

## The Effect of Job Insecurity and Work Environment on Employee Loyalty with Job Satisfaction as an Intervening Variable at RSU Aghisna Medika Kroya

Puspita Kusuma Wardani<sup>1</sup>, Hengky Widhiandono<sup>2\*</sup>, Hermin Endratno<sup>3</sup>, Totok Haryanto<sup>4</sup>

Muhammadiyah University of Purwokerto

**Corresponding Author:** Hengky Widhiandono

[hengkywidhiandono@ump.ac.id](mailto:hengkywidhiandono@ump.ac.id)

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### ABSTRACT

This study aims to analyze the effect of job insecurity and work environment on employee loyalty with job satisfaction as a mediating variable. The method of collecting data by distributing questionnaires to employees as respondents. The population was 260 employees of Aghisna Medika Kroya Hospital. The sampling technique used is simple random sampling. The analysis method used uses smart PLS 3.0. The results showed that job insecurity has a positive and significant effect on job satisfaction, work environment has a positive and significant effect on job satisfaction, Job Insecurity has a positive and significant effect on employee loyalty, work environment has a positive and significant effect on employee loyalty, job satisfaction has a positive and significant effect on employee loyalty, job satisfaction can mediate the relationship between job insecurity variables on employee loyalty, and job satisfaction can mediate the relationship between work environment variables on employee loyalty.

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## **INTRODUCTION**

Employee loyalty is a key element in the world of work, especially in the health sector which prioritizes high-quality service standards, such as hospitals. Hospitals play a crucial role in providing health services and medical care to the community. In accordance with Law No. 44 of 2009 concerning hospitals, hospitals are tasked with providing standardized treatment and rehabilitation services, maintaining and improving patient health through advanced services, organizing professional education and training for health workers, and conducting research and development in health technology, while still respecting scientific and ethical principles (Law of the Republic of Indonesia No. 44, 2009).

The largest privately owned type C hospital in Kroya District is RSU Aghisna Medika Kroya (RSU AGK) which serves general patients, Jamkesmas, and BPJS. With the support of 260 workers in a shift work system (Rahayu, 2019). There are problems related to job insecurity and the work environment at Aghisna Medika Kroya General Hospital. Before being acquired by Muhammadiyah, RSU AGK faced several challenges, such as low occupancy rates (25% of 104 beds), limited services, less structured operational management, and minimal community collaboration such as BPJS cooperation, drug delivery, and ambulance services (Muhammadiyah, 2023). RSU Aghisna Medika Kroya (RSU AGK) is facing the problem of high employee turnover rates. Based on RSU AGK SDM data, the annual turnover percentage tends to increase, peaking in 2020 at 15%, and the average is at 11.01%. Turnover is said to be high if it reaches 5% or even more (Maier, 1970). High turnover can indicate low employee loyalty and pose a risk to the sustainability and productivity of the organization. This condition indicates a managerial issue that needs to be addressed immediately so that the hospital can operate optimally (Laluasa and Dinar, 2022).

Employee loyalty shows how loyal and dedicated they are to the company where they work, they are committed to giving their best contribution in carrying out their job responsibilities in the hope of getting rewards for their commitment (Winaryanti et al., 2023). Commitment theory explains that employee loyalty is related to their level of attachment or commitment to the organization, which can be divided into three types. Affective commitment occurs when employees feel emotionally attached to the organization. Continuance commitment occurs because of employees' awareness that they will suffer losses if they leave the organization. Normative commitment refers to the feeling that one must remain loyal to an organization (Putra et al, 2024).

Job insecurity is one of the variables that has the potential to affect employee loyalty. A place or work environment that is felt to be safe by employees will encourage them to be more loyal to the company. A conducive and comfortable work environment makes employees work together more effectively and have a more constructive approach in resolving conflicts (Ardellia and Sukmawati, 2024).

Job insecurity is the apprehension felt by employees over the potential loss of employment, whether in the immediate or distant future. Unstable employment status and uncertain income increase the desire to change jobs,

which ultimately decreases employee loyalty and satisfaction with their jobs (Meda et al., 2022). This is supported by Meda et al (2022), Hidayat et al (2023), Azela & Suwarsi (2024), and Goca et al (2023) which state that job insecurity has a positive and significant effect on employee loyalty. However, this research is not in line with (Udayani & Putra, 2024) which states that job insecurity does not affect employee loyalty.

