = Intercept of Turnover intention, β_1 & β_2 = coefficients, ϵ_Y = the random error of turnover intention. And the fitted model calculated after hypotheses being tested.

According to Elvianita, and Muchtear (2020) the developer of the items of the questionnaire, who did not used the dimensions in their model and conceptual framework, however these dimensions are the definition of the items to its characteristics.

3.5.5 Validity test

Validity explains how well the collected data covers the actual area of investigation (Ghauri, P. & Gronhaug, K, 2005). Validity basically means “measure what is intended to be measured”) (Field, 2005 p:101). To obtain good data, the questionnaire used as an instrument for data collection must first be tested for its validity and reliability. A valid instrument means that the measuring instrument used to measure the data is valid. Valid means that the instrument should be used to measure, what should be measured. Validity tests are used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the statement on the questionnaire is able to reveal something that can be measured by the questionnaire (Sugiyono, 2018). The researcher has used questionnaires developed by Elvianita and Muchtear (2020, November) with some modification for the sake of the study to cover the area of investigation that nine-item scale questionnaire for job insecurity, sixteen-item scale questionnaire for job satisfaction, and nine - item scale questionnaire for employee’s turnover intention.

3.5.6 Reliability Test

Sugiyono (2018), reliability test is a tool to measure a questionnaire which is an indicator of variables and constructs; item questions are said to be reliable or reliable if one's answer to a question is consistent and stable over time. In this study, the reliability test technique has been taken or tasted after questionnaires distributed and get received back with its responses of respondents to compare Cronbach's Alpha on SPSS of results. Cronbach's alpha coefficient is the most commonly used test statistic for a research to test the reliability of a research instrument. According to George and Mallery (2003) , the value of Cronbach's alpha coefficient should be more than 0.7 which is an acceptable level of internal consistency or reliability. Therefore, the reliability checks for internal consistency of variables was done on 19 sample respondents from army foundation project 18-05B and 20 sample respondents from staff college 18-06B out of the entire 39 sample respondent population. It was analyzed using Cronbach's Alpha coefficient as shown on table 3.3 below.

Table 3. 2: Reliability Test of Overall Test Processing Summary

Case Processing Summary

Description		N	%
	Valid	39	100.0
Cases	Excluded	0	0.0
	Total	39	100.0

a. Listwise deletion based on all variables in the procedure.

Source: Respondents Survey Result of SPSS, (2022).

According to Joseph and Rosemary (2003), Cronbach's alpha reliability coefficient (α) normally ranges between 0 and 1. And they further stated that, there is a greater internal consistency of the items if the Cronbach's alpha coefficient closes to 1.0.

Based on the following rule of thumb of George and Mallery (2003) , if " α " > 0.9 = "Excellent", " α " > 0.8 = "Good", " α " > 0.7 = "Acceptable", " α " > 0.6 = "Questionable", " α " > "0.5" = Poor, and " α " < 0.5 = "Unacceptable".

Since performing internal consistency test makes a greater confidence on the reliability of the entire findings of the research, the survey result indicates in the below table 3.3., that there is “acceptable” internal consistency of each independent variable’s parameters used. And the study has the sum of the all predictors variables average Cronbach’s alpha value of ($\alpha = 0.719$) and the reliability test of the study is located on “Acceptable” range.

Table 3.3: Result of Reliability Test for the Questionnaire

Reliability						
N	Predictor Variable name	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	(α)Reliability Range	
	TIT/Thinking about getting out or staying	0.743	0.743	3	Acceptable	
	TIL/Looking or alternative work	0.715	0.715	3	Acceptable	
	TII/Intention to exit	0.736	0.736	3	Acceptable	
	JSS/Salary	0.719	0.719	4	Acceptable	
	JSP/Promotion	0.737	0.737	3	Acceptable	
	JSC/Co-worker	0.712	0.712	3	Acceptable	
	JSB/Boss	0.727	0.727	3	Acceptable	
	JSP/Profession	0.735	0.735	3	Acceptable	
	JIP/Perception	0.704	0.704	3	Acceptable	
	JID/Dissatisfaction	0.745	0.745	3	Acceptable	
	JIB/Behavior	0.712	0.712	3	Acceptable	
Total		0.719	0.719	34	Acceptable	

Source: SPSS Reliability Test (2022)

3.6 Data Analysis

The study has used the path analysis of data analysis technique because of the influencing variables (job satisfaction) or the mediating variable needs to be tested under variance accounted for, it is one of the modeling of SPSS (the version 23 of SPSS has consumed for the descriptive statistics(to present the summery of the data using percentage, tables, frequencies, and figures) and inferential

statistics (because of the sample that derived from the population using census method of this study needs to be tested using inferential statistics just like Cronbach alpha ,and tested the hypotheses its degree of rejection or fail to rejection of null or alternative) because it is mostly the quantitative analysis method), to test mediating effect on the measuring variable that AMOS modeling has been used to test direct and indirect effects of job insecurity variable, directly to turnover intention and both the multiplication of job insecurity and job satisfaction (it is the partial effect of the mediating variable that job satisfaction the main focus of the study) indirectly ,and total sum effects of direct (job insecurity) plus the indirect effect both the multiplication of job insecurity and job satisfaction on the dependent variable of DCE Bahir Dar branch projects which turnover intention concerned, and Prior to hypothesis testing preliminary data analysis has conducted. In addition, before undertaking the regression analysis of descriptive analysis, model specification made based on the hypotheses. In addition, testing the hypotheses linear regression analysis has been conducted. Furthermore, since the research involves mediator variable, Baron and Kenny's (1986) model for mediation testing used as a guiding framework. According to the model, to establish mediation, the following conditions must hold: These are (1) the independent variable must significantly affect the dependent variable in model 1; (2) the independent variable must significantly affect the mediator in model 2; (iii) the mediator must significantly affect the dependent variable in model 3; and finally (iv) the independent variable must predict the dependent variable less strongly in model 3 than in model 1 (Baron & Kenny, 1986; Field, 2013). Therefore, based on the model, mediation has been tested through four regression models. In the first model, the effect of the independent variable on the dependent variable has been tested; second, the effect of the independent variable on the mediator has tested; third, the effect of the mediator job satisfaction on turnover intention has been tested, fourth the effect the independent variable and the mediator together on the dependent variable has been tested. Finally, the effect of the mediator on dependent variable also tested and results has been analyzed and discussed.

3.7 Ethical Considerations

In doing this study the participant was asked for verbal consent before being asked for any information that the researcher need to have for this study. Objective of this study has been explained for every participant and they have been asked to give information only after they gave their consent. And issue such as not mentioning the name of the participant and providing all the necessary information's to participants was regarding to the study area. And also the response of the respondents cannot ever be transferred for other researcher. And the study survey was done after nomination of clearance of the study proposal by the advisor of the researcher.

SECTION FOUR

RESULTS AND DISCUSSION

4.0 Introduction

This section presents the analysis of the research findings obtained from the data collected through questionnaire using Descriptive and Inferential statistics in order to assess the relationship between job insecurity, job satisfaction and employees' turnover intention and also to identify that job satisfaction can mediate or not between job insecurity and employee's turnover intention in the case of DCE Bahir Dar branch projects. Descriptive statistics on demographic information and on the study variables were presented. Pearson correlation among the variables in the study, liner regression analysis and Amos graphic were also used for this study. The responses were summarized and presented using the below tables.

4.1 Response Rate

The researcher distributed 39 questionnaires and 39 questionnaires were collected. In order to make the raw data that was collected through questionnaire ready for conducting statistical analysis, the researcher conducted data checking for completeness. Thus, out of the collected 39 questionnaires, 0 questionnaires were rejected due to incompleteness of some part of the survey sections. Thus, a total of 39 questionnaires were used for this study with a return rate of 100%.

Table 4.1: Response Rate

Total Questionnaires Distributed	Questionnaires Returned	Questionnaires rejected	Usable Questionnaire	Response Rate
39	39	0	39	100%

Source: Own Survey data (2022)

4.2. Descriptive Analysis on Demographic Characteristics of Respondents

Under this section, the selected demographic characteristics of the study respondents such as organizational name, Gender, Marital Status, Age, Level of Education, and Work Experience were presented. The purpose of the demographic analysis in this research was to describe the characteristics and background of the sample employees such as the proportion of male and female employees in the sample, range of Age, Level of Education, Marital status and organizational name,

so that the analysis could be more meaningful. The results obtained from the collected questionnaire were presented on the below table.

Table 4.2: Descriptive Analysis on Demographic Characteristics of respondents

Demographic Characteristics					
Group	Variables	Frequency	Percent	Valid Percent	Cumulative Percent
Organization name	army foundation 18-05B	19	48.7	48.7	48.7
	staff college 18-06B	20	51.3	51.3	100.0
	Total	39	100.0	100.0	
Gender	male	16	41.0	41.0	41.0
	female	23	59.0	59.0	100.0
	Total	39	100.0	100.0	
Marital Status	Single	16	41.0	41.0	41.0
	Married	22	56.4	56.4	97.4
	Divorced	1	2.6	2.6	100.0
	Total	39	100.0	100.0	
Age	26 – 30 years	14	35.9	35.9	35.9
	31 – 35 years	14	35.9	35.9	71.8

	36 – 40 years	7	17.9	17.9	89.7
	>41	4	10.3	10.3	100.0
	Total	39	100.0	100.0	
Educational Qualification	<Diploma	8	20.5	20.5	20.5
	Diploma	14	35.9	35.9	56.4
	Degree	17	43.6	43.6	100.0
	Total	39	100.0	100.0	
How long have you been employed at this company?	<2 years	4	10.3	10.3	10.3
	2 years-5 years	27	69.2	69.2	79.5
	5 year - 10 Years	8	20.5	20.5	100.0
	Total	39	100.0	100.0	

Source: Own Survey data (2022)

As shown in the table above, 19 (48.7%) of the respondents were working in Army foundation project 18-05B and 20 (51.3%) of the respondents were working in Staff college project 18-06B out of the total 39. when we summarize Gender of the respondents, 16 (41%) of the respondents were male and the remaining 23 (59%) of the respondents were female out of the total 39. Regarding Marital Status of the respondents, 16 (41%) of them were single, 1 (2.6%) of them were divorced and the remaining 22 (56.4%) were married.

When summarize Age of the respondents, 14 (35.9%) of them were between 26-30 years of age, 14 (35.9%) of them were between 31-35 years of age, 7 (17.9%) of them were between 36-40 years and

the remaining 4 (10.3%) of them were at the age of 41 and above. Regarding Level of Education of the respondents, most of the respondents i.e. 17 (43.6%) were university graduates with Bachelor degree, 14 (35.9%) of them were College graduates with Diploma and the remaining 8 (20.5%) of them were under Diploma with high school graduated.

When see the year of service of respondents, 4 (10.3%) of the respondents served DCE Bahir dar projects <2 years, 27 (69.2%) of the respondents served the DCE Bahir dar projects between 2 years and 5 years, and 8 (20.5%) of the respondents served the DCE Bahir dar projects between 5 Years to 10 Years.

To summarize, more than half of the respondents were married and most of them or more than 70% are under 35 years of age. Besides, more than 69.2% of the respondents were employees who served the DCE Bahir dar projects for less than 5 years and this shows that there was relatively younger workforce group in the case DCE Bahir dar projects. When we summarize education further, majority from the sample employees were a holder of Bachelor Degree.

4.3. Descriptive Analysis on Job Insecurity Measures

In order to see the general perception of the respondents regarding the job insecurity dimensions (i.e. Job insecurity perception, Job insecurity dissatisfaction, and Job insecurity behavior), the researcher has summarized the job insecurity dimensions using frequency, sum, mean and standard deviation using 5 - point Likert scale. The 5- point with their respective numeric value were: 1: Strongly Disagree; 2: Disagree; 3: Neither Agree nor disagree, 4: Agree and 5: Strongly Agree.

Thus, the mean indicates to what extent the sample group on average agrees or disagrees with the different statements. According to Marczyk, Dematteo and Festinger (2005), the lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statement.

Thus, the bench mark for the descriptive analysis of this study was a mean score of 3 which is the midpoint indicates ambivalence, a mean score below 3 indicates lower agreement and a mean score above 3 and below 4 indicates moderate (medium) agreement and a mean score of 4 or above indicates strong agreement (Best, 1995). The mean values were presented in table 4.3 below, together with standard deviation values for each variable.

4.3.1 Descriptive analysis on job insecurity perception.

In this section, the responses of the respondents on the first dimension of job insecurity, i.e. job insecurity perception, were evaluated as below, using the 5 - point Likert scale.

