

Job Insecurity, Turnover Intention, and the Mediating Roles of Job Satisfaction and Job Embeddedness among Generation Z Remote Workers in Indonesia

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ABSTRACT

Purpose – This study examines the relationship between job insecurity and turnover intention among Generation Z employees working under fully remote, predominantly remote, and hybrid arrangements in Indonesia, with job satisfaction and job embeddedness assessed as parallel mediators.

Design/methodology/approach – A quantitative explanatory survey was conducted with 280 Generation Z employees across Indonesia, recruited through purposive and snowball sampling. The sample included workers with different levels of remote-work intensity. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.

Finding/Results – Respondents reported relatively low job insecurity ($M = 2.07$) and turnover intention ($M = 1.98$), together with high job satisfaction ($M = 3.97$) and job embeddedness ($M = 3.98$). Job insecurity was positively associated with turnover intention and negatively associated with both job satisfaction and job embeddedness. Job satisfaction and job embeddedness were negatively associated with turnover intention, and both carried significant indirect effects.

Originality/Value – Job satisfaction and job embeddedness have each been identified as mechanisms linking job insecurity to withdrawal related outcomes, with previous multi wave research also highlighting the buffering role of job embeddedness. This study contributes by examining both variables as parallel and distinct mediators within a single model, distinguishing the affective pathway through job satisfaction from the relational and structural pathway through job embeddedness among Generation Z employees working fully remotely, predominantly remotely, or in hybrid arrangements in Indonesia, where physical separation from the organization may influence these two pathways differently.

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1. Introduction

Globalization and digital transformation have reshaped the structure of modern work, allowing tasks once tied to physical office presence to be performed through digital infrastructure. A national survey reported that 62% of Indonesian employees preferred hybrid arrangements and 21% preferred fully remote work, indicating that flexibility has become an established expectation in the labour market (Selular ID, 2023). In this study, remote work is used as an umbrella term for arrangements in which employees perform part or all of their duties away from the conventional office and depend on digital technology for coordination. It therefore covers fully remote, predominantly remote, and hybrid work. These arrangements differ in the frequency of office attendance, but all involve some degree of physical separation from the organization and may alter employees' access to information, social interaction, performance visibility, and career signals (Leonardi et al., 2024). It is this shift from continuous to intermittent or mediated presence — rather than the exact proportion of time spent in the office — that is theoretically consequential for the resource-access mechanisms examined in this study, namely access to informal information, performance visibility, and career signals (Leonardi et al., 2024). The three arrangements are therefore treated as differing in the intensity, rather than the kind, of physical separation from the organization.

Indonesia has experienced rapid growth in remote and hybrid work, supported by an expanding digital ecosystem, the growth of technology-based firms, and the post-pandemic normalization of distributed work (Deskimo, 2025). The flexibility offered by these arrangements does not automatically translate into stronger retention. Benchmark data from CBRE Consulting (2023) show that organizations with a fully remote attendance policy recorded an average annual turnover rate of 20.1%, compared with rates of 9.4% to 11.9% under onsite and hybrid policies. Although these figures do not establish that remote work causes turnover, they point to a retention problem that warrants closer attention, particularly where employees have broad access to external opportunities and limited dependence on a fixed work location.

This issue is closely related to job insecurity, defined as an employee's subjective perception that the continuity or quality of employment may be threatened, accompanied by uncertainty and limited control over the situation (Jung et al., 2021). Job insecurity does not require an actual risk of dismissal. It may arise from ambiguous contract prospects, unclear performance expectations, limited information about organizational decisions, or uncertainty about career progression. Such concerns can become especially salient when employees work away from the office, where informal information is less accessible, day-to-day contributions may be less visible, and organizational support is often delivered through mediated communication.

Generation Z provides a relevant setting for examining these processes. As digital natives, members of this generation are generally comfortable with technology-mediated work and tend to value flexibility, autonomy, meaningful work, and visible opportunities for development (Majka, 2024; Salvadorinho et al., 2026). At the same time, they display relatively high career mobility. Randstad (2025) reported an average job tenure of 1.1 years among Generation Z and found that 33% planned to change jobs within the following 12 months, while Indonesian evidence suggests that many Generation Z employees remain with an employer for only one to two years (GoodStats, 2024). These characteristics may shape the resource-loss process described by Conservation of Resources Theory: when job security, recognition, or career prospects appear uncertain, employees who are both mobile and accustomed to searching digitally for alternatives may respond more quickly by reevaluating their current employment.

