



Human Resource Management: The Effect of Job Insecurity Management on Replacement Intentions through Alternative Work as a Moderator

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ABSTRACT

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This study examines the phenomenon of turnover intention as a significant challenge in the creative industry sector, focusing on the role of job insecurity and the perception of alternative job opportunities in Indonesia. Using a quantitative approach and causal-explanatory design, this study involved 103 employees of CV Katen Creative Media, a creative startup in Cirebon, as respondents through *saturated sampling techniques*. Data were collected using a structured questionnaire and analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The research findings indicate that job insecurity has a significant positive influence on relocation intentions, suggesting that the uncertainty of employment contracts and a lack of career clarity increase employees' desire to leave the organization. Further, the perception of alternative jobs also significantly influenced the intention to move, implying that the belief in the existence of better job opportunities outside drove the decision to quit. However, the role of moderation of the perception of alternative jobs on the relationship between job insecurity and intention to move is not statistically significant. These results underscore the complexity of intentional shift behaviors in the creative sector and highlight the importance of job security guarantees for employee retention and stability. The practical implications underscore the need for a human resource management strategy that prioritizes enhancing job security and providing transparent career paths. The implications of these findings enrich understanding of the dynamics of intent to move in the creative industry ecosystem in developing countries, providing an empirical foundation for the development of more effective employee retention models as well as direction for future research.

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INTRODUCTION

In the contemporary employment landscape, turnover intention has become a fundamental issue that presents significant challenges to the operational sustainability and financial stability of organizations across various industry sectors. Growth driven by digital innovation and content consumption (Ahmad Saufi et al., 2023; Suleman et al., 2024; Tan et al., 2024). However, the characteristics of this industry, such as the prevalence of short-term projects and non-permanent contracts, often lead to high job insecurity. Theoretically, this condition poses a threat to the individual's core resources, as the perception of ongoing job loss triggers stress and encourages avoidance behaviors, including the intention to relocate (Sonnentag et al., 2023; Van Eersel et al., 2022; Y. Wang et al., 2023). Furthermore, this instability undermines employees' implicit expectations of security, thereby reducing their commitment (Alanzeh et al., 2023; Chaudhry et al., 2025; Wu et al., 2021). According to the research results, 45% of creative workers experience uncertainty, which is 1.5 times higher than the conventional average (Hamrick et al., 2024; Murphy et al., 2024; Nash et al., 2022).

Several quantitative studies have investigated the relationship between job insecurity and intention to move. Research conducted by Montani et al. (2021), using a sample of 400 employees, found a positive correlation coefficient ($r = 0.62, p < 0.01$) between job insecurity and intention to move, suggesting that increased job insecurity significantly predicted the desire to quit. Furthermore, another study using Structural Equation Modeling (SEM) on 350 respondents, reported that the perception of alternative jobs directly affected intention to move ($\beta=0.35, p<0.001$), but the role of moderation was less consistent in all contexts (Rahman et al., 2022; Tarinc et al., 2023; E. S. T. Wang, 2022). In contrast to the research conducted by El-Sherbeeney et al. (2023), a multilevel regression analysis of data from 800 nurses found that the availability of alternative jobs significantly strengthened the relationship between insecurity and the intention to move (β interaction = 0.18, $p < 0.05$). These studies collectively indicate the complexity of the relationships between variables and highlight the need for further exploration with a focus on specific contexts.

Although several quantitative studies have examined job insecurity and intention to move, significant gaps remain in the literature, particularly regarding the role of moderating alternative perceptions of work in the context of the creative industry in Indonesia. Existing empirical data do not comprehensively explain how the interaction between job insecurity and the perception of alternative jobs statistically affects employees' intention to move in this sector. For example, previous studies have often focused on conventional manufacturing or service industries, leaving the unique dynamics of creative workers with flexible contracts and project-based work unquantified in depth. This gap is crucial, given that data show that the proportion of creative workers experiencing job insecurity is higher. Currently, there is no strong numerical evidence on how their perception of the external job market influences their responses to such insecurity, which can differ from those in other sectors.

This study makes a new quantitative contribution by explicitly examining the role of moderation in the perception of alternative employment in the relationship between job insecurity and intention to move, with a specific focus on the creative

industry in Indonesia. In contrast to previous studies that tended to generalize findings from various sectors, this study collected data from 103 employees of CV Katen Creative Media, a creative startup company, which provided a unique and relevant dataset. The Partial Least Squares Structural Equation Modeling (PLS-SEM) methodology used allows for robust analysis of complex models with relatively specific sample sizes, as well as provides precise statistical measurements of direct effects and interactions between variables. The results of this study are expected to fill the quantitative data gap on the dynamics of intention to move in Indonesia's creative sector, providing measurable empirical evidence for the development of more effective employee retention models.