Table 4.3: Descriptive Analysis on Job Insecurity Perception

Job insecurity perception					
Items		N	Sum	Mean	Std. Deviation
I have the same job one year from now		39	179	4.59	.498
I am likely to be transferred to another part of the year.		39	159	4.08	.354
My future at the DCE Bahir Dar project is not safe even though others must be dismissed		39	166	4.26	.442
Group Mean Score and SD of job insecurity perception				4.2821	0.5529
		Frequency	Percent	Valid Percent	Cumulative Percent
01	Agree	16	41.0	41.0	41.0
	Strongly Agree	23	59.0	59.0	100.0
	Total	39	100.0	100.0	
02	Neutral	1	2.6	2.6	2.6
	Agree	34	87.2	87.2	89.7
	Strongly Agree	4	10.3	10.3	100.0
	Total	39	100.0	100.0	
03	Agree	29	74.4	74.4	74.4
	Strongly Agree	10	25.6	25.6	100.0
	Total	39	100.0	100.0	

1 – Strongly Disagree, 2 - Disagree, 3 - Neither agree nor disagree, 4 - Agree, 5 - Strongly agree

Sum: total sum response of 39 respondents from strongly agree up to strongly disagree

Source: own survey data using SPSS (2022)

As shown in the above table, the mean score of 4.59 implies that the sample group on average strongly agreed on the first item under job insecurity perception for that respondents have the same job one year from now. It is, mean score of 4.08 also implies that the sample group on average strongly agreed on the second item under job insecurity for that respondents likely to be transferred to another part of the year. When employees were requested if "my future at the DCE Bahir Dar project is not safe even though others must be dismissed", most of the respondents strongly agreed

and the mean score of 4.26 implies that the sample employees on average under strongly agreement for that they cannot safe in the future in DCE Bahir Dar project even though others must be dismissed.

Therefore, the group mean score of 4.3077 implies that employee strongly agreed on job insecurity perception is important dimension of job insecurity and it helps to reform job insecurity matters in DCE Bahir Dar projects.in general they strongly agreed that there is job insecurity issue in the projects.

4.3.2 Descriptive Analysis on Job Insecurity Dissatisfaction.

In this section, the responses of the respondents on the first dimension of job insecurity, i.e. job insecurity descriptive analysis on job insecurity dissatisfaction, were evaluated as below, using the 5 - point Likert scale with negative wording.

Table 4.4: Descriptive Analysis on Job Insecurity Dissatisfaction

Job insecurity dissatisfaction					
Items		N	Sum	Mean	Std. Deviation
I get emotionally involved when I think about the possibility of organizational change/the end of the project and downsizing.		39	167	4.28	.560
I get irritated when I think about the possibility of being affected by organizational change/the end of the project and downsizing		39	151	3.87	.339
I worry when I think about the possibility of organizational change or project accomplishment and downsizing		39	183	4.69	.521
Group Mean Score and SD of job insecurity dissatisfaction				4.2821	.6308
		Frequency	Percent	Valid Percent	Cumulative Percent
01	Neutral	2	5.1	5.1	5.1
	Agree	24	61.5	61.5	66.7

	Strongly Agree	13	33.3	33.3	100.0
	Total	39	100.0	100.0	
02	Neutral	5	12.8	12.8	12.8
	Agree	34	87.2	87.2	100.0
	Total	39	100.0	100.0	
03	Neutral	1	2.6	2.6	2.6
	Agree	10	25.6	25.6	28.2
	Strongly Agree	28	71.8	71.8	100.0
	Total	39	100.0	100.0	

Source: own survey data using SPSS (2022)

As shown in the above table, the mean score of 4.28 implies that the sample group on average agreed & strongly agreed on the first item under job insecurity dissatisfaction for that respondents requested that “I get emotionally involved when I think about the possibility of organizational change/the end of the project and downsizing”, which means that employees are dissatisfied when they think about their job insecurity.

It is, mean score of 3.87 also implies that the sample group on average moderately agreed on the second item under job insecurity dissatisfaction for that respondents who get irritated when think about the possibility of being affected by organizational change/the end of the project and downsizing, which is a strong job insecurity issue of dissatisfaction of employees of DCE Bahir Dar projects.

The mean score of 4.69 implies that the sample employees on average strongly agreed and agreed that they worry when think about the possibility of organizational change or project accomplishment and downsizing. Which is a strong job insecurity issue of dissatisfaction of employees of DCE Bahir Dar projects.

Therefore, the group mean score of 4.2821 implies that employee on average strongly agreed on job insecurity dissatisfaction. Which implies that employees are strongly dissatisfied because of job insecurity and it has positive relation to turnover intention in DCE Bahir Dar projects.in general they strongly dissatisfied because that there is job insecurity issue in the projects.

4.3.3 Descriptive Analysis on Job Insecurity Behavior

In this section, the responses of the respondents on the first dimension of job insecurity, i.e. job insecurity descriptive analysis on job insecurity dissatisfaction, were evaluated as below, using the 5 - point Likert scale with negative wording.

Table 4.5: Descriptive Analysis on Job Insecurity Behavior

Job insecurity behavior					
Items		N	Sum	Mean	Std. Deviation
I became depressed when I thought about the possibility of being affected by organizational change/project change and downsizing		39	177	4.54	.505
Sometimes I am so worried about losing my job that I work very hard and can reduce my health in the long run		39	186	4.77	.427
I am worried about long sick leave, so I might have to move to another job next time.		39	166	4.26	.498
Group Mean Score and SD of job insecurity behavior				4.5214	.6097
		Frequency	Percent	Valid Percent	Cumulative Percent
01	Agree	18	46.2	46.2	46.2
	Strongly Agree	21	53.8	53.8	100.0
	Total	39	100.0	100.0	
02	Agree	9	23.1	23.1	23.1
	Strongly Agree	30	76.9	76.9	100.0
	Total	39	100.0	100.0	
03	Neutral	1	2.6	2.6	2.6
	Agree	27	69.2	69.2	71.8
	Strongly Agree	11	28.2	28.2	100.0
	Total	39	100.0	100.0	

Source: own survey data using SPSS (2022)

As shown in the above table, the mean score of 4.54 implies that the sample group on average agreed & strongly agreed on the first item under job insecurity behavior for that respondents requested that” I became depressed when I thought about the possibility of being affected by organizational change/project change and downsizing”.Which shows that employees are strongly depressed because of job insecurity in DCE Bahir Dar projects and also a pattern to turnover intention because of the positive relation of job insecurity and turnover intention.

Relatively the higher mean score of 4.77 also implies that the sample group on average agreed and strongly agreed on the second item under job insecurity behavior for that respondents being requested that “Sometimes I am so worried about losing my job that I work very hard and can reduce my health in the long run”, this indicates that how much employees are in job insecurity or job insecurity has strong impact on employees who work hard that can reduce their health.

The last the mean score of 4.26 implies that the sample employees on average strongly agreed and agreed for that they asked “I am worried about long sick leave, so I might have to move to another job next time”, meaning employees who can return from long sick leave might strongly lose their work position and it is the result of job insecurity in DCE Bahir Dar projects.

Therefore, the group mean score of 4.5214 implies that employees on average under strongly agreed on job insecurity behavior in DCE Bahir Dar projects. Which implies that employees are strongly worried and depressed because of job insecurity and it has positive relation to turnover intention.

4.4. Descriptive Analysis on Job Satisfaction measures

In order to see the general perception of the respondents regarding the job insecurity dimensions (i.e. job satisfaction salary, job satisfaction promotion, job satisfaction coworker, job satisfaction boss, and job satisfaction profession), the researcher has summarized the Job satisfaction dimensions using frequency, sum, mean and standard deviation using 5 - point Likert scale. The 5- point with their respective numeric value was: 1: Strongly Disagree; 2: Disagree; 3: Neither Agree nor disagree, 4: Agree and 5: Strongly Agree.

4.4.1 Descriptive Analysis on Job Satisfaction Salary.

In this section, the responses of the respondents on the first dimension of job satisfaction, i.e. job satisfaction descriptive analysis on job insecurity salary, were evaluated as below, using the 5 - point Likert scale with positively wording items.

Table 4.6: Descriptive Analysis on Job Satisfaction Salary

Job Satisfaction Salary				
Items	N	Sum	Mean	Std. Deviation
I feel the company/the project has given employee salaries in accordance	39	102	2.64	.493

with applicable standards.					
I received a salary in accordance with my expectations and in accordance with their competencies		39	84	2.15	.366
I got a chance for a raise		39	84	2.15	.432
I receive a raise based on work performance and my responsibilities towards work.		39	80	2.05	.223
Group Mean Score and SD of job satisfaction salary				2.2436	.4545
		Frequency	Percent	Valid Percent	Cumulative Percent
01	Disagree	15	38.5	38.5	38.5
	Neutral	24	61.5	61.5	100.0
	Total	39	100.0	100.0	
02	Disagree	33	84.6	84.6	84.6
	Neutral	6	15.4	15.4	100.0
	Total	39	100.0	100.0	
03	Strongly Disagree	1	2.6	2.6	2.6
	Disagree	31	79.5	79.5	82.1
	Neutral	7	17.9	17.9	100.0
	Total	39	100.0	100.0	
04	Disagree	37	94.9	94.9	94.9
	Neutral	2	5.1	5.1	100.0
	Total	39	100.0	100.0	

Source: own survey data using SPSS (2022)

As shown in the above table, the mean score of 2.6 implies that the sample group on average under lower agreement or disagreed & strongly disagreed on the first item under job satisfaction of salary for that respondents requested that” I feel the company/the project has given employee salaries in accordance with applicable standards” Which shows that employees are dissatisfied concerning to the applicable standard salary in DCE Bahir Dar projects and also a pattern to turnover intention because of the negative relation of job satisfaction and turnover intention.

The mean score of 2.15 also implies that the sample group on average under lower agreement or strongly disagreed and disagreed on the second item under job satisfaction of salary for that respondents being requested that “I received a salary in accordance with my expectations and in

accordance with their competencies”, this indicates that how much employees are not agreed they received a salary with their expectation or the salary they received is not as they expected.

when we see the mean score of 2.15 implies that the sample employees on average is under lower agreement or disagreed for the item being requested “I got a chance for a raise”, however, employees of the DCE Bahir Dar projects are not agreed, this is therefore, employees did not get the chance to be raised.

The last of this measure is that, with the mean score of 2.05 explained that the sample employees on average is under lower agreement or disagreed, the response from an equation that “I receive a raise based on work performance and my responsibilities towards work” which implies that employees who do not have a raise base on work performance and responsibility towards their work in in DCE Bahir Dar projects.

Therefore, the group means score of 2.2436 implies that employee on average under lower agreement or strongly disagreed and disagrees on job satisfaction of salary in DCE Bahir Dar projects. Which implies that employees are strongly dissatisfied through the salary of DCE Bahir Dar projects?

4.4.2 Descriptive Analysis on Job Satisfaction promotion.

In this section, the responses of the respondents on the first dimension of job satisfaction, i.e. job satisfaction descriptive analysis on job insecurity promotion, were evaluated as below, using the 5 - point Likert scale with positively wording items.

Table 4.7 : Descriptive Analysis on Job Satisfaction Promotion.

Job satisfaction of promotion				
Items	N	Sum	Mean	Std. Deviation
I am happy with the basis used for promotion (promotion)	39	92	2.36	.486
I am happy with the assessment for promotion based on employee performance and work	39	82	2.10	.384
I feel happy because there are open opportunities to be promoted	39	84	2.15	.432
Group Mean Score and SD of promotion			2.2051	.05139
	Frequency	Percent	Valid Percent	Cumulative

					Percent
01	Disagree	25	64.1	64.1	64.1
	Neutral	14	35.9	35.9	100.0
	Total	39	100.0	100.0	
02	Strongly Disagree	1	2.6	2.6	2.6
	Disagree	33	84.6	84.6	87.2
	Neutral	5	12.8	12.8	100.0
	Total	39	100.0	100.0	
03	Strongly Disagree	1	2.6	2.6	2.6
	Disagree	31	79.5	79.5	82.1
	Neutral	7	17.9	17.9	100.0
	Total	39	100.0	100.0	

Source: own survey data using SPSS (2022)

As shown in the above table, the mean score of 2.36 implies that the sample group on average under lower agreement or disagreed on the first item under job satisfaction of promotion for that respondents requested that” I am happy with the basis used for promotion (promotion)” Which shows that employees are dissatisfied concerning to the basis of the promotion in DCE Bahir Dar projects.

when we see the mean score of 2.10 implies that the sample employees on average is under lower agreement or disagreed for the item being requested “I am happy with the assessment for promotion based on employee performance and work”, however, employees of the DCE Bahir Dar projects are not agreed, this is therefore, employees did not got promotion based on their performance and work.

The last of this measure is that, the mean score of 2.15 explained that the sample employees on average is under lower agreed, the response from an equation that “I feel happy because there are open opportunities to be promoted” which implies that employees who do have a lower opportunity to be promoted in DCE Bahir Dar projects.

Therefore, the group mean score of 2.2051 implies that employee on average under lower agreement on job satisfaction of promotion in DCE Bahir Dar projects. Which implies that employees are not happy for promotion issue of DCE Bahir Dar projects.

4.4.3 Descriptive Analysis on Job Satisfaction Coworker.

In this section, the responses of the respondents on the first dimension of job satisfaction, i.e. job satisfaction descriptive analysis on job insecurity coworker, were evaluated as below, using the 5 - point Likert scale with positively wording items.