Previous research has examined the relationship between job insecurity and turnover intention in a range of organizational settings, but the findings remain inconsistent. Several studies report a significant relationship (Susilowati et al., 2024; Kakar et al., 2023; Akçin, 2023; Sobaih et al., 2025; Elshaer, 2024), whereas others find no significant direct relationship (Gunawan et al., 2024; Jung et al., 2021). This inconsistency suggests that job insecurity may be linked to turnover intention through intervening employee attitudes and attachments. Most existing studies were conducted in conventional workplaces or in specific industries, leaving less evidence on employees who work with different levels of physical separation from the organization.

Conservation of Resources (COR) Theory (Hobfoll, 1989) offers a useful basis for explaining this process because employment stability, supportive relationships, and career opportunities are valued resources. The present study develops this argument by examining two mediating pathways in parallel. Job satisfaction represents employees' affective evaluation of whether the job continues to provide valued experiences, whereas job embeddedness represents the relational and structural resources that make remaining with an organization worthwhile. Distinguishing these pathways is particularly relevant in remote and hybrid work, where employees may remain satisfied with the tasks and flexibility of the job while feeling less connected to colleagues, organizational routines, or future opportunities. Accordingly, this study examines the relationship between job insecurity and turnover intention among Generation Z employees in Indonesia and assesses the mediating roles of job satisfaction and job embeddedness.

2. Literature Review & Hypothesis Development

2.1 Conservation of Resources Theory

Conservation of Resources (COR) Theory holds that individuals seek to retain, protect, and build resources they value, including employment stability, organizational support, career opportunities, social relationships, and psychological well-being (Hobfoll, 1989, 2001). Stress occurs when these resources are threatened, lost, or fail to develop as expected. In this study, job insecurity is treated as a perceived threat to employment and career resources. The threat may be reflected in two different responses: a less favourable evaluation of the job, captured by job satisfaction, and a weakening of the ties, fit, and perceived sacrifices that connect employees to the organization, captured by job embeddedness. Remote and hybrid work make this distinction important because physical distance can limit informal reassurance and social connection without necessarily reducing satisfaction with the work itself. For Generation Z employees, who tend to value flexibility but also expect feedback, meaning, and career development, uncertainty about these resources may be especially relevant to decisions about whether to remain.

2.2 Job Insecurity and Turnover Intention

Job insecurity is a work-related stressor that can weaken employees' confidence in the continuity of their employment and encourage withdrawal-oriented thinking (Jung et al., 2021). Under remote and hybrid arrangements, uncertainty may be reinforced by limited access to informal organizational information, lower day-to-day visibility, and ambiguity about how performance is evaluated. These conditions may lead employees to view external opportunities as a way to protect employment and career resources. Prior studies have reported a positive relationship between job insecurity and turnover intention (Susilowati et al., 2024; Kakar et al., 2023; Akçin, 2023; Sobaih et al., 2025; Elshaer, 2024). Accordingly, the following hypothesis is proposed:

H1: Job insecurity is positively associated with turnover intention.

2.3 Job Insecurity and Job Satisfaction

Job insecurity can undermine job satisfaction because the perceived threat of losing employment or future career opportunities changes how employees evaluate their work (Akçin, 2023). Even when the tasks and flexibility remain attractive, uncertainty about contract continuity, recognition, or advancement may reduce the sense that the job provides a stable and worthwhile exchange. This concern may be more pronounced for employees who rely on mediated communication and receive fewer informal signals about their standing in the organization. Gunawan et al. (2024), Susilowati et al. (2024), and Sobaih et al. (2025) provide evidence of a significant relationship between job insecurity and job satisfaction. Accordingly, the following hypothesis is proposed:

H2: Job insecurity is negatively associated with job satisfaction.

2.4 Job Satisfaction and Turnover Intention

Job satisfaction reflects an employee's overall evaluation of the work, including the tasks, work environment, relationships, responsibilities, and supervisory support. Employees who evaluate these experiences positively have fewer reasons to search for alternatives, whereas dissatisfaction can make outside opportunities more attractive (Pu et al., 2024; Kim & Sohn, 2024). This relationship is relevant to remote and hybrid workers because geographical flexibility can widen the set of jobs available to them and reduce some of the practical barriers to changing employers. Evidence from Lin et al. (2024), Fekih-Romdhane et al. (2024), and Al Shbail et al. (2025) supports a negative relationship between job satisfaction and turnover intention. Accordingly, the following hypothesis is proposed:

H3: Job satisfaction is negatively associated with turnover intention.

2.5 Job Insecurity and Job Embeddedness

Job insecurity may also weaken job embeddedness. When employees are uncertain about their future in an organization, they may invest less in workplace relationships, perceive a weaker fit with organizational goals, and attach less value to the benefits that would be lost by leaving. Physical distance can intensify this process when social ties depend largely on scheduled digital interaction rather than everyday contact. Dogantekin et al. (2022) found that qualitative job insecurity was negatively related to job embeddedness. Accordingly, the following hypothesis is proposed:

H4: Job insecurity is negatively associated with job embeddedness.