Beyond the factors of job insecurity, the work environment plays a crucial role in influencing employee loyalty. It encompasses the physical, social, and psychological elements of the workplace that have an impact on employees. The work environment can also include physical facilities (such as work space and equipment), interpersonal relationships, support from supervisors, and organizational culture. A good working environment, with peaceful, healthy and supportive conditions and fulfilling employee needs, can increase employee activity and loyalty towards the company (Giovanni & Ie, 2022). This is supported by Rohimah (2018), Safrida et al (2023) and Wahyudi (2024) which states that the work environment has a positive and significant effect on employee loyalty. However, this research is not in line with Usniarti & Nuvriasari (2024) and Urmila (2022) which states that the work environment does not affect employee loyalty.

Job satisfaction is also a further influencing variable. It encompasses favorable feelings of employees towards their job, including conditions, environment, tasks, and interactions with superiors and co-workers. Positive working conditions, including good co-workers, support from superiors, and respect and trust, greatly influence job satisfaction. A positive attitude at work encourages positive behavior (Widhiandono et al., 2022). If the company has a good career system, provides good compensation, managers who always motivate, and a safe working environment, employees will feel safe and comfortable in the workplace (Marcelia et al., 2022). This is supported by Rohimah (2018), Safrida et al (2023) and Wahyudi (2024) which states that job satisfaction has a positive and significant effect on employee loyalty. However, this research is not in line with Citra & Fahmi (2019) which states that job satisfaction has no effect on employee loyalty.

Employee loyalty to the organization is greatly influenced by their level of job satisfaction. Employees content with their responsibilities are often more dedicated and driven, contributing positively on a regular basis. This is because job satisfaction ensures that their needs, goals, and aspirations are met in the work environment (Saputra et al., 2024). A high level of job satisfaction can be achieved when employees feel happy and comfortable in carrying out their duties. Job satisfaction affects job insecurity, when employees feel secure in their jobs, the level of job satisfaction tends to increase, thus reducing the negative impact of job insecurity. Conversely, when job satisfaction is low, the adverse effects of job insecurity on employees become more pronounced. This is supported by Arya Rangga & Fitria Hermiati (2023) and Arlen (2024) who state that job insecurity positively and significantly affects job satisfaction. However, this research is not in line with Panuntun et al (2024) and Meda et al (2022) which state that job insecurity has a negative and significant effect on job satisfaction.

Job satisfaction also affects the work environment. A positive work environment will increase job satisfaction, which in turn encourages employees to perform better and be more committed to their work. Conversely, if the work environment is inadequate, job satisfaction may decrease, which has an impact on employee productivity and loyalty. This is supported by Rohimah (2018), Safrida et al (2023) and Wahyudi (2024) who state that the work environment has a positive and significant effect on job satisfaction. However, this research is not in line with Urmila (2022) which states that the work environment has no significant effect on job satisfaction. Job satisfaction acts as a mediator in the bond between loyalty and job insecurity, which means that when the level of employee job insecurity is low and balanced with high job satisfaction, this can foster employee loyalty (Cantika & Surya, 2024).

According to Cantika & Surya (2024) and Goca et al (2023) job satisfaction can act as a mediator of the influence of job insecurity on employee loyalty. Job insecurity can cause feelings of anxiety and uncertainty that have a negative impact on employee loyalty. However, employees who feel satisfied with their jobs, despite insecurity, are relatively more able to accept the condition and remain loyal to the organization. This indicates that the negative implication of job uncertainty on loyalty might be lessened by work satisfaction.

According to Rohimah (2018), that job satisfaction can be a mediator in the correlation between the implication of the work environment and employee loyalty. Job satisfaction can increase if the work environment is created conducive, both physically and psychologically. An environment that supports employees, such as good relationships with coworkers, superiors, and adequate facilities, contributes directly to loyalty. However, this effect can be stronger if the work environment influences increased job satisfaction first, thus having a positive impact on loyalty.

This research enhances the comprehension of employee loyalty by exploring how job satisfaction mediates the effects of job insecurity and the work environment on loyalty within hospital settings. It aims to provide actionable insights for hospital administrators to formulate strategies that bolster employee loyalty. The results could serve as a foundation for fostering a more supportive and enduring work atmosphere. A notable research gap is the scarcity of integrative studies on job insecurity, work environment, job satisfaction, and employee loyalty in the hospital sector.

The difference between this research and previous research is located in the variables and research objects. In previous studies, the research object was in the Antasura subak shop and the object of this research was in the hospital and another difference lies in the variables, this study adds independent variables, namely work environment variables.