Table 4.8: Descriptive Analysis on Job Satisfaction Coworker

Job Satisfaction Coworker					
Items		N	Sum	Mean	Std. Deviation
I enjoy working with colleagues who help each other get the job done		39	87	2.23	.427
I enjoy working with colleagues who have high work motivation		39	80	2.05	.223
I enjoy working with colleagues who can provide solutions when there are work problems		39	79	2.03	.280
Group Mean Score and SD of job satisfaction Coworker				2.1026	.04090
		Frequency	Percent	Valid Percent	Cumulative Percent
01	Disagree	30	76.9	76.9	76.9
	Neutral	9	23.1	23.1	100.0
	Total	39	100.0	100.0	
02	Disagree	37	94.9	94.9	94.9
	Neutral	2	5.1	5.1	100.0
	Total	39	100.0	100.0	
03	Strongly Disagree	1	2.6	2.6	2.6
	Disagree	36	92.3	92.3	94.9
	Neutral	2	5.1	5.1	100.0
	Total	39	100.0	100.0	

Source: own survey data using SPSS (2022)

As shown in the above table, the mean score of 2.23 implies that the sample group on average are under lower agreement or disagreed on the first item under job satisfaction of coworker for that respondents requested that” I enjoy working with colleagues who help each other get the job done”, Which shows that employees are not enjoyed concerning to their colleagues who help each in DCE Bahir Dar projects.

When we see the mean score of 2.05 implies that the sample employees on average are under lower agreement or disagreed for the item being requested “I enjoy working with colleagues who have high work motivation”, however, employees of the DCE Bahir Dar projects are not agreed, this is therefore, employees are not enjoyed for work motivation of their colleagues.

The last of this measure is that, the mean score of 2.03 explained that the sample employees on average is under lower agreement, the response from an equation that “I enjoy working with colleagues who can provide solutions when there are work problems” which implies that employees are not enjoyed by their colleagues who can provide solution for work problems in DCE Bahir Dar projects.

Therefore, the group mean score of 2.1026 implies that employee on average under lower agreement on job satisfaction of coworker in DCE Bahir Dar projects. Which shows that employees are not help each other in DCE Bahir Dar projects.

4.4.4 Descriptive Analysis on Job Satisfaction Boss.

In this section, the responses of the respondents on the first dimension of job satisfaction, i.e. job satisfaction descriptive analysis on job insecurity boss, were evaluated as below, using the 5 - point Likert scale with positively wording items.

Table 4.9: Descriptive Analysis on Job Satisfaction Boss

Job Satisfaction Boss					
Items		N	Sum	Mean	Std. Deviation
I am happy with superiors who can provide support to their subordinates		39	85	2.18	.389
I am happy with a boss who treats his subordinates well		39	83	2.13	.409
I feel happy because the boss has given good guidance to subordinates		39	98	2.51	.506
Group Mean Score and SD of job satisfaction boss				2.2735	.05459
		Frequency	Percent	Valid Percent	Cumulative Percent
01	Disagree	32	82.1	82.1	82.1
	Neutral	7	17.9	17.9	100.0
	Total	39	100.0	100.0	
02	Strongly Disagree	1	2.6	2.6	2.6
	Disagree	32	82.1	82.1	84.6
	Neutral	6	15.4	15.4	100.0
	Total	39	100.0	100.0	

03	Disagree	19	48.7	48.7	48.7
	Neutral	20	51.3	51.3	100.0
	Total	39	100.0	100.0	

Source: own survey data using SPSS (2022)

As shown in the above table, mean score of 2.18 implies that the sample group on average are under lower agreement or disagreed on the first item under job satisfaction of boss for that respondents requested that” I am happy with superiors who can provide support to their subordinates”, Which shows that employees are not happy concerning to their boss who provide support in DCE Bahir Dar projects.

when we see the mean score of 2.13 relatively the smallest one implies that the sample employees on average are under lower agreement or disagreed for the item being requested “I am happy with a boss who treats his subordinates well”, however, employees of the DCE Bahir Dar projects are not agreed, this is therefore, employees are not happy for the treatment should be provided by a boss.

The last of this measure is that, the relatively higher mean score of 2.51 explained that the sample employees on average is under lower agreement, the response from an equation that “I feel happy because the boss has given good guidance to subordinates”, which implies that employees are not happier by their boss who is the provider of good guidance for them in DCE Bahir Dar projects.

Therefore, the group mean score of 2.2735 implies that employee on average under lower agreement on job satisfaction of boss in DCE Bahir Dar projects. Which shows that employees are not happier of a boss in DCE Bahir Dar projects.

4.4.5 Descriptive Analysis on Job Satisfaction Profession.

In this section, the responses of the respondents on the first dimension of job satisfaction, i.e. job satisfaction descriptive analysis on job insecurity profession, were evaluated as below, using the 5 - point Likert scale with positively wording items.

Table4.10: Descriptive Analysis on Job Satisfaction Profession

Job Satisfaction profession				
Items	N	Sum	Mean	Std. Deviation
I am happy with my own work because it matches my own expectations	39	89	2.28	.456

I am happy with my current job because it matches my abilities		39	91	2.33	.478
I am happy because my work is supported by facilities provided by the agency/project		39	100	2.56	.502
Group Mean Score and SD of job satisfaction Profession				2.3932	.06228
		Frequency	Percent	Valid Percent	Cumulative Percent
01	Disagree	28	71.8	71.8	71.8
	Neutral	11	28.2	28.2	100.0
	Total	39	100.0	100.0	
02	Disagree	26	66.7	66.7	66.7
	Neutral	13	33.3	33.3	100.0
	Total	39	100.0	100.0	
03	Disagree	17	43.6	43.6	43.6
	Neutral	22	56.4	56.4	100.0
	Total	39	100.0	100.0	

Source: own survey data using SPSS (2022)

As shown in the above table, mean score of 2.28 implies that the sample group on average are under lower agreement or disagreed on the first item under job satisfaction of profession for that respondents requested that” I am happy with my own work because it matches my own expectations”, Which shows that employees are not happy concerning to their work to do as they expected in DCE Bahir Dar projects.

when we look the mean score of 2.33, which implies that the sample employees on average are under lower agreement or disagreed for the item being requested “I am happy with my current job because it matches my abilities”, however, employees of the DCE Bahir Dar projects are not agreed, this is therefore, employees are not happy for current job they have because it does not match to their abilities.

The last of this measure is that, the relatively higher mean score of 2.56 explained that the sample employees on average is under lower agreement, the response from an equation that “I am happy because my work is supported by facilities provided by the agency/project”, which implies that employees are not happier by their projects related to facilities which can support their work in DCE Bahir Dar projects.

Therefore, the groups mean score of 2.3932 implies that employee on average under lower agreement on job satisfaction of profession in DCE Bahir Dar projects. Which shows that employees are not fitted to the best to their work in DCE Bahir Dar projects.

4.5. Descriptive Analysis on Turnover Intention measures

In order to see the general perception of the respondents regarding the job insecurity dimensions (i.e. thinking to get out or to stay, looking for alternative job, and intention to exit), the researcher has summarized the turnover intention dimensions using sum, mean and standard deviation using 5 - point Likert scale. The 5- point with their respective numeric value was: 1: Strongly Disagree; 2: Disagree; 3: Neither Agree nor disagree, 4: Agree and 5: Strongly Agree.

4.5.1 Descriptive Analysis on Thinking to Get Out or to Stay.

In this section, the responses of the respondents on the first dimension of turnover intention, i.e. turnover intention descriptive analysis on thinking to get out or to stay, were evaluated as below, using the 5 - point Likert scale with negatively wording items.

Table 4.11 : Descriptive Analysis on thinking to get out or to stay

Thinking to get out or to stay					
Items		N	Sum	Mean	Std. Deviation
Many things in my life have become worse, if I decide I want to stop working		39	181	4.64	.486
Currently still working here, because of my desire.		39	167	4.28	.560
I worry about what might happen if I quit my job without having another similar job.		39	187	4.79	.409
Group Mean Score and SD of thinking to get out or to stay				4.5726	.06116
		Frequency	Percent	Valid Percent	Cumulative Percent
01	Agree	14	35.9	35.9	35.9
	Strongly Agree	25	64.1	64.1	100.0
	Total	39	100.0	100.0	
02	Neutral	2	5.1	5.1	5.1

	Agree	24	61.5	61.5	66.7
	Strongly Agree	13	33.3	33.3	100.0
	Total	39	100.0	100.0	
03	Agree	8	20.5	20.5	20.5
	Strongly Agree	31	79.5	79.5	100.0
	Total	39	100.0	100.0	

Source: own survey data using SPSS (2022)

As shown in the above table, mean score of 4.64 implies that the sample group on average are strongly agreed on the first item under turnover intention of “thinking to get out or to stay” for that respondents requested that” Many things in my life have become worse, if I decide I want to stop working”, Which shows that employees can became in worse concerning to their decision to be to stop working in DCE Bahir Dar projects.

when we look the mean score of 4.28, which implies that the sample employees on average are strongly agreed for the item being requested “Currently still working here, because of my desire.”, therefore, employees of the DCE Bahir Dar projects are strongly agreed, this manifested, employees are working of their desire because of no alternative.

The last of this measure is that, the mean score of 4.78 explained that the sample employees on average are strongly agreed, the response from an equation that “I worry about what might happen if I quit my job without having another similar job”, which implies that employees, are intended to leave but in fear without having anther similar job, who are in DCE Bahir Dar projects.

Therefore, the group mean score of 4.5726 implies that employee on average strongly agreed on turnover intention of thinking to get out or to stay in DCE Bahir Dar projects to stay by fearing losing their job without having another job to be survived.

4.5.2 Descriptive Analysis on Looking for Alternative Job.

In this section, the responses of the respondents on the first dimension of turnover intention, i.e. turnover intention descriptive analysis on looking for alternative job, were evaluated as below, using the 5 - point Likert scale with negatively wording items.

Table 4.12: Descriptive Analysis on Looking for Alternative Job.

Looking for alternative job				
Items	N	Sum	Mean	Std. Deviation

I looked for another job, because I was bored at work		39	184	4.72	.456
I might leave this agency/project if there is a better opportunity.		39	162	4.15	.366
I will leave this agency/project if there is an offer from another agency/organization that gives me a bigger salary		39	178	4.56	.502
Group Mean Score and SD of looking for alternative job				4.4786	.05717
		Frequency	Percent	Valid Percent	Cumulative Percent
1	Agree	11	28.2	28.2	28.2
	Strongly Agree	28	71.8	71.8	100.0
	Total	39	100.0	100.0	
2	Agree	33	84.6	84.6	84.6
	Strongly Agree	6	15.4	15.4	100.0
	Total	39	100.0	100.0	
3	Agree	17	43.6	43.6	43.6
	Strongly Agree	22	56.4	56.4	100.0
	Total	39	100.0	100.0	

Source: own survey data using SPSS (2022)

As shown in the above table, mean score of 4.72 implies that the sample group on average are strongly agreed on the first item under turnover intention of “looking for alternative job” for that respondents requested that” I looked for another job, because I was bored at work”, Which shows that employees are bored at work in DCE Bahir Dar projects and such leads them to be intended to look to other job.

when we look the mean score of 4.15 which implies that the sample employees on average are strongly agreed for the item being requested “I might leave this agency/project if there is a better opportunity”, therefore, employees of the DCE Bahir Dar projects are strongly agreed, this manifested that employees are ready to leave if they can get better opportunity.

The last of this measure is that, relatively the middle mean score of 4.56 explained that the sample employees on average are strongly agreed, the response from an equation that “I will leave this agency/project if there is an offer from another agency/organization that gives me a bigger salary”, which implies that employees, intended to leave strongly if they can get a bigger salary, who are in DCE Bahir Dar projects.

Therefore, the group mean score of 4.4786 implies that employee on average strongly agreed on turnover intention of looking for alternative job in DCE Bahir Dar projects, which indicate that the strong feeling of employees of DCE Bahir Dar projects to leave their job when they can get a better opportunity than.

4.5.3 Descriptive Analysis on Intention to Exit.

In this section, the responses of the respondents on the first dimension of turnover intention, i.e. turnover intention descriptive analysis on intention to exit, were evaluated as below, using the 5 - point Likert scale with negatively wording items.

Table 4.13: Descriptive Analysis on Intention to Exit.

Turnover Intention to Exit					
		N	Sum	Mean	Std. Deviation
I often think to get out.		39	178	4.56	.552
I might actively look for another job.		39	159	4.08	.580
I might leave this agency/project in the near future		39	187	4.79	.409
Group Mean Score and SD of intention to exit				4.4786	.06571
		Frequency	Percent	Valid Percent	Cumulative Percent
01	Neutral	1	2.6	2.6	2.6
	Agree	15	38.5	38.5	41.0
	Strongly Agree	23	59.0	59.0	100.0
	Total	39	100.0	100.0	
02	Neutral	5	12.8	12.8	12.8
	Agree	26	66.7	66.7	79.5
	Strongly Agree	8	20.5	20.5	100.0
	Total	39	100.0	100.0	
03	Agree	8	20.5	20.5	20.5
	Strongly Agree	31	79.5	79.5	100.0
	Total	39	100.0	100.0	

Source: own survey data using SPSS (2022)

As shown in the above table, mean score of 4.56 implies that the sample group on average are strongly agreed on the first item under turnover intention of “intention to exit” for that respondents

requested that” I often think to get out”, Which shows that employees are strongly agreed to think to get out of DCE Bahir Dar projects.