2.6 Job Embeddedness and Turnover Intention

Job embeddedness captures the links, fit, and perceived sacrifices that encourage employees to remain with an organization. These resources can still develop in remote work through trusted relationships, supportive supervision, value congruence, flexibility, access to meaningful projects, and benefits that employees would forgo by leaving. When these connections are strong, departure becomes less attractive even when external opportunities are readily available. Nguyen et al. (2023) found that job embeddedness was negatively related to turnover intention. Accordingly, the following hypothesis is proposed:

H5: Job embeddedness is negatively associated with turnover intention.

2.7 The Mediating Role of Job Satisfaction

Job insecurity may be associated with turnover intention partly because it changes employees' evaluation of their current work. Perceived uncertainty can reduce the sense of security, fairness, and future value attached to a job, thereby lowering job satisfaction. Lower satisfaction then makes alternative employment appear more attractive, particularly for employees who can search and work across geographical boundaries (Gunawan et al., 2024;

Pu et al., 2024; Lin et al., 2024). Job satisfaction therefore represents an affective pathway through which a perceived resource threat may be linked to withdrawal intention. Accordingly, the following hypothesis is proposed:

H6: Job satisfaction mediates the association between job insecurity and turnover intention.

2.8 The Mediating Role of Job Embeddedness

A second pathway concerns employees' attachment to the organization. When job continuity or career prospects appear uncertain, employees may reduce their investment in organizational relationships, feel less aligned with the organization, and perceive fewer sacrifices associated with leaving. This weakening of job embeddedness can make external opportunities easier to consider (Dogantekin et al., 2022; Nguyen et al., 2023). Job embeddedness therefore represents a relational and structural pathway linking perceived resource threat with turnover intention. Accordingly, the following hypothesis is proposed:

H7: Job embeddedness mediates the association between job insecurity and turnover intention.

2.9 Conceptual Distinction Between Job Satisfaction and Job Embeddedness

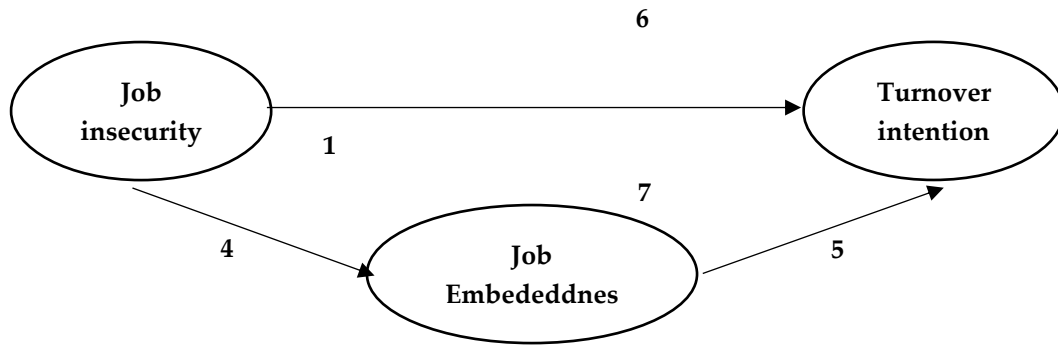
Although both constructs are theoretically regarded as resource-based mechanisms linking job insecurity to turnover intention, they represent different forms of resources and operate through distinct psychological processes. Job satisfaction reflects employees' overall evaluation of their job, including work tasks, the work environment, and interpersonal relationships (Al Shbail et al., 2025). Because it is based on employees' current evaluations, job satisfaction can change relatively quickly in response to workplace events, such as negative feedback or uncertainty regarding contract renewal. In contrast, job embeddedness represents a structural resource that develops over time through employees' links, fit, and perceived sacrifice associated with leaving the organization (Mitchell et al., 2001; Crossley et al., 2007). Rather than capturing employees' immediate feelings toward their job, job embeddedness reflects the extent to which they perceive valuable resources would be lost if they left the organization. Consequently, employees may experience low job satisfaction while remaining highly embedded because of strong social connections or high perceived sacrifice. Conversely, employees with high job satisfaction may still exhibit low job embeddedness when they have not developed strong organizational ties.

2.10 Conceptual Framework

Drawing on the theoretical reasoning and empirical evidence above, this study positions job insecurity as the exogenous construct and turnover intention as the endogenous construct. Job satisfaction and job embeddedness are specified as parallel mediators representing, respectively, an affective evaluation of the job and a relational-structural attachment to the organization. The conceptual framework is presented in Figure 1.

Figure 1. Conceptual Framework of the Study





Source: Authors' elaboration (2026).