The research aims to explore and elucidate the following associations: “(1) the effect of job insecurity on job satisfaction, (2) the consequences of the work environment on job satisfaction, (3) the impact of job insecurity on employee loyalty, (4) the effect of the work environment on employee loyalty, (5) the correlation between job satisfaction and employee loyalty, (6) the intermediary role of job satisfaction in the link between job insecurity and employee loyalty,

and (7) the intermediary role of job satisfaction in the connection between the work environment and employee loyalty."

## **LITERATURE REVIEW**

### **Theory Job Demands-Resources (JD-R)**

The theory used in this study is Job Demands-resources (JD-R) theory because this theory is used for various purposes related to human resource management and organizations. Specifically, this theory is designed to understand and analyze the dynamics between job demands and job resources in the context of employee well-being, motivation, and work outcomes.

### **Employee Loyalty**

Employee loyalty is defined as employees who believe in the norms and strategies of the company which can be seen through commitment, attitude and then show their loyalty in behavior (Giovanni & Ie, 2022). This loyalty has several dimensions, such as compliance with regulations, interpersonal relationships, responsibility for work, and a sense of belonging. Job Demands-resources (JD-R) theory explains that employee loyalty is one of the end results resulting from the balance between job demands and job resources in JD-R. In JD-R theory, employee loyalty is influenced by how the organization manages job demands and provides job resources.

Loyalty factors are: Psychological factors caused by job insecurity, a sense of uncertainty about job continuity can reduce employee loyalty, employees who feel insecure in their jobs tend to be less attached to the organization which can cause high turnover and the second factor is organizational factors such as the work environment, a supportive work environment such as good interaction with coworkers and superiors, adequate facilities, and a conducive atmosphere, can increase employee loyalty. According to Sopali et al (2021) Employees who are very dedicated to their company can usually show their level of satisfaction, organizations whose hospital service quality is very good will feel satisfied so that employees who feel content with their jobs and work environment will remain loyal to their company.

### **The Impact of Job Insecurity on Employee Loyalty**

Job insecurity talks about feeling or worry of employees concerning the sustainability of their future employment, this includes the fear of losing their job or a decline in working conditions, such as reduced working hours, pay, or responsibilities. According to Azela and Suwarsi (2024) defined as a person's perception of the importance of job elements, the importance of the job as a whole, and the powerlessness to deal with various job problems. Factors that can influence Job Insecurity include economic conditions, company policies, and changes in hospital organization.

According to Arlen (2024) Greenhalgh and Rosenblatt created an idea that discusses the causes of Job Insecurity in the context of its measurement; The importance of a person in their job has a big impact on how safe and comfortable they feel at work. Income, position, advancement opportunities, and comfortable working conditions are the main aspects that influence how comfortable and safe they feel in carrying out their duties; Employees feel threatened by various aspects of their jobs, such as promotion opportunities, current salary stability,

and the potential for future salary increases; Employees are highly aware of the level of perceived threat associated with events that could negatively impact their work, such as the risk of losing their job or moving to a different workplace.

According to the JD-R theory, job insecurity is categorized as one of the job demands. Job insecurity, which is a feeling of insecurity about job continuity or certain aspects of work, is a form of psychologically significant job demand. When employees feel that their jobs are insecure, they tend to experience high emotional distress, anxiety, and decreased motivation. These negative effects of job insecurity can have a direct impact on the level of job satisfaction, which in turn affects employee loyalty. According to Meda et al., (2022) job insecurity has both positive and crucial impacts on employee loyalty.

### **The Influence of the Work Environment on Employee Loyalty**

The work environment constitutes the space where employees dedicate the majority of their working hours and mirrors the ambiance of the workplace. Factors like cohesiveness, coworker interactions, employee behavior, individual traits, emotional states, and managerial support are vital in the work environment. Putra and Sriathi (2018) noted that the work environment encompasses all that surrounds employees, impacting their ability to fulfill assigned duties.

According to JD-R theory, the work environment is included in the category of job resources. When employees feel that the organization cares about their well-being through the provision of a decent workplace, they tend to have positive feelings towards the organization. This sense of security and comfort creates trust that strengthens employee loyalty. According to Rohimah (2018), the work environment influences employee loyalty substantially.