When we look the mean score of 4.08 which implies that the sample employees on average are strongly agreed for the item being requested “I might actively look for another job.”, therefore, employees of the DCE Bahir Dar projects are strongly looking for another job actively.

The last of this measure is that, relatively the highest mean score of 4.79 explained that the sample employees on average are strongly agreed, the response from an equation that “I might leave this agency/project in the near future”, which implies that employees intended strongly to leave in the near future of DCE Bahir Dar projects.

Therefore, the group mean score of 4.4786 implies that employee on average strongly agreed on turnover intention of “intention to exit” in DCE Bahir Dar projects, which indicate that the higher feeling of employees of DCE Bahir Dar projects to leave their job.

4.6 Analysis of Inferential Statistics Results

One of the major objectives of the study is to assess the relationship that the job insecurity and job satisfaction have with employees’ turnover intention and its effect on it. For this purpose, inferential statistics of correlation and regression analysis have been used and the results were presented in the below sections.

4.6.1 Correlation Analysis

Correlation analysis is a technique used to indicate the relationship of one variable to another and can be considered as a standardized covariance that shows the extent to which a change in one variable corresponds systematically to a change in another (Zikmund et al, 2013). In order to evaluate this relationship and for the purpose of this study, Pearson correlation analysis was used to provide evidences.

The strength of the relationship between the variables is obtained through Pearson product-moment correlation coefficient „r“. The value of Pearson product-moment correlation coefficient „r“ normally varies between -1.0 to 1.0. The coefficient (r) revealed the magnitude and direction of relationships. The sign indicates whether there is a positive correlation (as one variable increase, the other also increase) or negative correlation (as one variable increase, the other decrease) and it also shows the intensity of the relationship. Correlations are perhaps the most basic and most useful measure of association between two or more variables (Marczyk, Dematteo & Festinger., 2005).

4.6.1.1 Pearson Correlation Analysis

The relationship of the variables is expressed by value within the range of -1.00 to + 1.00 as Pearson product–moment correlation technique indicates. Pearson correlation coefficient will be +1 in the case of a perfect increasing (positive) linear relationship (correlation), -1 and 1 in all other case indicating the degree of liner dependency between variables. To determine the relationship between the independent or predictor variable that job insecurity, the mediator variable job satisfaction and the output variable that employees“ turnover intention” of DCE Bahir Dar branch projects based on responses for questionnaires, Pearson correlation was computed. Table 4.14, presents the results of Pearson correlation matrix on the relationship between the job insecurity and job satisfaction the mediator with turnover intention of employees of the projects.

Table 4.14: Correlations Matrix for the Job Insecurity and Job Satisfaction the Mediator with Turnover Intention of Employees of the Projects.

		Turnover intention	Job insecurity	Job satisfaction
Turnover intention	Pearson correlation	1		
Job insecurity	Pearson correlation	.710**	1	
Job satisfaction	Pearson correlation	-.323*	-.365*	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Correlation result output, 2022

As we can see from table 4.14, job insecurity was positive and significantly correlated with employee turnover intention (0.710, $p < 0.01$). In addition, the correlation between job insecurity and job satisfaction was negative and significant (-0.365, $p < 0.05$). Moreover, the correlation between job satisfaction and employee turnover intention was negative and significant (-0.323, $p < 0.05$).

According to Marczyk, Dematteo and Festinger, (2005) correlations of .01 to .30 are considered small, correlations of .30 to .70 are considered moderate, correlations of .70 to .90 are considered

large, and correlations of .90 to 1.00 are considered very large. According to (Cohen, 1988) effect size standards, correlation coefficients $< \pm 0.28$ are small effects; medium effects range from ± 0.28 -0.49; and, large effects are greater than ± 0.49 . Based on this, we can conclude that the correlation between job insecurity and employee turnover intention is positive and larger, the correlation between job satisfaction and employee job insecurity, and the correlation between turnover intention and job satisfaction are negative and medium effects.

4.7 Regression results

4.7.1 Test assumptions of linear regression

Before making regression analysis to test the research hypothesis, the first step is conducted to verify the assumption of regression such as constant variable, multicollinearity test, linearity test, normality test and homoscedasticity tests.

Assumption one: The errors have zero mean ($E(\epsilon) = 0$) or constant variable

This assumption states that the average value of the errors should be zero. According to Brooks (2008), if the regression equation contains a constant term, this presumption will never be breached. Therefore, since from the regression result table the constant term (i.e. β_0) was included in the regression equation; this assumption holds good for the model.

Table 4. 15: Errors have Zero Mean

Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.3334	4.7089	4.5100	.09906	39
Residual	-.18742	.18642	.00000	.09746	39
Std. Predicted Value	-1.782	2.008	.000	1.000	39
Std. Residual	-1.872	1.862	.000	.973	39
a. Dependent Variable: Turnover intention					

Source: SPSS regression result output, 2022

Assumption two: Multicollinearity test

According to Churchill and Iacobucci (2005), Multicollinearity is concerned with the relationship which exists between explanatory variables. When there exists the problem of multi collinearity, the amount of information about the effect of explanatory variables on dependent variables decreases and as a result, many of the explanatory variables could be judged as not related to the dependent variables when in fact they are. How much correlation causes multicollinearity, however, it is not still clearly defined. Many authors have suggested different level of correlation to judge the presence of Multicollinearity. While Hair,et al. (2006), argued that correlation coefficient below 0.9 may not cause serious multicollinearity problem and the presence of high correlation (generally 0.9 and higher) is the indication of multicollinearity. Whereas, Malhotra (2007) also stated that multicollinearity problem exists when the correlation coefficient among variables is greater than 0.75. This indicates that there is no consistent agreement on the level of correlation that causes Multicollinearity.

Therefore, in this study correlation matrix for the independent variables the other indirect explanatory variable job satisfaction is shown below in Table 4.16. The result of the estimated correlation matrix shows that the correlation of -0.365 which is between job insecurity and job satisfaction. Therefore, there is no correlation above 0.9 according to Hair, et al. (2006), it can be concluded that there is no problem of Multicollinearity.

Table 4.16: Correlation matrix between explanatory variables

		Job insecurity	Job satisfaction
Job insecurity	Pearson correlation	1	
Job satisfaction	Pearson correlation	-.365*	1

Source: SPSS correlation matrix result (2022)

Multicollinearity will occur if some or all of the independent variables are highly correlated with one another. It shows the regression model has difficulty in explaining which independent variables are affecting the dependent variable (Brooks, 2008).

Additionally, multicollinearity can be tested either form correlation coefficient results or from the value of tolerance and VIF. According to Sekaran and Bougie (2016), the acceptable value of

tolerance and variance inflation factor (VIF) is above 0.10 and below 10 respectively. As we can see from table 4.17 the tolerance values are 0.866 which is above the threshold of 0.10 and the VIF value is also 1.154 which is below the threshold of 10. Therefore, we can conclude that there is no collinearity issue between the independent variables.

Table 4. 17: Collinearity Diagnosis of variables

Variable	Collinearity Statistics	
	Tolerance	VIF
Job insecurity	.866	1.154
Job satisfaction	.866	1.154

a. Dependent Variable: Employee turnover intention Mean

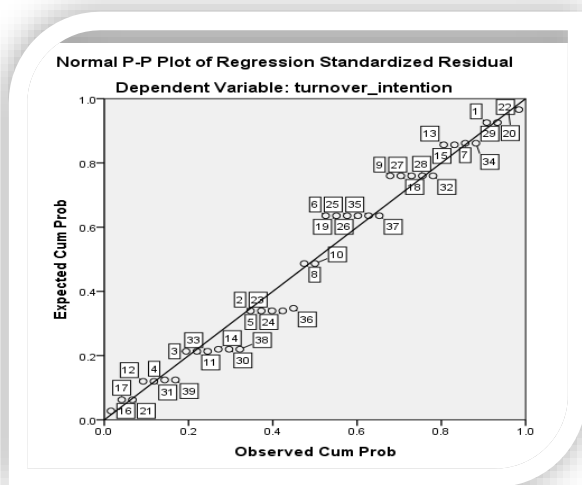
Source: - researchers’ survey data output of SPSS (2022).

Assumption Three: Linearity Test

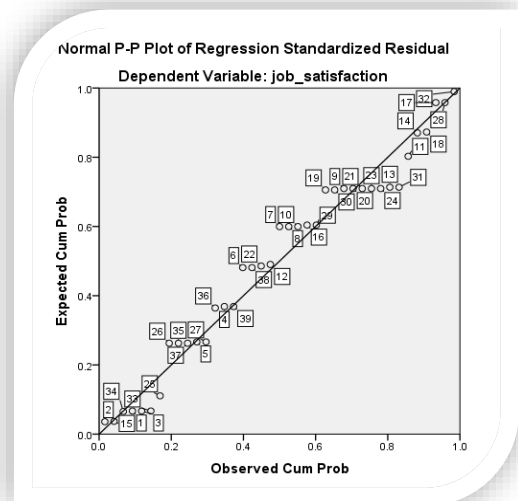
The assumption of linearity can check by using a normal probability plot of regression standardize residual and scattered plot. Based on this the linearity of the relationship between the dependent variables and the independent variables was checked using scatter plots of the regression residuals for all models through SPSS software. The following figure shows the result of p plot in each model.

Figure 4.1 Scatter Plots of All Models of Linearity Test

Model 1

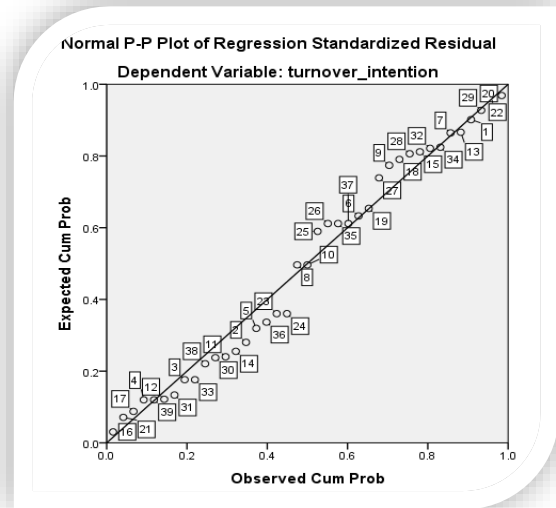
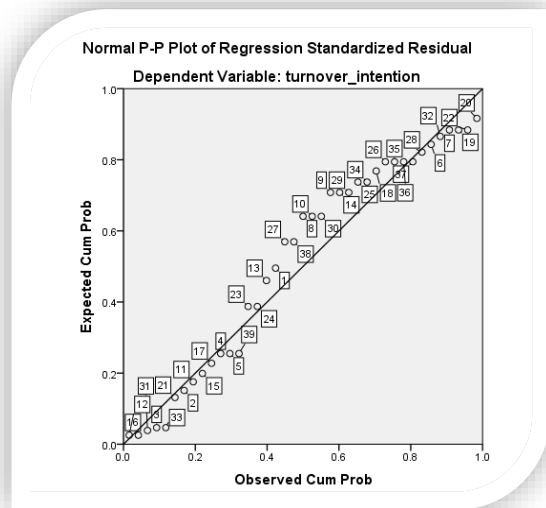


Model 2



Model 3

Model 04



Source: - researchers' survey data output (2022).

Shown in figure 4.1 above that the scatter plot of residuals indicated that the points lie in a reasonably straight line from bottom left to top right. Therefore, we can say that the assumption of linearity was not violated.

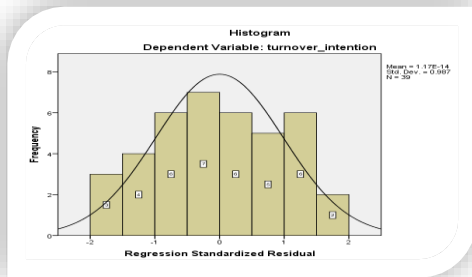
Assumption Four: Normality Test

A normality test was used to determine whether the error term is normally distributed. The frequency distributions of the standardized residuals as compared to a normal distribution see in the following figure 4.2. As you can see, although some residuals are relatively far away from the curve, many of the residuals are fairly close. Moreover, the histograms are bell-shaped which leads to infer that the residual (disturbance or errors) are normally distributed for all the models. Thus, can deduce that the assumption of a normally distributed error term is not violated.