3. Methodology

3.1 Research Design

This study used a quantitative, explanatory survey design to test the relationships proposed in the conceptual model. The design was appropriate because the study examined both the direct relationship between job insecurity and turnover intention and the indirect relationships operating through job satisfaction and job embeddedness. Because the data were collected at one point in time, the analysis estimates theoretically directed associations rather than temporal causality.

3.2 Population and Sample

The target population comprised Generation Z employees in Indonesia who worked under an arrangement involving regular work away from the conventional office. For this study, remote workers were defined broadly to include employees working fully remotely, predominantly remotely, or in a hybrid arrangement. These categories were combined for two reasons. First, the theoretical mechanism examined in this study — linking job insecurity to job satisfaction and job embeddedness through reduced access to informal information, performance visibility, and career signals — is driven by dependence on mediated coordination rather than by a specific threshold of office attendance (Leonardi et al., 2024; Wang et al., 2021). All three arrangements involve this dependence to a meaningful degree, even though its intensity varies. Second, disaggregating the sample into three subgroups (57, 103, and 120 respondents) would leave each subsample close to the minimum size conventionally recommended for stable multi-group PLS-SEM estimation, increasing the risk of unreliable within-group path estimates. Combining the groups allows the proposed mechanism to be tested with adequate statistical power. A non-probability approach combining purposive and snowball sampling was used. Eligible respondents were born between 1997 and 2008, were 18–29 years old in 2026, and had worked in their current remote or hybrid role for at least six months. The final sample comprised 280 respondents, which was considered adequate for the proposed PLS-SEM model and its 28 measurement items (Hair et al., 2017).

A related methodological choice concerns employment status, tenure, gender, and education, which were measured and reported descriptively but not entered as statistical controls or tested as moderators. Employment status, in particular, is theoretically capable of shaping the intensity of the resource-loss process central to this study: contract employees, who represent the majority of the present sample (55.7%), may experience job insecurity as a more direct and

material threat to continued income and organizational membership than permanent employees, for whom insecurity is more likely to be perceived as a psychological or role-based concern (Jung et al., 2021). This distinction suggests employment status could plausibly moderate, rather than merely coexist with, the paths linking job insecurity to job satisfaction, job embeddedness, and turnover intention. The present study did not test this possibility statistically; rather than treating employment status, tenure, gender, and education as covariates to be partialled out, they are treated as descriptive sample characteristics whose potential moderating role remains an open empirical question. This decision reflects both a parsimony consideration — introducing multiple additional control and interaction paths into an already three-mediator structural model increases the risk of unstable estimates at the present sample size — and the absence of a priori theoretical specification for the expected interaction pattern of tenure, gender, and education, which falls outside the central research question of this study.

3.3 Data Collection

Primary data were collected through an online questionnaire distributed using Google Forms. The survey link was circulated through WhatsApp, Instagram, Facebook, and online communities connected with remote work. Respondents reported their age, current work arrangement, and length of service, which were used to determine whether they met the stated eligibility criteria. The online approach enabled the study to reach a geographically dispersed population and resulted in 280 usable responses from participants residing across Indonesia.

Because recruitment relied on online, non-probability channels, several boundary conditions of the sampling procedure are noted here for transparency. Eligibility was verified through respondents' self-reported answers to four screening questions (current remote/hybrid work status, Indonesian residency, minimum six months of tenure, and Indonesian citizenship); no independent verification (e.g., employer confirmation or company email domain) was used, which is a common constraint of anonymous online surveys but means eligibility ultimately relied on respondent honesty. Duplicate participation was not controlled through a technical mechanism such as single-response restriction linked to a verified account or a unique identifier; the questionnaire collected respondents' names, but this does not rule out duplicate or fabricated entries. Finally, respondents' occupational field or industry sector was not collected, so it is not possible to determine whether the recruitment channels used (WhatsApp, Instagram, Facebook, and remote-work-related online communities) disproportionately attracted respondents from particular occupations or industries.

3.4 Measures

All constructs were measured using a five-point Likert scale (1 = strongly disagree; 5 = strongly agree). Job insecurity was measured with eight items adapted from Jung et al. (2021), covering cognitive and affective dimensions. Positively worded security items were reverse-coded so that higher scores indicated greater job insecurity. Job satisfaction was measured with eight items adapted from Al Shbail et al. (2025), covering job tasks, the work environment, coworker relationships, and supervisor relationships. Job embeddedness was measured with six items adapted from Crossley et al. (2007), representing links, fit, and sacrifice. Turnover intention was measured with six items based on Mobley (1977), and negatively worded items were reverse-coded so that higher values indicated a stronger intention to leave. A pilot test with 30 respondents produced acceptable reliability estimates for all constructs (composite reliability = 0.869–0.915; Cronbach's alpha = 0.829–0.893).