This study aims to empirically investigate the direct influence of job insecurity on employee switching intentions in the Indonesian creative industry, as well as to analyze the moderating role of alternative perceptions of work in these relationships. Through a quantitative approach, data will be collected from CV Katen Creative Media employees using a structured questionnaire with a Likert scale. The research hypothesis will be tested using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software, with a focus on path coefficients, p-values, and interaction effects. Statistical analysis will specifically measure the strength and significance of the relationships between variables, as well as the extent to which the perception of alternative jobs quantitatively modifies the impact of job insecurity on intention to move, in order to generate generalizable insights in the context of human resource management in the creative sector.

RESEARCH METHOD

This study employs a quantitative approach with a causal-explanatory design, aiming to investigate the cause-and-effect relationship between variables. This approach was chosen because it allows the identification of the influence of job insecurity and alternative perceptions of work on employee switching intentions, as well as objectively testing the role of moderation through numerical data analysis (Elshaer, 2024; Lu et al., 2023; Mahmoud et al., 2022). This design is particularly relevant for research in the field of social studies, particularly human resource management, as it allows for the generalization of findings to a broader population, by the principles of empirical research.

The population of this study is all employees of CV Katen Creative Media, a startup company in the creative industry sector located in Cirebon, Indonesia, with a total of 103 employees. Given the relatively small population size and homogeneous characteristics of employees in the startup environment, this study used saturated sampling techniques. This technique involves the entire population as a sample, ensuring full representation and avoiding potential sampling bias, thereby increasing the internal validity of the findings (Baltes & Ralph, 2022; Goyal & Mahmoud, 2024; Grubic et al., 2025). This approach is considered the most appropriate for achieving the research objectives in the context of this specific organization.

Data collection was conducted using a structured questionnaire developed from instruments tested in previous studies. The questionnaire was designed using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), to measure the Job Insecurity variable (Llosa et al., 2023), Intention to Move (Triggiani et al., 2023), and Alternative Perceptions of Work (Galjak & Budić, 2024). Prior to full implementation, a small-scale pilot test was conducted to ensure the validity and reliability of the instrument, including convergence and discriminant validity testing, by best practices in the development of quantitative measurement tools (Cheung et al., 2024; Lim, 2024; Rönkkö & Cho, 2022).

The collected data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. The selection of PLS-SEM was based on its ability to handle complex models with many constructs and indicators, as well as its efficiency in situations where sample sizes are relatively small and data distribution may not be perfectly normal (Baltes & Ralph, 2022; Goyal & Mahmoud, 2024; Triggiani et al., 2023). The analysis procedure is divided into two main stages: first, evaluation of the measurement model (outer model) to ensure the reliability and validity of the construct through outer loading checks, Composite Reliability (CR), Cronbach's Alpha (α), Average Variance Extracted (AVE), and discriminant validity tests (Fornell-Larcker criterion and Heterotrait-Monotrait Ratio / HTMT). The second stage involves evaluating the structural model (inner model), which includes testing the path coefficients, R^2 values (determination coefficients), effect size (f^2), and predictive relevance (Q^2). The hypothesis test was conducted using the bootstrapping technique, with 5,000 resamples, to determine the statistical significance of the path coefficient at a significance level of 5% ($p < 0.05$). This method of analysis systematically allows for the testing of the proposed direct hypothesis and moderation, in line with the causal-explanatory objectives of this study (Grubic et al., 2025; Lu et al., 2023; Mahmoud et al., 2022).

RESULT AND DISCUSSION

Result

Data was rigorously collected from 103 employees through structured questionnaires, ensuring comprehensive insights. Furthermore, this study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 4 to thoroughly evaluate the direct influence of job insecurity on employee switching intentions and analyze the moderating effect of the perception of alternative jobs.

Measurement Model Results

In this section, we present the results of evaluating the measurement model (outer model), a fundamental stage in the analysis of Partial Least Squares Structural Equation Modeling (PLS-SEM). The main goal is to ensure the validity and reliability of the research instrument. We examine the extent to which each

indicator accurately and consistently represents the intended latent construct. The results to be discussed include outer loading, cross-loading for discriminant validity, as well as Composite Reliability, Cronbach's Alpha, and Average Variance Extracted (AVE) values. This evaluation is crucial as a foundation for structural model analysis, ensuring that the data used is valid and reliable for drawing scientific conclusions. The outer model test used in this study is shown in Table 1.