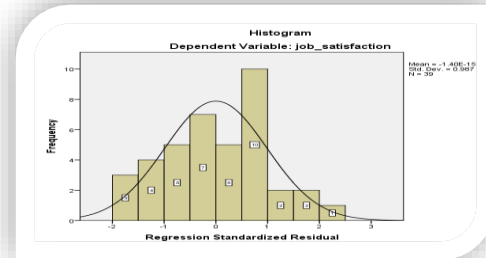
Figure 4.2 Histograms of Normality Test of All Models or Frequency Distribution of Standardized Residual.

Model 01

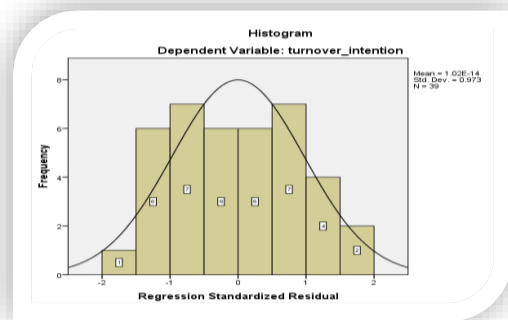
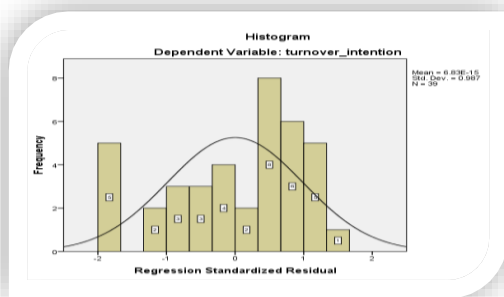
Model 02



Model 04



Model 03



Source: - researchers' survey data output (2022).

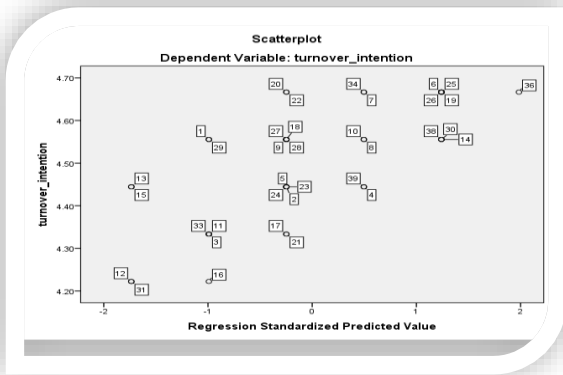
Assumption five: Test of Homoscedastic or Homo Variance of Errors

One of the key classical assumptions of regression is that the variance of the errors is constant across observations. If the errors have constant variance, the errors are called homoscedastic. The possible existence of heteroscedasticity is a major concern in the application of regression analysis, including the analysis of variance, because the presence of heteroscedasticity can invalidate statistical tests of significance that assume that the modeling errors are uncorrelated and normally distributed and that its variances do not vary with the effects being modeled (Gujarati, 2004).

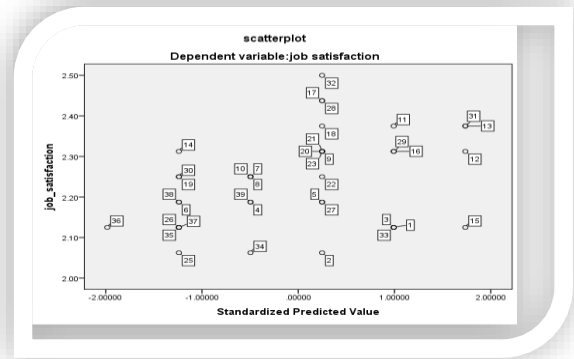
The standard suggestion for examining the assumption of heteroscedasticity in regression analysis is to plot the predicted variable values against the residual values. Heteroscedasticity is indicated when these values spread or fan out from left to right or right to left. Thus, the scatter plot shows that majority of the points are concentrated around 0 which shows that no violation of homoscedasticity. The figure of scatter plot looks like the following.

Figure 4.3: Scatter Plot for the Variance of Errors.

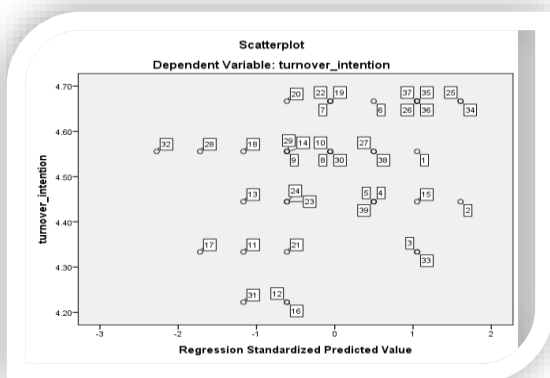
Model 1



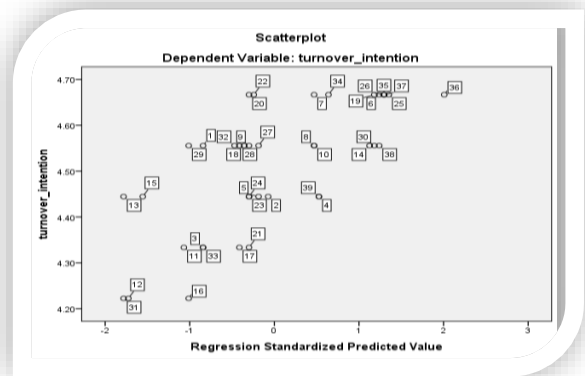
Model 2



Model 4



Model 3

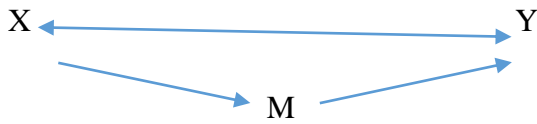


Source: - researchers' survey data output (2022).

4.8 Effect Analysis

After tested the assumption of regression, need to go to did, case and effect analysis to explore the relationship between the independent and dependent variables while for testing mediation the Baron and Kenny (1986) and path analysis model used as a guiding framework. The coefficient of determination (R square value), the regression coefficients (Beta coefficient) and the p values for each of the significant and insignificant relationships has been reported. Each of the proposed hypotheses has been empirically tested and discussed.

4.8.1 Regression Model Specification



Model 1

H1: Job insecurity has a positive and significant effect on turnover intention of Defense Construction Enterprise in Bahir Dar projects. Which means, job insecurity leads to turnover intention.

$$Y = \alpha_1 + \beta_1 X + \epsilon_Y \dots\dots\dots \text{Model 1}$$

Where: Y= Turnover intention, X =Job insecurity, α_1 = Intercept of turnover intention, β_1 = coefficient, ϵ_Y = the random error of turnover intention.

Model 2

H2: Job insecurity has a negative and significant effect on job satisfaction of Defense Construction Enterprise in Bahir Dar projects. Which means, job insecurity leads to low job satisfaction.

$$M = \alpha_2 + \beta_1 X + \epsilon_M \dots\dots\dots \text{Model 2}$$

Where: M = Employee job satisfaction, X = Job insecurity, α_2 = Intercept of employee job satisfaction, β_1 = coefficient, ϵ_M = the random error of employee job satisfaction.

Model 3

H3: Satisfaction work has a negative and significant effect on turnover intention of Defense Construction Enterprise in Bahir Dar projects. That is to mean, job satisfaction lead to low turnover intention.

$$Y = \alpha_3 + \beta_1 M + \epsilon_Y \dots\dots\dots \text{Model 3}$$

Where: Y= Turnover intention, M = Employee job satisfaction, α_3 = Intercept of turnover intention, c = coefficient, ϵ_Y = the random error of turnover intention.

Model 4

H4: Job satisfaction able to mediate between job insecurity and turnover intention of Defense Construction Enterprise in Bahir Dar projects. Which means job satisfaction can lead to turnover intention because of job insecurity.

$$Y = \alpha_4 + \beta_1 X + \beta_2 M + \epsilon Y \dots\dots\dots \text{Total Model 4}$$

Where: Y= Turnover intention, X = Job insecurity, M= Employee job satisfaction, α_4 = Intercept of Turnover intention, β_1 & β_2 = coefficients, ϵY = the random error of turnover intention. And the fitted model will be calculated after hypotheses being tested.

4.8.2 Regression Analysis

Regression analysis used to interpret the effect of independent variables to the dependent variables. Based on the following tables show the result of variables.

Model 1

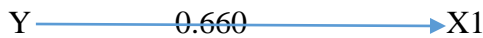
Model Summary

Table 4.18: The Effect of Job Insecurity in Turnover Intention, Model Summary

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.710 ^a	0.504	0.49	0.09922		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.369	1	0.369	37.529	.000 ^b
	Residual	0.364	37	0.01		
	Total	0.734	38			
Coefficients ^a						

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.625	0.471		3.448	0.001
	Job insecurity	0.66	0.108	0.71	6.126	0

a. Dependent Variable: Turnover Intention
 b. predictors: (Constant), job insecurity
 source: SPSS output data (2022)



As indicated in table 4.18, R which is the degree of association between turnover intention and job insecurity and Adjusted R-square value for regression model 1 is 0.490. This implies that, in this study, about 49 % of the variation of turnover intention can be predicted by the independent variable job insecurity. This implied that employees’ turnover intention is influenced by 49 % of the job insecurity in DCE Bahir Dar branch projects. The remaining 51 % of the variation of the employee’s turnover intention can be explained by other variables.

The coefficient explains the average amount of change in dependent variable that is caused by a unit of change in the independent variable. Accordingly, the unstandardized beta coefficient (β) tell us the unique contribution of each factor to the model. A high beta value (β) and a small p value (<0.05) indicate the predictor variable has made a statistically significance contribution to the model. On the other hand, a small beta value (β) and a high p value ($p >0.05$) indicate the predictor variable has little or no significant contribution to the model (George, D.& Mallery, P. , 2003).

Table 4.18 above indicates that job insecurity had statistically significant and positive contribution to turnover intention at 95% confidence level, since its p-values are 0.000 and the significance level were less than 0.05 ($p <0.05$) and ($\beta=0.660$). Which implies that the average amount of change in turnover intention at 0.660 that is caused by a unit of change in job insecurity in DCE Bahir Dar branch projects employees.

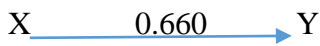
From the above explanation on the contribution of job insecurity to employees’ turnover intention, the value for regression weights were as follows:

$$Y = \alpha + \beta X + \epsilon \dots\dots\dots \text{Model 1}$$

$Y=1.625+0.660X+ \epsilon Y$ where:

Y= the dependent variable (turnover intention)

X = the first independent variable (job insecurity)



Model 2

Model Summary

Table 4.19: The Effect of Job Insecurity in Job Satisfaction Model Summary

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
2	.365 ^a	.134	.110	.10633		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	.064	1	.064	5.703	.022 ^b
	Residual	.418	37	.011		
	Total	.483	38			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	3.449	.505		6.830	.000
	job insecurity	-.276	.115	-.365	-2.388	.022

a. Dependent Variable: job satisfaction

b. predictors: (Constant), job insecurity

source: SPSS output data (2022)

As indicated in table 4.19, R which is the degree of association between job satisfaction and job insecurity and Adjusted R-square value for regression model 2 is 0.110. This implies that, in this study, about 11 % of the variation of job satisfaction can be predicted by the independent variable job insecurity. This implied that employees’ job satisfaction is influenced by 11 % of the job insecurity in DCE Bahir Dar branch projects. The remaining 89 % of the variation of the employee’s turnover intention can be explained by other variables.

Table 4.19 above indicates that job insecurity had statistically significant and negative contribution to job satisfaction at 95% confidence level, since its p-values are 0.022 and the significance level

were less than 0.05 ($p < 0.05$) and ($\beta = -0.276$). Which implies that the average amount of change in job satisfaction at -0.276 that is caused by a unit of change in job insecurity positively in DCE Bahir Dar branch projects employees.

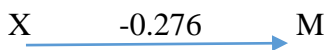
From the above explanation on the contribution of job insecurity to employees' turnover intention, the value for regression weights were as follows:

$$M = \alpha_2 + \beta_1 X + \epsilon_M \dots \dots \dots \text{Model 2}$$

$$M = 3.449 - 0.276X + \epsilon_M \text{ where:}$$

M= mediator variable (job satisfaction)

X = the independent variable (job insecurity)



Model 3

Model Summary

Table 4. 20: The Effect of Job Satisfaction in Turnover Intention Model Summary

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
3	.323 ^a	.104	.080	.13330		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	.076	1	.076	4.295	.045 ^b
	Residual	.657	37	.018		
	Total	.734	38			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	5.402	.431		12.535	.000
	job satisfaction	-.398	.192	-.323	-2.072	.045

a. Dependent Variable: turnover intention

b. Predictors: (Constant), job satisfaction

source: SPSS regression output (2022)

As indicated in table 4.20, R which is the degree of association between turnover intention and job satisfaction and Adjusted R-square value for regression model 3 is 0.080. This implies that, in this study, about 8 % of the variation of turnover intention can be predicted by the independent mediator variable job satisfaction. This implied that employees’ turnover intention is influenced by 8 % of the job satisfaction in DCE Bahir Dar branch projects. The remaining 92 % of the variation of the employee’s turnover intention can be explained by other variables.