3.5 Data Analysis

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4. The measurement model was evaluated using indicator loadings, average variance extracted, cross-loadings, composite reliability, and Cronbach's alpha. The structural model was assessed from the coefficient of determination (R-square), the direction and magnitude of the path coefficients, and their statistical significance. Hypotheses were tested through bootstrapping with 5,000 resamples at a 5% significance level (two-tailed t-statistic > 1.96; p-value < 0.05). Indirect effects were examined to determine whether job satisfaction and job embeddedness mediated the association between job insecurity and turnover intention.

4. Result and Discussion

4.1 Results

4.1.1 Respondent Profile

A total of 280 usable responses were obtained from Generation Z employees working under fully remote, predominantly remote, or hybrid arrangements. Participants resided across 34 Indonesian provinces, with the largest concentrations in East Java (18.2%), DKI Jakarta (13.9%), and West Java (8.9%). The sample comprised 53.9% women and 46.1% men. Table 1 summarizes the respondent characteristics.

Table 1. Respondent Profile

Category	Classification	Frequency	Percentage
Gender	Male	129	46.1%
	Female	151	53.9%
Age	18-21	55	19.6%
	22-25	103	36.8%
	26-29	122	43.6%
Education	Senior High School	54	19.3%
	Diploma	95	33.9%
	Bachelor's Degree	112	40.0%
	Master's Degree	19	6.8%
Work Arrangement	Fully Remote	57	20.4%
	Predominantly Remote	103	36.8%
	Hybrid	120	42.9%
Employment Status	Permanent	124	44.3%
	Contract	156	55.7%
Length of Service	< 1 year	46	16.4%
	1–2 years	76	27.1%
	3–4 years	92	32.9%
	≥ 4 years	66	23.6%

Source: Data Processing, 2026

Women represented 53.9% of the sample and men 46.1%, indicating a relatively balanced gender distribution. Most respondents were 26–29 years old (43.6%), followed by those aged 22–25 years (36.8%) and 18–21 years (19.6%). Bachelor's degree holders formed the largest education group (40.0%). In terms of work arrangement, 42.9% worked in hybrid settings, 36.8% were predominantly remote, and 20.4% were fully remote. Contract employees accounted for 55.7% of respondents, while 44.3% held permanent positions. The most common length of service was three to four years (32.9%). The distribution confirms that the

sample covers different levels of remote-work intensity, although hybrid employees form the largest single group.

4.1.2 Measurement Model Evaluation

The measurement model was evaluated to determine whether the indicators measured their intended constructs with adequate validity and internal consistency. The assessment covered convergent validity, discriminant validity, composite reliability, and Cronbach's alpha.

Convergent Validity

Convergent validity was supported because all indicator loadings exceeded 0.70 (Hair et al., 2014), ranging from 0.714 to 0.831. Average variance extracted values ranged from 0.576 to 0.656 and were therefore above the recommended threshold of 0.50. The cross-loading pattern also showed that each indicator loaded more strongly on its intended construct than on the other constructs, supporting discriminant validity.

Table 2. Convergent Validity

Constructs	Item	Loading Factor
Job Insecurity (X)	CJI 1	0.822
	CJI 2	0.825
	CJI 3	0.763
	CJI 4	0.831
	AJI 1	0.823
	AJI 2	0.784
	AJI 3	0.809
	AJI 4	0.821
Job Satisfaction (Z1)	JT 1	0.777
	JT 2	0.785
	WE 1	0.798
	WE 2	0.789
	CR 1	0.777
	CR 2	0.774
	SR 1	0.788
	SR 2	0.805
Job Embeddedness (Z2)	L 1	0.780
	L 2	0.799
	F 1	0.782
	F 2	0.791
	S 1	0.803
	S 2	0.789
Turnover Intention (Y)	TQ 1	0.782
	TQ 2	0.714
	ISA 1	0.779
	ISA 2	0.740
	IQ 1	0.776
	IQ 2	0.760

Source: Data Processing, 2026

Reliability

Internal consistency was assessed using composite reliability and Cronbach's alpha. Values above 0.70 were treated as acceptable (Hair et al., 2017).

Table 3. Composite Reliability & Cronbach's Alpha

Constructs	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Job Insecurity (X)	0.925	0.926	0.938	0.656
Job Satisfaction (Z1)	0.912	0.913	0.928	0.619
Job Embeddedness (Z2)	0.880	0.881	0.909	0.625
Turnover Intention (Y)	0.853	0.854	0.891	0.576

Source: Data Processing, 2026

All variables achieved composite reliability values above 0.70, indicating strong reliability. Cronbach's alpha values also exceeded 0.70, confirming good internal consistency.

4.1.3 Model Evaluation

The structural model was evaluated from the coefficients of determination and the estimated path coefficients. R-square values were used to describe the model's in-sample explanatory power for each endogenous construct.