### **The Influence of Job Satisfaction on Employee Loyalty**

Job satisfaction is a feeling of satisfaction or positivity in an employee regarding his or her work. Job satisfaction is a person's effectiveness or emotional reaction to various factors of their work (Afandi, 2018). Job satisfaction is created when someone feels satisfied with certain aspects of their job, such as their responsibilities, work environment, salary, relationships with superiors and coworkers, and opportunities for self-development. This can affect employee performance, commitment, and loyalty to the organization.

According to the JD-R theory, job satisfaction in JD-R is influenced by the interaction between job demands and job resources. When job demands, such as job insecurity, are not balanced by adequate job resources, employees tend to experience decreased job satisfaction. Conversely, if a supportive work environment is able to compensate for job demands, job satisfaction will increase. JD-R theory explains that job satisfaction also functions as a mediator that bridges the relationship between job demands and work resources with work outcomes, including employee loyalty. When employees feel that their jobs provide a balance between challenge and support, they tend to feel more satisfied. This satisfaction comes not only from the job itself, but also from their perceptions of the organization as a whole, including how it handles work demands. According to Rohimah (2018) job satisfaction influences employee loyalty significantly and positively.

### The mediating effect of job satisfaction on the influence of job insecurity and work environment on employee loyalty

Cantika & Surya (2024), posits that job satisfaction mediates the relationship between job insecurity and employee loyalty, suggesting that low job insecurity combined with high job satisfaction fosters employee loyalty. Similarly, Rohimah (2018) identifies job satisfaction as a mediating factor between the work environment and employee loyalty. This shows that when employees feel satisfied because their needs are met through the benefits obtained from the work environment, the level of satisfaction encourages them to stay. Ultimately, employee loyalty to the organization will increase.

Prior studies have not adequately explored how job insecurity and the work environment impact employee loyalty in hospital settings, especially when considering job satisfaction as a mediating factor. Previous studies from Rohimah (2018) state that employee job satisfaction can mediate working conditions on employee loyalty. The effect of job satisfaction in the health sector can lead to increased quality of health services, reduced employee turnover rates, increased productivity and efficiency and increased mental health and employee well-being. Specific factors that affect medical personnel job satisfaction are safe, clean working conditions and adequate facilities, support and leadership, workload and stress, career development and training and factors for non-medical workers are working conditions and facilities, interpersonal relationships, salary and compensation, and job stability.

#### Framework And Hypothesis

Figure 1 will explain the framework of thought.

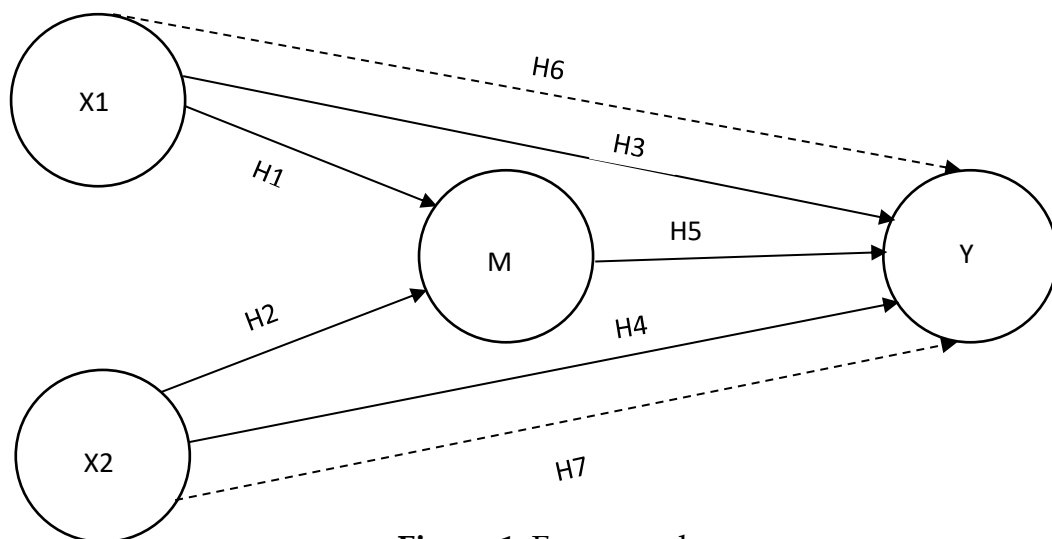


Figure 1. Framework

The hypothesis of this research is;

**H1:** Job Insecurity affects Job Satisfaction significantly and positively.

**H2:** Work environment influences job satisfaction positively and significantly.

**H3:** Job Insecurity affects Employee Loyalty significantly and positively.

**H4:** Work Environment influences Employee Loyalty significantly and positively.

**H5:** Job Satisfaction influences Employee Loyalty significantly and positively.

**H6:** Job Insecurity influences Employee Loyalty significantly and positively with Job Satisfaction as an intervening variable.