Table 4.20 above indicates that job satisfaction had statistically significant and positive contribution to turnover intention at 95% confidence level, since its p-values are 0.045 and the significance level were less than 0.05 ($p < 0.05$) and ($\beta = -0.398$). Which implies that the average amount of change in turnover intention at -0.398 that is caused by a unit of change in job satisfaction negatively in DCE Bahir Dar branch projects employees.

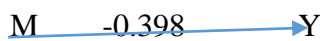
From the above explanation on the contribution of job satisfaction to employees’ turnover intention, the value for regression weights were as follows:

$$Y = \alpha_3 + \beta_1 M + \epsilon Y \dots\dots\dots \text{Model 3}$$

$$Y = 5.402 - 0.398M + \epsilon Y \text{ where:}$$

Y = the dependent variable (turnover intention)

M = mediator variable (job satisfaction)



Model 4

Model Summary

Table 4.21: Mediating of Job Satisfaction in the Effect of Job Insecurity on Turnover Intention

Model Summary

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
4	.713 ^a	.508	.481	.10013		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	.373	2	.186	18.597	.000 ^b
	Residual	.361	36	.010		
	Total	.734	38			

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
4	(Constant)	1.935	.715		2.706	.010
	job insecurity	.635	.117	.683	5.439	.000
	job satisfaction	-.090	.155	-.073	-.581	.565

- a. Dependent Variable: turnover intention
- b. Predictors: (Constant), job insecurity, and job satisfaction

Source: SPSS output data (2022)

The regression analysis result of Model 4 (Table 4.21) showed that the regression coefficient for the independent variable (employee job insecurity) on the dependent variable (employee turnover intention) is positive and significant at ($\beta = 0.635$, $p = 0.000$), and regression coefficient for the mediator variable (employee job satisfaction) on the dependent variable (employee turnover intention) was negative and insignificant at ($B = -0.090$, $p = 0.565$) which implies that the mediator (job satisfaction) has very small effect to reduce turnover intention or the effect is insignificant.

$$Y = \alpha_4 + \beta_1 X + \beta_2 M + \epsilon Y \dots\dots\dots \text{Total Model 4}$$

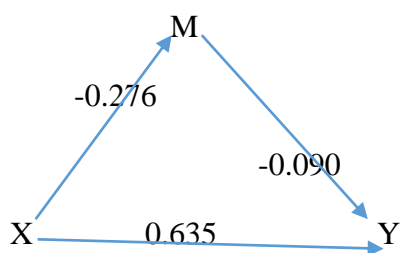
Where: Y= Turnover intention

X= Job insecurity,

M= Employee job satisfaction,

α_4 = Intercept of Turnover intention,

β_1 & β_2 = coefficients, ϵY = the random error of turnover intention.



This model is different from another model, saw above because, and start to show the mediating effect of employee job satisfaction in the relationship between employee job insecurity and employee turnover intention. To see the mediation effect of employee job satisfaction in the relationship between employee job insecurity and employee turnover intention first start to use Baron and

Kenny's (1986) model for testing mediation. In Baron and Kenny's (1986) mediation testing model, four conditions must be met for a variable to be considered as a mediator. These are (1) the independent variable must significantly affect the dependent variable in model 1; (2) the independent variable must significantly affect the mediator in model 2; (3) the mediator must significantly affect the dependent variable in model 3; and (4) the independent variable must predict the dependent variable less strongly or not in model 4 than in model 1. If the independent variable does not affect the dependent variable in model 4 has perfect mediation of mediator variable but if the independent variable explains the dependent variable less strongly in model 4 than in model 1 there is partial mediation (Baron and Kenny, 1986).

The regression result of Model 1 (Table 4.18) showed that the effect of the independent variable (job insecurity) on the dependent variable (employee turnover intention) is positive and significant ($\beta=0.660$, $p=0.000$). Thus, the first condition is fulfilled.

The regression analysis result of Model 2 (Table 4.19) showed that the effect of job insecurity on employee job satisfaction (the mediator variable) is negative and significant ($\beta=-0.276$, $p=0.022$). Therefore, the second condition is satisfied.

The regression analysis result of Model 3 (Table 4.20) showed that the regression coefficient for the mediator variable (employee job satisfaction) on the dependent variable (employee turnover intention) is negative and significant at ($\beta=-0.398$, $p=0.045$). This implies that the third condition is fulfilled.

The fourth condition states the independent variable must predict the dependent variable less strongly in model 4 than in model 1; if the independent variable does not affect the dependent variable in model 4 perfect mediation holds but if the independent variable explains the dependent variable less strongly in model 4 than in model 1 partial mediation occurs. As can be seen in model 1 (table 4.18), the coefficient of the independent variable (job insecurity) is 0.660 with a significant p-value of 0.000 whereas the coefficient of the independent variable in Model 4 (Table 4.21) is 0.635 positive coefficient with a significant p-value of 0.000. The figures imply that the independent variable predicts the dependent variable positive and significant in model 4 not only less strongly but all most similar. Therefore, based on Baron and Kenny, 1986 mediation testing it can be concluded that employee job satisfaction has mediated partially in the relationship between job insecurity and employee turnover intention. However turnover intention is in a little amount change on average for a unit of change of job satisfaction, at ($\beta=-0.090$, $p=0.565$) or negatively and insignificantly. Therefore, Baron and Kenny, 1986 mediation testing method has criticism measuring mediating

effect, the major one is cannot be shown the independent variable indirect effect on a dependent variable. And the other is not shown the range interval level of mediation to put the decision to say that “no mediation, partial mediation, or full mediation on a dependent variable. To solve these critics, the **Amos** graphic method test mediating and to ratify no mediation, partial mediation, or full mediation should be used, for mediation effect testing: Sholihin and Ratmono, (2013) Variance Accounted for (VAF) values should use to determine whether the connecting variable was able to mediate in full, partial or cannot mediate. If the FAV value was above 80%, then it showed the full mediation role, if the FAV value ranged from 20% to 80% it was categorized as partial mediation, but if the FAV value was less than 20%, it could be concluded that there was no mediation.

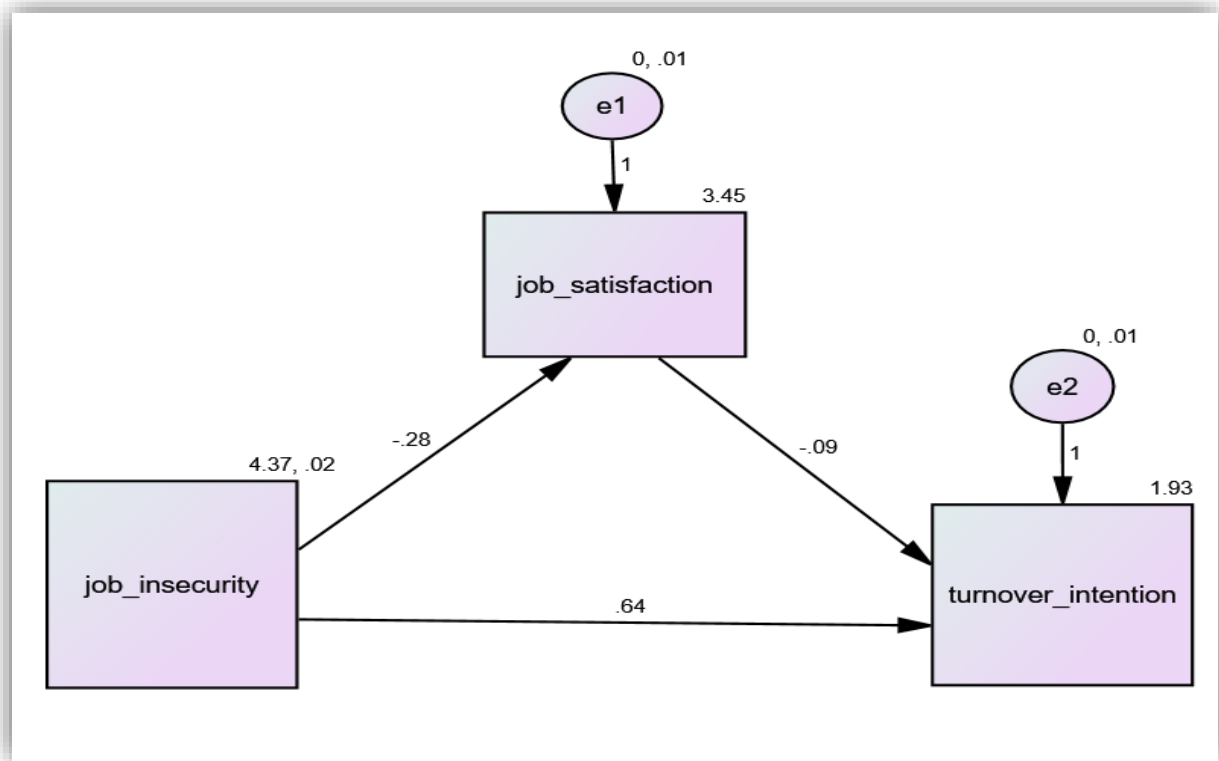
$VAF = \text{indirect effect} / \text{total effect} + \text{indirect effect}$.

Therefore, to get the indirect effect of the dependent variable and to test the VAF for the effect of the mediator variable, should first to use **Amos** graphic.

4.9 AMOS Graphics

Amos graphics (analysis moment of structure) help to show the indirect effect and the total effect of an independent variable and it helps the significance of the indirect effect of the independent variable. Finally, compare the result of Baron and Kenny with the path analysis result.

Figure 4. 4: Amos Graphics Model



Source: Amos output (2022)

Table 4.22: Model Summary of Amos

Regression Weights: (Group number 1 - Default model)						
variable	effect	variable	Estimate	S.E.	C.R.	PLabel
Job satisfaction	<---	Job insecurity	-0.276	0.114	-2.42	0.016par_2
Turnover intention	<---	Job insecurity	0.635	0.114	5.588	***par_1
Turnover intention	<---	Job satisfaction	-0.09	0.151	-0.597	0.551par_3

Source:Amos output (2022)

Table 4.23 : Direct Effect of Independent and Mediating Variable on Dependent Variable

Direct Effects (Group number 1 - Default model)		
	Job insecurity	Job satisfaction
Job satisfaction	-0.276	0

Turnover intention	0.635	-0.09
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Source: Amos output (2022)

This result is a similar result to model 4 regression analysis, because the direct effect can get in SPSS regression analysis. Based on the above table data, direct effect of employee job insecurity is a positive and significant effect, but negative and insignificant of job satisfaction for turnover intention.

An indirect effect of the independent variable (job insecurity) in the Amos graphics method looks like in the following table.

Table 4.24: Indirect Effect of Independent Variable

Indirect Effects (Group number 1 - Default model)		
	Job insecurity	Job satisfaction
Job satisfaction	0	0
Turnover intention	0.025	0

Source: Amos output (2022)

In the above table, the indirect effect is the multiplication of direct effect of job insecurity in job satisfaction plus the direct effect of job insecurity in turnover intention from the regression model 4 and in the Amos first default model, that is $(-0.276 + (-0.090))$.

The indirect (mediated) effect of (job insecurity) on employee turnover intention is 0.025. This is, due to the indirect (mediated) effect of job insecurity on employee turnover intention, when job insecurity goes up by one unit, turnover intention goes up by 0.025 unit. This is in addition to any direct (unmediated) effect that job insecurity has on employee turnover intention or the total effect of job insecurity on turnover intention. Which is $(-0.276 + (-0.090)) + 0.635$.

Table 4. 25: Total Effects of Job Insecurity in Turnover Intention.

Total Effects (Group number 1 - Default model)		
	Job insecurity	Job satisfaction
Job satisfaction	-0.276	0
Turnover intention	0.66	-0.09

Source: Amos output (2022)

According to the above table, the total effect of independent variable that job insecurity on turnover intention being recorded 0.66 the multiplication of total effect of job insecurity in job satisfaction (- 0.276) and the total effect of job satisfaction in turnover intention (-0.090) that gave 0.25 and when added it to the direct effect of job insecurity 0.635 intern resulted the total effect of job insecurity 0.660 in turnover intention. Which implies that the mediator job satisfaction affected by job insecurity, case turnover intention has been increased because of the indirect effect of the independent variable to play its role to reduce turnover intention of employee, to the reverse the independent variable job insecurity has escalated the turnover intention of employees of the projects due to job dissatisfaction of employees.

Table 4. 26: Lower Bond Result

Indirect Effects - Lower Bounds (BC) (Group number 1 - Default model)		
	Job insecurity	Job satisfaction
Job satisfaction	0	0
turnover intention	-0.03	0

Source: Amos output (2022)

This table contains the lower boundaries of bootstrap confidence intervals for indirect effect of job insecurity.