Table 4. R Square

Constructs	R Square
Turnover Intention (Y)	0.745
Job Satisfaction (Z1)	0.534
Job Embeddedness (Z2)	0.491

Source: Data Processing, 2026

Turnover intention had an R-square value of 0.745, indicating substantial explanatory power. Job satisfaction had an R-square value of 0.534 and job embeddedness an R-square value of 0.491, indicating moderate explanatory power for both mediators. In substantive terms, the model explained 74.5% of the variance in turnover intention, 53.4% of the variance in job satisfaction, and 49.1% of the variance in job embeddedness within this sample.

4.1.4 Hypothesis Testing: Direct Effects

The direct-effect analysis examined the relationships between job insecurity and turnover intention, job satisfaction, and job embeddedness, together with the relationships of job satisfaction and job embeddedness with turnover intention. Table 5 presents the results.

Table 5. Direct Effects

Hypothesis	Path	Path Coefficients	t Statistics	P Values	Result
H1	JI → TI	0.774	21.792	0.000	Supported
H2	JI → JS	-0.731	17.672	0.000	Supported
H3	JS → TI	-0.348	7.619	0.000	Supported
H4	JI → JE	-0.700	14.757	0.000	Supported
H5	JE → TI	-0.335	7.809	0.000	Supported

Source: Data Processing, 2026

All five direct paths were statistically significant. Job insecurity was positively associated with turnover intention ($\beta = 0.774$, $t = 21.792$, $p < 0.001$), supporting H1. Job insecurity was negatively associated with job satisfaction ($\beta = -0.731$, $t = 17.672$, $p < 0.001$) and job

embeddedness ($\beta = -0.700$, $t = 14.757$, $p < 0.001$), supporting H2 and H4. Job satisfaction ($\beta = -0.348$, $t = 7.619$, $p < 0.001$) and job embeddedness ($\beta = -0.335$, $t = 7.809$, $p < 0.001$) were both negatively associated with turnover intention, supporting H3 and H5. The coefficient for $JI \rightarrow TI$ reported in Table 5 refers to the direct path in the estimated structural model; the mediated paths are reported separately in Table 6.

4.1.5 Mediation Testing: Indirect Effects

The indirect-effect analysis assessed whether job satisfaction and job embeddedness carried the association between job insecurity and turnover intention. Bootstrapping in SmartPLS 4.1.1.8 was used to evaluate the significance of each specific indirect path. The results are reported in Table 6.

Table 6. Indirect Effects

Hypothesis	Path	Path Coefficients	t Statistics	P Values	Result
H6	JI – JS – TI	0.254	6.546	0.000	Partial Mediation
H7	JI – JE – TI	0.235	6.477	0.000	Partial Mediation

Source: Data Processing, 2026

The indirect effect through job satisfaction was positive and significant ($\beta = 0.254$, $t = 6.546$, $p < 0.001$). Because job insecurity was negatively associated with job satisfaction and job satisfaction was negatively associated with turnover intention, the product of the two paths was positive. The direct $JI \rightarrow TI$ path also remained significant, indicating partial mediation and supporting H6. The indirect effect through job embeddedness was likewise positive and significant ($\beta = 0.235$, $t = 6.477$, $p < 0.001$). The direct path remained significant, indicating partial mediation and supporting H7.

4.2 Discussion

Job Insecurity and Turnover Intention

Job insecurity was positively associated with turnover intention among Generation Z employees working remotely or in hybrid arrangements ($\beta = 0.774$, $p < 0.001$). This result is consistent with COR Theory: when the continuity of employment and career development is perceived as uncertain, employees may consider leaving as a way to protect themselves from further resource loss (Hobfoll, 1989). The finding should not be read as evidence that most respondents felt insecure. The average level of job insecurity was low, but the path coefficient captures differences between respondents. In other words, respondents who reported relatively more insecurity also tended to report stronger turnover intention, even within a sample whose overall insecurity was modest.

The result is consistent with Susilowati et al. (2024), Kakar et al. (2023), and Akçin (2023). The remote-work context offers several reasons for this relationship. Employees who are away from the office may receive fewer informal cues about organizational decisions, promotion opportunities, or how their performance is viewed. When formal communication does not compensate for this distance, uncertainty can persist even when daily work remains flexible and manageable. For Generation Z, the availability of digital job information and the ability to work across locations may also make leaving a more accessible response than it would be for employees whose opportunities are tied to a specific workplace. Thus, remote work does not necessarily create insecurity, but it can shape how insecurity is interpreted and acted upon (Leonardi et al., 2024).

Job Insecurity and Job Satisfaction

Job insecurity was negatively associated with job satisfaction ($\beta = -0.731$, $p < 0.001$). From a COR perspective, employment stability is not only an economic resource but also a basis for planning, confidence, and a positive evaluation of work. When employees are unsure whether their position, responsibilities, or career prospects will continue, the value they attach to otherwise favourable aspects of the job may decline. This helps explain why job insecurity can coexist with high average satisfaction: respondents were generally satisfied, but those who felt less secure tended to evaluate their work less positively.