**H7:** The work environment significantly and positively impacts employee loyalty, with job satisfaction serving as a mediating variable.

## METHODOLOGY

This study employed a quantitative approach to evaluate the impact of independent variables (job insecurity and work environment), intermediary variables (job satisfaction), and dependent variables (employee loyalty). Quantitative studies are methods that rely on statistical analysis and numerical measurements. This method requires clear, structured, and systematic criteria from the start (Safrida, Yafiz and Lubis, 2023).

This study involved a population of 260 employees at Aghisna Medika Kroya General Hospital. The study employed simple random sampling as its sampling technique (Sugiyono, 2015). Primary data were collected through questionnaires to measure the variables under investigation. The indicators and statements used in previous findings are aligned with this questionnaire. This questionnaire uses a Likert scale with five values, namely: Strongly Agree (value 5), Agree (value 4), Neutral (value 3), Disagree (value 2), and Strongly Disagree (value 1).

Table 1. Indicators Variable

Job Insecurity (X1) (Rangga & Hermiati, 2023)	Work Environment (X2) Tonce dkk (2022)	Employee Loyalty (Y) Safrida dkk (2023)	Job Satisfaction (M) Tonce dkk (2022)
The meaning of work for individuals.	Cleanliness.	Obedience/Compliance.	Promotion.
The possibility of negative changes in aspects of work.	Lighting or light in the workplace.	Responsibility.	Relationship with superiors.
The importance of work for employees as a whole.	Temperature or temperature in the workplace.	Devotion.	Additional Benefits.
The possibility of negative changes in overall work.	Interior in the workplace.	Honesty.	Working Relationship.
Feelings of helplessness or powerlessness.	Relationships between colleagues at the same level.		Communication.
	Cooperation between employees.		

This research uses the Structural Equation Modeling (SEM) framework and SmartPLS 3.0 software to perform Partial Least Squares (PLS) analysis due to maximizing the explained variance in the dependent construct (Hair et al., 2011). The measurement model, which evaluates how indicators depict latent variables, and the structural model, which investigates the connections between latent variables, especially the impact of independent variables on dependent ones, are the two main parts of SEM. PLS SEM is particularly well-suited for intricate models and smaller sample sizes. Indicators that exhibit loading factors

or AVE values below 0.5 are indicative of inadequate validity or a poor representation of the latent construct. While the inner model is used to test and identify structural relationships between constructs, which allows researchers to test hypotheses in theoretical models.

The researcher expanded the study to include tests for validity and reliability. Convergent validity was evaluated by examining the loading factor values of each indicator, considering values greater than 0.7 as valid (Widarjono, 2015). Reliability was determined using Cronbach's Alpha or Composite Reliability, with values exceeding 0.7 denoting internal consistency (Widarjono, 2015). Analysis of the structural model involved assessing the R<sup>2</sup> value to gauge the implication of independent variables on dependent variables. The bootstrapping method was utilized to ascertain the significance of the relationships between constructs, employing t-statistics and p-values ( $p < 0.05$ ) to determine the validity of the hypotheses (Hair et al., 2011). Furthermore, the mediation effects were analyzed through the bootstrapping method to evaluate the substantial implication of the work environment and career development on employee loyalty, considering job satisfaction as a mediating variable ( $p < 0.05$ ) (Hair et al., 2011).

## RESEARCH RESULT

### Descriptive statistics

Table 2. Descriptive statistics

Description	Group	Quantity	Persentase (%)
Gender	Male	39	27,09%
	Female	105	72,91%
	Quantity	144	100
Age	20 - 30 year	79	54,86%
	31 - 40 year	59	40,97%
	41 - 50 year	6	4,17%
	Quantity	144	100
Status	Married	96	66,67%
	Unmarried	48	33,33%
	Quantity	144	100
Years of service	<1 year	48	33,33%
	1 - 10 year	85	59,03%
	11 - 20 year	11	7,64%
	Quantity	144	100
Latest education	SMP	1	0,69%
	SMA/SMK	10	6,94%
	S1/D4	56	38,89%
	D3	75	52,09%
	Other	2	1,39%
	Quantity	144	100