Table 4.27: Upper Bond Result

Indirect Effects - Upper Bounds (BC) (Group number 1 - Default model)		
	Job insecurity	Job satisfaction
Job satisfaction	0	0
turnover intention	0.124	0

Source: Amos output (2022)

This table contains the upper boundaries of bootstrap confidence intervals for indirect effect of job insecurity on turn over intention.

The lower bound and upper bound result of job insecurity shows this variable is significant or not, before saw p-value. To say insignificant must be zero between lower and upper bounds. In this case, job satisfaction is insignificant because of the lower and upper bounds to be zero and to conform this, can see the p-value of job satisfaction in the model which is (p>0.05) or 0.551>0.05 therefore this

variable has not role indirectly in the dependent variable (turnover intention). And job insecurity is significant because of that the lower and the upper boundaries are not zero, its p-value is less than 0.05 as seen in the model, however the indirect a unit change of job insecurity is not that much change on average in turnover intention at -0.03 to reduce turnover intention indirectly and at 0.124 to increase turnover intention slightly because of the insignificant role of job satisfaction.

Table 4. 28: Significance Effect of Variables.

Indirect Effects - Two Tailed Significance (BC) (Group number 1 - Default model)		
	Job insecurity	Job satisfaction
Job satisfaction
Turnover intention	0.373	...

Source: Amos output (2022)

The indirect (mediated) effect of job insecurity on employee turnover intention is insignificantly different from zero at the 0.01 level (p=.373 two-tailed). This is a bootstrap approximation obtained by constructing two-sided percentile-based confidence intervals. This implies the indirect effect of job insecurity on employee turnover intention to be on insignificant level.

4.9.1 Mediation Effect Testing

And finally, Sholihin and Ratmono, (2013) Variance Accounted For (VAF) values has been used to determine whether the connecting variable was able to mediate in full, partial or cannot mediate. If the FAV value was above 80%, then it showed the full mediation role, if the FAV value ranged from 20% to 80% it was categorized as partial mediation, but if the FAV value was less than 20%, it could be concluded that there was no mediation.

VAF= (the multiplication result of the direct effect of job insecurity on job satisfaction and the direct effect of job satisfaction on turnover intention(indirect effect of job insecurity on turnover intention)) all over (the multiplication result of the direct effect of job insecurity on job satisfaction and the direct effect of job satisfaction on turnover intention(indirect effect of job insecurity on turnover intention) plus direct effect of job insecurity on turnover intention) that is (total effect of job insecurity on turnover intention) plus the indirect effect of job insecurity on turnover intention.

Or, VAF= indirect effect of job insecurity on turnover intention all over the addition of total effect of job insecurity on turnover intention and indirect effect of job insecurity on turnover intention.

Indirect effect of job insecurity on turnover intention= (-0.276) + (-0.090) =0.02484=0.025

Total effect of job insecurity on turnover intention= $(0.025) + (0.635) = 0.660$

$VAf = (0.025) / (0.660 + 0.025)$

$VAf = (0.025) / (0.685)$

$VAf = 0.0365$

$VAf = 0.0365 * 100 = 3.65\%$

Therefore, according to the scholars Sholihin and Ratmono, (2013), the result of this study VAF or FAf is below 20% or 3.65% ranging below 20% which leads to be concluded that there was **no mediation** between job insecurity and turnover intention in employees of DCE Bahir Dar branch projects, so that the mediator job satisfaction has been categorized as **no mediation**, this means the hypothesis which states that (H4) job satisfaction has mediation between job insecurity and turnover intention of Defense Construction Enterprise in Bahir Dar branch projects is rejected, therefore the null hypothesis (H04) that states job satisfaction has not mediation between job insecurity and turnover intention of Defense Construction Enterprise in Bahir Dar branch projects is not rejected.

4.10 Discussion

The study result indicated that the effect of job insecurity on employee's turnover intention was positive and significant, hypothesis one (H1) stated that job insecurity has a positive and significant effect on turnover intention of Defense Construction Enterprise in Bahir Dar projects at ($\beta = 0.660$, $\text{sig} = 0.000$, $p < 0.05$). It is in line with results support previous studies conducted by Lees and Jeong (2017) show that more and more employee's feel insecure to maintain their current work, the more they will think of leaving the organization. "Job insecurity significantly influenced the desire to exit the organization" (Akgunduz, Y., & Eryilmaz, G., 2018 p 41–49.). Therefore, the study supported (not rejected) hypothesis one (H1).

Similarly, the study result confirmed that the effect of job insecurity on job satisfaction of the employees of DCE Bahir Dar branch projects is negative and significant, hypothesis two (H2) stated that job insecurity has a negative and significant effect on job satisfaction of Defense Construction Enterprise in Bahir Dar projects at ($\beta = -0.276$, $\text{sig} = 0.022$, $p < 0.05$). It is supported by previous studies conducted that job insecurity has a negative effect on job satisfaction (Elvianita et al. 2020). And Masum et al. (2016), also stated that job insecurity has a negative effect on job satisfaction. In such, the study did not rejected hypothesis two (H2).

Also, the study result indicated that employee job satisfaction has a negative and significant effect on employee turnover intention. Hypothesis 3 stated that job satisfaction has a negative and

significant effect on employee’s turnover intention of Defense Construction Enterprise in Bahir Dar projects at ($\beta=-0.398$, $\text{sig}=0.045, p<0.05$).it is supported by Trevor (2001) determined that job satisfaction plays a major role in most theories on turnover while Amah (2009),Cave et al. (2013), indicate that the various dimensions of job satisfaction and turnover intention are both obviously and negatively correlated. The study supported that the hypothesis three (H3) that of the negative and significant relation of job insecurity and job satisfaction is not rejected.

This study result showed the mediating role of employee job satisfaction in the effect of job insecurity on employee turnover intention; the results indicated that employee job satisfaction had not mediating role in the relationship between job insecurity and employee turnover intention. However, hypothesis four (H4) stated that employee job satisfaction has mediation between job insecurity and turnover intention of Defense Construction Enterprise in Bahir Dar project, but not supported in the study, and which leads the researcher to reject the alternative hypothesis but not rejected the null hypothesis that stated employee job satisfaction has no mediation between job insecurity and turnover intention of Defense Construction Enterprise in Bahir Dar project at ($\beta=-0.090$, $\text{sig}=0.565, p>0.05$) of job satisfaction.it is supported by Sverke et al (2014) according to which job insecurity has an effect on increasing employee dissatisfaction at work, one of the cause to turnover intention. Sunyoto (2012) ,states that the cause of the desire to change jobs is dissatisfaction with the workplace now. This opinion is supported by Robbins and Timothy (2015) who says that lower job satisfaction is a predictor of employees leaving work. According to Joo and Park (2010), when employees are not satisfied, they tend to shift and look for satisfaction elsewhere.

Table 4.29: Hypothesis Summery

	Description	Results
H1	Job insecurity has a positive and significant effect on turnover intention of Defense Construction Enterprise in Bahir Dar projects.	Is not rejected
H2	Job insecurity has a negative and significant effect on job satisfaction of Defense Construction Enterprise in Bahir Dar projects.	Is not rejected
H3	Job Satisfaction has a negative and significant effect on turnover intention of Defense Construction Enterprise in Bahir Dar projects.	Is not rejected

- H4 Job satisfaction has mediation between job insecurity and turnover intention of Defense Construction Enterprise in Bahir Dar project. Is rejected
- H04 Job satisfaction has no mediation between job insecurity and turnover intention of Defense Construction Enterprise in Bahir Dar project. Is not rejected the null hypothesis.

SECTION FIVE

SUMMARY OF FINDINGS, CONCLUSIONS & RECOMMENDATIONS

This section discussed on the summary of the research findings with regard to the objectives of the study and illustrated the conclusions that have been reached. Recommendation that focuses on how the problem identified could be addressed is also included in this section.

5.1 Summary of Findings

This subsection summarized the core points and major findings which were obtained from data analysis of survey questionnaire. This paper was analyzed using 39 questionnaires which were collected and completely filled by the respondents. The researcher used descriptive analysis such as Mean, Standard Deviation & percentages and also inferential analysis to get the perception of the respondents on the relationship between job insecurity, job satisfaction and employees' turnover intention in the case of DCE Bahir Dar branch projects. The summaries of findings from the analysis are presented as below:

- ♣ The mean score for the measures of the dependent variable (turnover intention) was relatively high (4.4786) under this measure three dimensions are the outcome of turnover intention, the first one is that turnover intention "thinking to get out or to say" the means core of this

diminution is (4.5726) employees are strongly agreed to get out but fear of having other better job made them to stay, and the second dimension of turnover intention is” looking to alternative job” with means score of (4.4889) which implies the strong agreement of employees how they are sensitive to get better job if they get the opportunity from other job source and the last dimension of this measure is “intention to exit” with the mean score of (4.4786) this is the implication of employees the intention to exit from the projects because of what they felt of being employed temporarily in DCE Bahir Dar branch projects.

- ♣ The mean score of the independent variable (job insecurity) was high (4.3704), it showed that the strong agreement of employees for job insecurity measure has escalated the intention to turnover and affects also the satisfaction because of the feeling of losing their job, that is the source of dissatisfaction. Under this measure the first dimension was “job insecurity perception” with the mean score of (4.3077), this implies employees are strongly agreed to be terminated when others are terminated. The second dimension of measuring variable is” job insecurity dissatisfaction” with the mean score of (4.2821) by which employees are strongly agreed for their dissatisfaction caused of job insecurity. And the last dimension of this measuring variable is “job insecurity behavior” with the mean score of (4.5214). This implies employees are strongly agreed to be depressed and irritated for that when thinking about losing their job because of being working temporarily and this dimension is relatively high to strength the independent variable.
- ♣ The last measuring variable is that the mediator variable job satisfaction was with the mean score of (2.2436) which implies that employees are under lower agreement for the measurement o job satisfaction which influenced the dependent variable to be escalated in same extent, and under this measure the following dimensions was observed to influence job satisfaction, “job satisfaction salary” with the mean score of 2.2436, “job satisfaction promotion” with the mean score of 2.2051,”job satisfaction coworker” with the mean score of 2.1026,”job satisfaction boss” with the mean score of 2.2735, and “job satisfaction profession” (work itself) with the mean score of 2.3932. Relatively the response level of agreement of employees for job itself to be satisfied was better than other dimensions to contribute to reduce turnover intention, and relatively the lower level of agreement of employees for, was that because of coworker or Lower Corporation between employees.
- ♣ There is no evidence for the problem of Multicollinearity because the correlation (r^2) between independent variable was low than 0.9 which has satisfied the tolerance between

these variable that $1-r^2$ to be greater than 0.1 that is for job satisfaction and job insecurity 0.866 and 0.866 respectively, and for the VIF measure $(1)/(1-r^2) < 10$ if r^2 to be lower than 0.9, has been satisfied and because of the VIF for variable job satisfaction (mediator) and job insecurity (independent) to be 1.154 and 1.154 respectively.

- ♣ The error or residual mean was zero it implies that the difference between the prediction and observation value to be best fitted.
- ♣ Homoscedasticity, as the models plots indicated, there was no the projection shape of variance of the residuals or errors of each data, was scattered normally to be clothier in to zero, or the mean of the residual.
- ♣ Normality, the residual of each data was normally distributed as indicated in the models which implies that the positive residuals was approached over the regression line which represented the relation between the independent and the dependent variables, the negative residuals was located below and approached to the regression line, and some zero residuals are plugged on the line of the regression and in such way implying that the data were consistent with a normal distribution assumption.
- ♣ The results of liner regression analysis in model, revealed that the adjusted R2 of 0.49 indicates that 49% of the variation of employees' turnover intention can be predicted by the independent variables job insecurity with the mediator. This implied that employees' turnover intention is influenced by 49% of the job insecurity in DCE Bahir Dar branch projects. The remaining 51 % of the variation of employees' turnover intention can be explained by other variables. Or this is the total (direct and indirect) effect of job insecurity on turnover intention is .660. That is, due to both direct (unmediated) (0.635) and indirect (mediated) (0.25), as indicated in Amos output, effects of job insecurity on turnover intention, when job insecurity goes up by 1, turnover intention goes up by 0.66.
- ♣ The ANOVA table shows that the p-value for F-Statistics (0.000) is less than the significance level 0.05 ($p < 0.05$). This is to mean that the model is significant/acceptable from a statistical perspective.
- ♣ Job insecurity had significant contribution to escalate employee's turnover intention at 95% confidence level, since its p-values were 0.000 and the significance level for this variable were less than 0.05 ($p < 0.05$), however job satisfaction had no significant contribution to

reduce turnover intention of employees of DCE Bahir Dar branch projects at 95% confidence level, since its p-values were 0.565 and the significance level for this variable were greater than 0.05 ($p > 0.05$).