This pattern is in line with Gunawan et al. (2024) and Susilowati et al. (2024). It is particularly relevant to remote and hybrid workers because uncertainty may concern issues that are not immediately visible in daily tasks, such as whether remote employees receive equal recognition, access to development opportunities, or consideration for promotion. Generation Z employees tend to value flexibility, but flexibility alone may not sustain satisfaction when feedback, meaningful contribution, and future prospects are unclear (Salvadorinho et al., 2026). Regular communication and credible career information therefore matter alongside the practical benefits of remote work.

Job Satisfaction and Turnover Intention

Job satisfaction was negatively associated with turnover intention ($\beta = -0.348$, $p < 0.001$), consistent with Pu et al. (2024) and Al Shbail et al. (2025). Satisfaction summarizes employees' evaluations of their tasks, work environment, relationships, responsibilities, and supervisory support. When these experiences meet expectations, remaining with the organization continues to offer valued psychological and practical resources. When they do not, outside opportunities become more attractive.

This relationship may be especially relevant for employees who can work across geographical boundaries. Remote and hybrid arrangements can broaden access to alternative employers and reduce relocation costs, so dissatisfaction can be translated into job-search behaviour with fewer practical obstacles. For Generation Z, satisfaction also depends on whether the job provides meaning, useful feedback, flexibility, and room for development. The result therefore suggests that retention efforts cannot rely on remote-work flexibility alone; the quality of the work experience still matters.

Job Insecurity and Job Embeddedness

Job insecurity was negatively associated with job embeddedness ($\beta = -0.700$, $p < 0.001$), supporting the argument of Dogantekin et al. (2022). In COR terms, job embeddedness represents a stock of resources built through social links, compatibility with the organization, and the benefits that would be sacrificed by leaving. If employees doubt that the organization can provide continuity or a credible future, investing further in these resources becomes less attractive.

Physical separation gives this relationship particular importance. Remote employees may have fewer spontaneous interactions through which trust and belonging are formed, while hybrid employees may retain some face-to-face contact. These differences do not mean that remote employees cannot become embedded. Rather, their links may depend more heavily on deliberate practices such as accessible supervisors, reliable digital collaboration, mentoring, inclusion in decisions, and participation in meaningful projects. When insecurity is added to weak or inconsistent connections, employees may perceive fewer reasons to remain.

Job Embeddedness and Turnover Intention

Job embeddedness was negatively associated with turnover intention ($\beta = -0.335$, $p < 0.001$), in line with Nguyen et al. (2023). Employees who feel connected to colleagues and supervisors, see a good fit between their values and the organization, and expect meaningful losses from leaving are less inclined to consider departure. These resources create reasons to stay that extend beyond immediate satisfaction with a task or work schedule.

The finding also shows why job embeddedness remains relevant in remote work. Organizational attachment does not depend solely on physical proximity. It can be maintained through dependable relationships, fair access to information and opportunities, identification with organizational values, and benefits such as flexibility or career capital that employees would give up by leaving. Conversely, when these resources are weak, the broad external labour market available to remote workers can make turnover intention easier to develop.

Job Satisfaction as a Mediating Variable

Job satisfaction significantly mediated the association between job insecurity and turnover intention ($\beta = 0.254$, $p < 0.001$). This result indicates an affective pathway: employees who perceive greater insecurity tend to evaluate their jobs less positively, and this less favourable evaluation is associated with stronger intention to leave. The direct relationship remained significant, so satisfaction explains part, but not all, of the association.

The result is consistent with Gunawan et al. (2024), Pu et al. (2024), and Lin et al. (2024). In practical terms, uncertainty does not need to produce an immediate decision to resign. It may first change how employees interpret their workload, support, relationships, and prospects. For remote and hybrid employees, these evaluations are shaped by both the quality of the job and the quality of digitally mediated management. Clear expectations, timely feedback, and visible development opportunities can therefore help prevent uncertainty from eroding satisfaction.

Job Embeddedness as a Mediating Variable

Job embeddedness also significantly mediated the association between job insecurity and turnover intention ($\beta = 0.235$, $p < 0.001$). This result identifies a relational-structural pathway. Perceived insecurity is associated with weaker links, fit, and sacrifice, which in turn are associated with stronger turnover intention. As with job satisfaction, the direct path remained significant, indicating that job embeddedness explains only part of the relationship.