Table 1. Outer Loading

Variable	Indicator	Loading Range
Job Insecurity (JI)	J11 – J14	0.716 – 0.873
Perceived Job Alternatives (PJA)	PJA1 – PJA7	0.722 – 0.919
Turnover Intention (TI)	TI1 – TI10	0.720 – 0.854

As shown in Table 1. Outer Loading, all indicators used to measure the constructs of Job Insecurity (JI), Perceived Job Alternatives (PJA), and Turnover Intention (TI) have outer loading values above the threshold of 0.7. Specifically, the JI indicator ranges from 0.716 to 0.873, the PJA ranges between 0.722 and 0.919, and the TI ranges between 0.720 and 0.854. The consistency of values above this threshold strongly confirms the good convergent validity of the measurement model. This means that each indicator accurately and robustly represents the latent construct it is supposed to measure, with minimal measurement error. After conducting the outer loading test, the next step is to perform a cross-loading test for discriminant validity, as shown in Table 2.

Table 2. Cross Loadings for Discriminant Validity

Variable	Item	X (Job Insecurity)	Y (Turnover Intention)	M (Perceived Job Alternative)	Information
Job Insecurity (JI)	J11	0.830	-	-	Valid
	J12	0.873	-	-	Valid
	J13	0.854	-	-	Valid
	J14	0.716	-	-	Valid
Perceived Job Alternatives (PJA)	PJA1	-	-	0.869	Valid
	PJA2	-	-	0.912	Valid
	PJA3	-	-	0.887	Valid
	PJA4	-	-	0.722	Valid
	PJA5	-	-	0.849	Valid
	PJA6	-	-	0.919	Valid
	PJA7	-	-	0.884	Valid
Turnover Intention (TI)	TI1	-	0.822	-	Valid
	TI2	-	0.854	-	Valid
	TI3	-	0.822	-	Valid
	TI4	-	0.723	-	Valid

TI5	-	0.791	-	Valid
TI6	-	0.818	-	Valid
TI7	-	0.720	-	Valid
TI8	-	0.846	-	Valid
TI9	-	0.733	-	Valid
TI10	-	0.832	-	Valid

As indicated in Table 2, Cross Loadings for Discriminant Validity, each indicator exhibits a higher loading on its construct than on any other construct. For example, the Job Insecurity indicators (JI1-JI4) show high loading in the 'X (Job Insecurity)' column and low or no loading in the 'Y (Turnover Intention)' and 'M (Perceived Job Alternative)' columns, and the same is true for the PJA and IT indicators. This pattern suggests that each construct is distinct and unique, with no overlap in measurement. Then, the composite reliability, Cronbach's alpha, and AVE tests were conducted, as shown in Table 3.

Table 3. Composite Reliability, Cronbach's Alpha, and AVE

Construct	Cronbach's Alpha	Composite Reliability	AVE
Job Insecurity	0.832	0.891	0.672
Perceived Job Alternatives	0.933	0.947	0.747
Turnover Intention	0.954	0.962	0.746

Values exceed the recommended thresholds ($\alpha > 0.7$, $CR > 0.7$, $AVE > 0.5$), affirming the constructs' reliability and convergent validity. These results suggest that the constructs demonstrate high internal consistency, and the indicators account for a substantial proportion of variance. The AVE values above 0.5 indicate that more than half of the variance in observed variables is captured by their respective latent variables, further validating the robustness of the measurement model.

Structural Model Results

After ascertaining the validity and reliability of the measurement model through the evaluation of the outer model, the next stage in the PLS-SEM analysis is to evaluate the structural model (inner model). This section focuses on testing the research hypotheses formulated by analyzing the causal relationships between latent variables. We will present the path coefficient, t-statistic, and p-value for each hypothetical relationship, including the direct effect and the moderation effect. In addition, this section will also discuss the R-squared value (R^2) for dependent variables, demonstrating the model's ability to explain variations in these variables, as well as the implications of these findings in both theoretical and practical contexts. Table 4 will present the R-squared test.

Table 4. R-Square (R²) Table

Dependent Variable	R ²	Dependent Variable	R ²
Turnover Intention	0.641	Turnover Intention	0.641

The model explains 64.1% of the variance in turnover intention, indicating a substantial explanatory power. This R² value suggests that job insecurity and perceived job alternatives collectively account for a meaningful proportion of employee turnover intentions within the studied organization. It implies that the structural model has adequate predictive accuracy for the dependent variable. Table 5 will present an evaluation of the structural model.