- ♣ The VAF or variance account for value was calculated to decide the mediator, and according to the outcome of the result, the VAF value was 3.65% or the contribution of job insecurity because of the mediator or job satisfaction or indirect effect of job insecurity to escalate turnover intention of employees in addition to the direct effect of job insecurity. However, this result is under the category of FAV $> 20\%$ the last category to say no mediation. Therefore, job satisfaction had no mediation effect between job insecurity and turnover intention.
- ♣ Alternative hypotheses related to model 1, 2 and 3 of the liner regression were not rejected. To the contrary, alternative hypotheses which is related with job satisfaction in model 4 were rejected as its significance level were .565 at $p > 0.05$. This implies that job satisfaction doesn't have significant effect to mediate on the level of turnover intention.

5.2. Conclusion

The objective of this study was to assess the mediation of job satisfaction between job insecurity and turnover intention in DCE Bahir Dar branch projects.

Based on the above findings, job insecurity had stronger positive and statistically significant correlation with employees "turnover intention. The other mediator job satisfaction had negative and moderate correlation with turnover intention. Besides, the highest aggregated mean score of turnover intention also revealed that employees strongly agreed with the measure of job insecurity, and the level of agreement for job satisfaction were under lower agreement.

Hence, the researcher concluded that job insecurity is the most significant independent variable which have significant statistical contribution to escalate employees" turnover intention. The more employees are under job insecurity of the DCE Bahir Dar projects, the more they become intended to leave the projects. When employees internalize and identify the job insecurity issues that it significantly contributes to employees" turnover intention to the projects.

Next to job insecurity, job satisfaction as the mediator has contributed to turnover intention to increase of employees insignificantly (in some extent). Therefore, it can be concluded that the more

the job satisfaction issue to be adapted in such ways, the more employees are committed to leave the projects.

However, the result from linear regression analysis indicates that job insecurity had positive and statistically significant contribution to increase on employees' turnover intention. Even though, the projects didn't try to maintain the intention of employees to turnover by enhancing job satisfaction features, rather as being indicated in the model, it was a very little negative and insignificant role to reduce turnover intention of employees, this led to the conclusion that employees prefer to be given the freedom to do their job and to get satisfaction rather than being compelled to do it in a rigid manner. So, while projects need to maintain a strong projects job satisfaction dimensions to satisfy and to reduce the intention for job turnover of employees.

Therefore, according to the findings of this study, it can be concluded that job insecurity is an engine in to increasing the level of employees' turnover intention, which is asserted by the statistically significant contribution to the increment of turnover intention from the regression. However, job satisfaction has negative but statistically insignificant contribution to reduce turnover intention with the $p > 0.05$. Finally, we can conclude that job satisfaction as the mediator have not significant contribution towards employees' turnover intention in projects of DCE Bahir Dar branch projects.

5.3 Recommendations

Based on the conclusions drawn from the study, the following recommendations were made by the researcher.

- ♣ As it is observed from the result of this research paper, 49 % of the variation of employees' turnover intention is predicted by the independent variables of the study job insecurity that mediated insignificantly by job satisfaction. Therefore the researcher recommended to DCE Bahir Dar projects that by reforming the level of satisfaction, that is, paying employees equivalent to what they did, promoting base on what employees performed, giving freedom to employee to do their work, and making employees accessed to transportation, can reduce the level of turnover intention of employees caused by job insecurity practice of projects.
- ♣ Based on the finding of this study, there is a need for further research to investigate for the contribution of those factors (indicated by the remaining 51% of variation) towards employees' turnover intention, which is beyond the scope of this study. Therefore researcher

recommended that for future researcher and practitioner, that the remaining factors which can affect turnover intention of employees should get studies in the DCE Bahir Dar projects, to know more obviously the affecter of turnover intention by taking this study as the clue, focusing on the common features of projects employees that can affect them to think to leave, these are the effect of transportation on turnover intention, the effect of unpaid overtime worked on turnover intention, the effect of work load on turnover intention, the effect of safety on turnover intention and etc. should need to be studied in the future, to take the decisions for the problems of turnover intention of employees, by the DCE management members or the project managers based on the future researcher finding.

- ♣ And further study is also recommended to assess the relationship between and also to review effects of job insecurity on employees' job satisfaction, job motivation, projects effectiveness etc. as this research work covers only employees' turnover intention as a dependent variable.
- ♣ As majority or 79.49% of the respondents were employees who served the projects for less than five years, the DCE Bahir Dar projects has to establish clearly defined and visible expression of organizational culture which enables to pass on the most important organizational cultures to the new hires.
- ♣ Research finding shows that job insecurity has positive but statistically significant contribution to increase on employees' turnover intention. In contrary, job satisfaction has statistically insignificant contribution to reduce employees' turnover intention. Hence, the researcher recommended that projects have to maintain the insignificant job satisfaction dimensions in the research showed. And should reduce the job insecurity diminutions which has been showed in the study significantly to affect the intention of employees to leave their job. to explain additionally, the group mean of job insecurity was highest, which intensified the intention of employees to turnover and the group mean of job satisfaction was lower, which strengthened the intention rather to reduce, therefore the DCE Bahir Dar branch projects should review the job insecurity and job satisfaction dimension to make the experienced employees to be stayed with projects before losing them who are demanded for the changing and competitive external environment.

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Appendix A

Questionnaire to be filed by Employees

Dear Respondents:-I would like to express my deepest appreciation for sparing your time and giving me honest and prompt responses.

My Dear, please read the following instructions carefully.

This research is conducted as partial fulfillment of the master of business administration in Bahir Dar University, college of business and economics, under the title; “does job satisfaction mediate between job insecurity and turnover intention for the case of defense construction enterprise in Bahir Dar.

Section 1. Instruction and Confidentiality

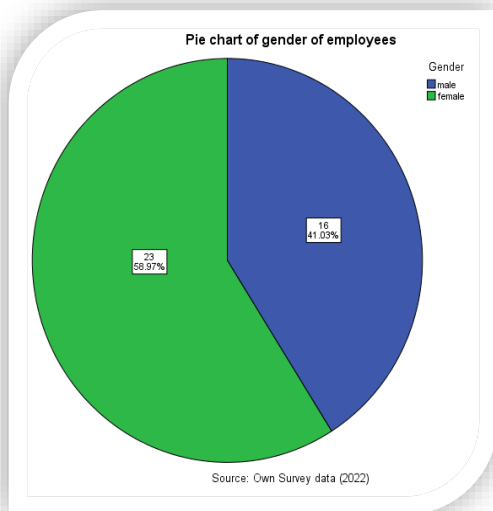
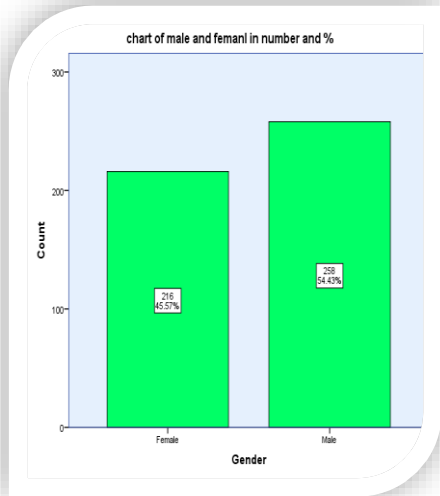
I would like to know how you think and feel about some of the different aspects of your job, your coworkers, promotion, supervisors/managers, and your organization. I ask that you respond to all of the statements to the best of your ability, being as honest and as accurate as possible. I use your information for education purpose only and I would be thankful, if you fill out the questionnaire, the

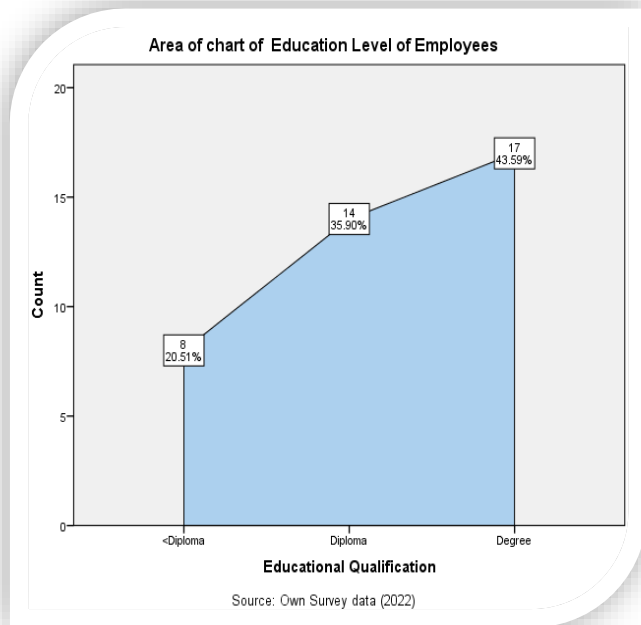
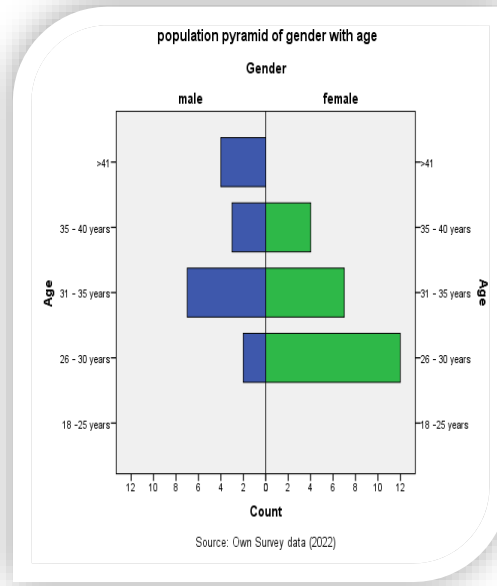
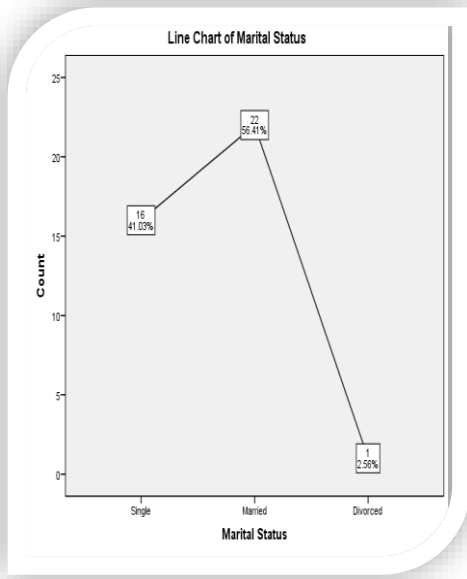
1	working					
TIT 2	Currently still working here, because of my desire.					
TIT 3	I worry about what might happen if I quit my job without having another similar job.					
Looking for alternative work						
TIL 4	I looked for another job, because I was bored at work					
TIL 5	I might leave this agency/project if there is a better opportunity.					
TIL 6	I will leave this agency/project if there is an offer from another agency/organization that gives me a bigger salary.					
Intention To Exit						
TII 7	I often think to get out.					
TII 8	I might actively look for another job.					
TII 9	I might leave this agency/project in the near future					
JOB SATISFACTION						
Salary						
JSS 10	I feel the company/the project has given employee salaries in accordance with applicable standards.					
JSS 11	I received a salary in accordance with my expectations and in accordance with their competencies					
JSS 12	I got a chance for a raise					
JSS 13	I receive a raise based on work performance and my responsibilities towards work.					
Promotion						
JSP 14	I am happy with the basis used for promotion (promotion)					
JSP	I am happy with the assessment for promotion based on employee					

15	performance and work					
JSP 16	I feel happy because there are open opportunities to be promoted					
Co-workers						
JSC 17	I enjoy working with colleagues who help each other get the job done					
JSC 18	I enjoy working with colleagues who have high work motivation					
JSC 19	I enjoy working with colleagues who can provide solutions when there are work problems					
Boss						
JSB 20	I am happy with superiors who can provide support to their subordinates					
JSB 21	I am happy with a boss who treats his subordinates well					
JSB 22	I feel happy because the boss has given good guidance to subordinates					
Profession						
JSP 23	I am happy with my own work because it matches my own expectations					
JSP 24	I am happy with my current job because it matches my abilities					
JSP 25	I am happy because my work is supported by facilities provided by the agency/project					
JOB INSECURITY						
Job insecurity perception						
JIP 26	I have the same job one year from now					
JIP 27	I am likely to be transferred to another part of the year.					
JIP 28	My future at the DCE Bahir Dar project is now safe even though others must be dismissed					
Job insecurity dissatisfaction						

JID 29	I get emotionally involved when I think about the possibility of organizational change/the end of the project and downsizing.					
JID 30	I get irritated when I think about the possibility of being affected by organizational change/the end of the project and downsizing					
JID 31	I worry when I think about the possibility of organizational change or project accomplishment and downsizing					
Job insecurity behavior						
JIB 32	I became depressed when I thought about the possibility of being affected by organizational change/project change and downsizing					
JIB 33	Sometimes I am so worried about losing my job that I work very hard and can reduce my health in the long run					
JIB 34	I am worried about long sick leave, so I might have to move to another job next time.					

Appendix B: Demography Charts of Employees





Appendix C:

Some of the project Sites and on Site Works