From table 2, the number of respondents is dominated by female gender as many as 105 people (72.91%) and the rest by male gender as many as 39 people (27.09%). For age, 79 people (54.86%) were dominated at the age of 20-30 years, 59 people (40.97%) at the age of 31-40 years and 6 people (4.17%) at the age of 41-

50 years. This is because those aged 20-30 years are generally in the early career phase, where they tend to have high work enthusiasm but also face various challenges in adapting to the world of work. This phase is often characterized by a focus on learning, skill development and seeking professional experience to build the foundation of their career. For status, 96 people (66.67%) are married and the rest are not married as many as 48 people (33.33%). This is because married respondents tend to have higher needs for job stability, work-life balance, and a supportive work environment to fulfill their family responsibilities. For the working period dominated for 1-10 years as many as 85 people (59.03%), for < 1 year as many as 48 people (33.33%) and 11-20 years as many as 11 people (7.64%) this is because during the working period of 1-10 years employees tend to have high motivation to build their professional reputation. They are generally more open to new challenges and want to show their best performance as part of their efforts to gain recognition and career development opportunities. The latest education is dominated by D3 as many as 75 people (52.09%), S1 / D4 as many as 56 people (38.89%), SMA / SMK as many as 10 people (6.94%), SMP as many as 1 person (0.69%) and others as many as 2 people (1.39%).

**Evaluation of Measurement Model (Outer Model)**

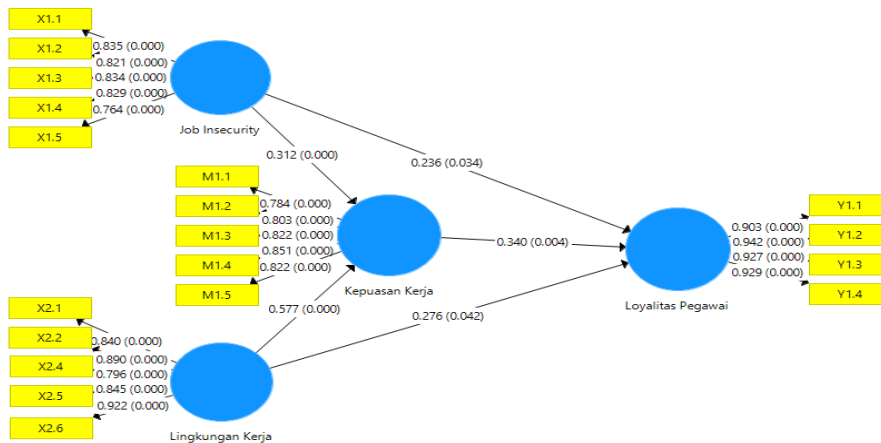


Figure 1. Outer Model Test Results

The outer model, also known as evaluation of the measurement model is designed to assess the indicator variables. The stages in this evaluation are carried out by looking at the outer loadings to analyze Convergent Validity. According to the Widarjono (2015) outer loading must be  $\geq 0,7$ . Based on the outcomes of the outer model test, it is known that there is 1 measurement item that is  $\leq 0,7$ , namely  $X2.3 = 0,526$ , so the indicator is removed and re-run. Figure 3 shows the bootstrapping results.

Next, Table 3 shows the results of the T statistics and P values.

Table 3. T statistic results and P values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>Job Insecurity -&gt; Job Satisfaction</b>	0,312	0,311	0,069	4,519	0,000
<b>Job Insecurity -&gt; Employee Loyalty</b>	0,236	0,224	0,111	2,131	0,034
<b>Job Satisfaction -&gt; Employee Loyalty</b>	0,340	0,347	0,117	2,897	0,004
<b>Work Environment -&gt; Job Satisfaction</b>	0,577	0,576	0,057	10,044	0,000
<b>Work Environment -&gt; Employee Loyalty</b>	0,276	0,271	0,135	2,040	0,042

Hair et al. (2011) suggest that at least 5,000 bootstrap samples are necessary, matching the original dataset's observation count. At a 5% significance level for a two-tailed test, the critical t-value is 1.96. The results demonstrate that job insecurity substantially influences both job satisfaction (t-statistic 4.519, p-value < 0.05) and employee loyalty (t-statistic 2.131, p-value 0.034). Moreover, job satisfaction substantially affects employee loyalty, as indicated by a t-statistic of 2.897 and a p-value of 0.004. The work environment also markedly affects job satisfaction and employee loyalty, with t-statistics of 10.044 and 2.040, respectively, both exceeding the critical value, and p-values indicating significance.