This pathway is particularly meaningful in work arrangements where organizational ties must often be built intentionally. When employees are uncertain about their future, they may withdraw from relationships, invest less in the organization, and view the loss associated with leaving as smaller. Over time, this can make external opportunities appear less disruptive. The finding therefore complements the affective explanation provided by job satisfaction: insecurity is linked not only to how employees feel about the job, but also to how firmly they are connected to the organization.

Comparison of the Two Mediating Pathways

The specific indirect effect through job satisfaction ($\beta = 0.254$) was slightly larger than the indirect effect through job embeddedness ($\beta = 0.235$). The difference is small and should not be treated as evidence that one pathway is statistically stronger because no formal comparison between the indirect effects was conducted. Substantively, the results suggest that both pathways matter, but through different mechanisms: job satisfaction operates by changing how employees currently evaluate their work, whereas job embeddedness operates by changing how much employees stand to lose by leaving. These are not interchangeable explanations of the same attachment — one is evaluative and reversible, the other is structural

and accumulated — and their joint significance indicates that job insecurity erodes both the desirability of staying and the cost of leaving.

The practical implications should be developed based on the two underlying mechanisms rather than being treated as a single set of managerial actions. To address the job satisfaction mechanism, organizations should improve employees' current evaluations of their work by communicating contract renewal procedures and performance expectations clearly and promptly, while providing regular individual feedback to enhance employees' understanding of their performance. To strengthen the job embeddedness mechanism, organizations should foster stronger organizational connections by encouraging structured peer interactions, inclusive meetings, mentoring programs, and opportunities to participate in projects across different functional areas. These initiatives help employees develop stronger links, better organizational fit, and greater perceived sacrifice associated with leaving the organization despite physical distance. Since the two mechanisms operate differently, organizations should not assume that improvements in job satisfaction will automatically increase job embeddedness, or vice versa. Each mechanism requires specific managerial interventions. In addition, managers should pay particular attention to contract employees, who represented the majority of the respondents, because employment status may influence how employees interpret organizational messages regarding job continuity through both mechanisms.

5. Conclusion and Suggestion

This study examined the relationship between job insecurity and turnover intention among 280 Generation Z employees working under fully remote, predominantly remote, and hybrid arrangements in Indonesia, with job satisfaction and job embeddedness specified as parallel mediators. Respondents reported low average job insecurity and turnover intention, together with high job satisfaction and job embeddedness. Within these generally favourable conditions, job insecurity was positively associated with turnover intention and negatively associated with both mediators. Job satisfaction and job embeddedness were negatively associated with turnover intention, and both carried significant partial indirect effects.

The findings distinguish two complementary mechanisms. Job satisfaction represents an affective pathway through which perceived insecurity is associated with a less favourable evaluation of work, while job embeddedness represents a relational-structural pathway through which insecurity is associated with weaker links, fit, and perceived sacrifice. This distinction adds context to COR Theory by showing that a perceived threat to employment resources may be linked to withdrawal intention through both how employees evaluate their work and how firmly they are connected to the organization. The result is relevant to remote and hybrid work because physical distance can alter the availability of information, recognition, social interaction, and career signals.

For organizations, the results point to practical measures that are more specific than simply offering flexible work. Transparent communication about employment continuity and career progression, clear performance criteria, regular supervisor feedback, virtual mentoring, and deliberate opportunities for social connection can help preserve satisfaction and embeddedness. These practices are likely to be particularly important for Generation Z employees, who value flexibility but also expect meaningful work, feedback, and visible development opportunities.

6. Limitations and Future Research

Several limitations should be considered. First, the cross-sectional and self-reported design does not establish temporal causality and may be affected by common-method bias. Second, purposive and snowball recruitment through online channels may introduce self-selection bias, as digitally active individuals are more likely to encounter and respond to the survey. Third, respondents were unevenly distributed across provinces. Fourth, the sample combined fully remote, predominantly remote, and hybrid employees. These groups share reliance on digital coordination but may differ in social contact, visibility, and access to organizational resources. Finally, employment status, work arrangement, tenure, gender, and education were described but were not included as control variables, even though contract status and remote-work intensity may be related to the focal constructs.

Future research should compare fully remote, predominantly remote, and hybrid employees through multi-group or moderated analyses and should examine whether employment status changes the strength of the proposed relationships. Probability-based recruitment, where feasible, would improve representativeness. Longitudinal studies could establish the sequence through which insecurity is followed by changes in satisfaction, embeddedness, and actual turnover. Further work may also incorporate organizational support, psychological safety, work-life balance, leadership, and objective employment outcomes, or examine the model through complementary perspectives such as Job Demands-Resources Theory and Social Exchange Theory.

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Declaration of AI and AI-assisted technologies in the writing process

During manuscript preparation, Claude and ChatGPT were used to support paraphrasing, translation, academic wording, and improvements to clarity and structure. The authors reviewed and revised all AI-assisted content and accept full responsibility for the final manuscript submitted for publication.

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