Table 4 shows the results of the specific indirect effects test.

Table 4. Specific Indirect Effects Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>Job Insecurity -&gt; Job Satisfaction -&gt; Employee Loyalty</b>	0,106	0,108	0,045	2,370	0,018
<b>Work Environment -&gt; Job Satisfaction -&gt; Employee Loyalty</b>	0,196	0,199	0,068	2,881	0,004

According to (Hair et al, 2011), Table 2 shows that the critical value for a two-tailed test at the 5% significant level is 1.96. A t-statistic of 2.370, which is higher than the crucial value, and a p-value of 0.018, which is lower than the 0.05 threshold, show that work satisfaction significantly mediates the association

between job insecurity and employee loyalty. These numbers point to a strong, statistically significant mediating role for work satisfaction in the relationship between loyalty and job insecurity. In a similar vein, job satisfaction is also a substantial mediator between the work environment and employee loyalty, supported by a t-statistic of 2.881, and a p-value of 0.04, again under the 0.05 mark. These results affirm the pivotal role of job satisfaction in influencing the interplay among job insecurity, the work environment, and employee loyalty.

## **DISCUSSION**

### **The Influence of Job Insecurity on Job Satisfaction**

The results indicate that the hypothesis 1 valid, underscoring its importance in enhancing the satisfaction levels of employees. This research is consistent with research Arya Rangga and Fitria Hermiati (2023), Goca et al., (2023) and Arlen (2024) which proves that job insecurity affects job satisfaction significantly and positively. The findings are in line with the Job Demands-Resources (JD-R) theory, job insecurity falls into the category of job demands, which refers to aspects of work that require significant emotional, mental, or physical effort from employees. When employees feel uncertain about the future of their jobs - whether due to the threat of job loss, organizational instability, or unclear management policies - they tend to experience high levels of stress, anxiety, and dissatisfaction. This happens because job insecurity creates feelings of uncertainty that disrupt employees' psychological stability and perception of their value in the organization. Implications for Aghisna Medika Kroya General Hospital, that hospitals need to realize that job insecurity, although considered a detrimental factor, in some contexts can increase job satisfaction. For example, insecurity can encourage employees to be more focused, strive to show their best performance, and feel more motivated to maintain their positions. However, these impacts can be temporary and high risk in the long term.

### **The Influence of Work Environment on Job Satisfaction**

The second hypothesis is valid work environment's influence on job satisfaction substantiates the significant positive outcome of the work environment on job satisfaction. It align with a research from Rohimah (2018), Wahyudi (2024) and Safrida et al., (2023), that the work environment influences job satisfaction significantly and positively. This result is in accordance with the JD-R theory which is included in the job resources category. A conducive work environment, both in terms of physical and social, is one of the important work resources for employees. In JD-R theory, a good work environment can reduce the negative impact of high work demands, including job insecurity. Employees who feel that they have support from coworkers and superiors will be better able to deal with the stress caused by job insecurity. A positive work environment can also increase employees' intrinsic motivation, which has a direct impact on job satisfaction. Implications for Aghisna Medika Kroya General Hospital, that the hospital needs to realize that a conducive work environment, including harmonious ties with employees, support from superiors, and a sense of respect and trust, make a major contribution to increasing job satisfaction.

### **The Influence of Job Insecurity on Employee Loyalty**

The third hypothesis examines the potential positive influence of job insecurity on employee loyalty. This indicates a statistically substantial effect. It aligns with a research from Muh. Rian Hidayat et al (2023), Meda et al., (2022) and Arinda Dwi Azela & Sri Suwarsi (2024) that the job insecurity influences employee loyalty significantly and positively. This result is in accordance with JD-R theory, job insecurity is categorized as one of the job demands. When employees feel that their jobs are insecure, they tend to experience high emotional distress, anxiety, decreased motivation and decreased employee loyalty. Implications for Aghisna Medika Kroya General Hospital, that the hospital needs to realize that maintaining employee loyalty, it is necessary to provide adequate job security through transparent communication, fair management policies, and clear career support programs. This not only maintains loyalty, but also ensures the continuity of high-quality health services.

### **The Influence of Work Environment on Employee Loyalty**

The analysis demonstrates the work environment on employee loyalty thus confirming a significant positive effect. as evidenced by the research conducted by Rohimah (2018), Safrida et al., (2023) and Wahyudi (2024) that the work environment influences employee loyalty significantly and positively. This is in accordance with JD-R theory, when employees feel that the organization cares about their welfare through the provision of a decent workplace, they tend to have positive feelings towards the organization. This sense of security and comfort creates trust that strengthens employee loyalty. Implications for Aghisna Medika Kroya General Hospital, that hospitals need to be aware that a good working environment can reduce employees' desire to look for other opportunities, because of the feeling that leaving a comfortable environment is a big risk.

### **The Influence of Job Satisfaction on Employee Loyalty**

This indicates the fifth hypothesis's valid, that job satisfaction has a statistically beneficial outcome on employee loyalty. The results of this study align with the conclusions of Rohimah (2018), Wahyudi (2024) and Urmila (2022). This result is in accordance with JD-R theory, job satisfaction also serves as a mediator that bridges the relationship between work demands and work resources with work outcomes, including employee loyalty. When employees feel that their jobs provide a balance between challenge and support, they tend to feel more satisfied. This satisfaction comes not only from the job itself, but also from their perceptions of the organization as a whole, including how it handles work demands. Implications for Aghisna Medika Kroya General Hospital, that hospitals need to realize that the quality of service is highly dependent on the dedication of the workforce. The satisfaction felt by employees for their work, encourages a high sense of attachment to the organization, so that they are more committed to staying and contributing optimally.

### **The Impact of Job Insecurity on Employee Loyalty with Job Satisfaction as a mediating variable.**

This confirms the sixth hypothesis that job satisfaction is an effective mediator in between job insecurity and employee loyalty. These conclusions are in harmony with the research conducted by Goca et al., (2023), which highlights

the intermediary function of job satisfaction in moderating the effects of job insecurity on employee loyalty. This result is consistent with JD-R theory, employees who are dissatisfied with their jobs tend to lose emotional commitment to the organization, which in turn reduces their loyalty. Conversely, if the organization is able to increase job satisfaction through managing job resources, such as creating a supportive work environment or providing career development opportunities, employee loyalty can be maintained even though they face job insecurity. Implications for Aghisna Medika Kroya General Hospital, hospitals need to be aware of the importance of organizations, such as hospitals, to understand the complex relationship between these factors in an effort to maintain a loyal workforce. Unaddressed job insecurity can trigger dissatisfaction, which ultimately reduces employee loyalty.

#### **Influence of Work Environment on Employee Loyalty with Job Satisfaction as a mediating variable.**

The seventh hypothesis is valid, indicating that job satisfaction effectively serves as a mediating variable in the influence of the work environment on employee loyalty. This observation aligns with Rohimah's (2018) research, which suggests that job satisfaction can mediate the relationship between the work environment and employee loyalty. The findings are in line with the JD-R theory, a good work environment has a positive impact on employee job satisfaction and increases loyalty. When the work environment creates supportive conditions, employees tend to feel satisfied with their jobs because their basic needs and expectations of work are met. Implications for Aghisna Medika Kroya General Hospital, that the hospital needs to be more responsive in creating a supportive work environment, so that employees continue to feel appreciated and motivated to contribute, even when facing challenges or uncertainties in their work. This strategy not only increases loyalty, but also helps maintain operational stability and quality of health services.

## **CONCLUSION AND RECOMMENDATION**

As a result of the analysis and discussion, it can be concluded that:

1. Job Insecurity has a significant and positive impact on Job Satisfaction.
2. Work Environment has a significant and positive impact on Job Satisfaction.
3. Job Insecurity has a significant and positive effect on Employee Loyalty.
4. Work Environment has a significant and positive impact on Employee Loyalty.
5. Job Satisfaction has a positive and significant impact on Employee Loyalty
6. Job Satisfaction can mediate the correlation between Job Insecurity variables in Employee Loyalty
7. Job Satisfaction can mediate the correlation between Work Environment variables on Employee Loyalty.

## **ADVANCED RESEARCH**

This research only includes 4 variables, while there are still many factors that have the potential to influence employee loyalty. This research was only conducted in the hospital sector. Future research is expected to conduct similar

research in other sectors or regions to see if the results are consistent. Future research is expected to expand the scope of variables, such as the independent variables of leadership style, organizational culture, and compensation in order to provide a more comprehensive understanding. Future research is also expected to use items from Allen Meyer.

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