Tabel 5. Evaluation of the Structural Model

Path	Coefficient (β)	t-Statistic	P-Value	Result
Job Insecurity → Turnover Intention	0.719	10.405	0.000	Significant
Perceived Job Alternatives → Turnover Intention	0.235	3.175	0.002	Significant
Job Insecurity × PJA → Turnover Intention	-0.021	0.471	0.638	Not Significant

Building on the presentation of Table 5, which presents the results of the structural model evaluation, several key findings are discernible. First, the relationship between *Job Insecurity* and *Turnover Intention* showed a positive path coefficient ($\beta = 0.719$) with a very significant p-value (0.000) ($p < 0.05$). This indicates that the higher the job insecurity that employees feel, the greater their intention to move. Second, *Perceived Job Alternatives* also had a positive and significant influence on *Turnover Intention* ($\beta = 0.235$, $p = 0.002$), indicating that the perception of other job options also encouraged the intention to move. However, interestingly, the moderation effect of *Perceived Job Alternatives* on the relationship between *Job Insecurity* and *Turnover Intention* was not significant ($\beta = -0.021$, $p = 0.638$). This implies that the existence of perceived work alternatives does not significantly strengthen or weaken the impact of job insecurity on the intention to move. These findings confirm the importance of job insecurity as the primary driver of intention to move in the creative sector.

Discussion

This research aims to address the pressing need to understand the dynamics of employee behavior in Indonesia's creative industry sector. This strategic sector continues to grow rapidly but faces the challenge of job insecurity. With the prevalence of project contracts and career uncertainty, employees in this industry often experience job insecurity that has the potential to trigger an

intention to move. Therefore, this study aims to empirically examine the influence of job insecurity on intention to move, as well as investigate the role of moderation from the perception of alternative jobs, a research gap that has not been explored in depth in the context of the creative economy in Indonesia. The significance of this study lies in its ability to provide relevant insights for human resource management in formulating effective retention strategies in creative startups, such as CV Katen Creative Media, which is the locus of research.

The results of this study reveal some significant findings. First, job insecurity has a strong and significant positive influence on employee switching intentions ($\beta = 0.719, p < 0.001$) (Baquero, 2022; Demirović Bajrami et al., 2021; Priyadarshi & Premchandran, 2022). This consistently supports the initial hypothesis, confirming that feelings of uncertainty over job stability and career clarity substantially increase employees' desire to leave the organization. These findings align with previous literature, which suggests that employees who experience job insecurity are more likely to disengage and actively seek other job opportunities (Ahmad Saufi et al., 2023; Suleman et al., 2024; Tan et al., 2024). In the context of a dynamic and often project-based creative industry, this insecurity becomes a major psychological stressor that reduces employee attachment. The presence of temporary tasks and a lack of clarity of roles, for example, can exacerbate cognitive and affective insecurity, which in turn accelerates the intention to move. Second, the perception of alternative work was also found to have a positive and significant direct influence on the intention to move ($\beta = 0.235, p = 0.002$). This indicates that the higher the employee's confidence in the availability of better job opportunities outside the organization, the greater their tendency to move (Alananzeh et al., 2023; Sonnentag et al., 2023; Wu et al., 2021). These findings are consistent with the view that perceptions of a favorable external labor market can motivate employees to seek out other opportunities that they feel are more stable or promising.

However, the most interesting and perhaps unexpected finding is the insignificance of the moderation of the perception of alternative employment on the relationship between job insecurity and intention to move ($\beta = -0.021, p = 0.638$). These results indicate that the perceived availability of work alternatives does not significantly influence or alter the impact of job insecurity on employee switching intentions. In contrast to studies such as Suleman et al. (2024) and Murphy et al. (2024), arguing that attractive external alternatives can strengthen the intention to move due to insecurity, the discrepancy in this study can be explained by several factors. Most likely, there are structural constraints in the local labor market, where the high perception of alternatives does not always reflect realistic or accessible opportunities. Employees may perceive the presence of other job opportunities, but barriers such as skill mismatches, industry

saturation, or geographic limitations may limit their actual ability to move. In addition, intrinsic factors such as emotional attachment to a creative work culture or satisfaction with one's work commitment, even amid insecurity, may play a greater role in holding back the intention to move than simply having an alternative job.

This research offers significant contributions both theoretically and practically. Theoretically, this study deepens the understanding of the complexity of intention to move in a unique creative economy context, reinforces the negative impact of job insecurity, and provides an important nuance: the role of moderating alternative perceptions of work is not always universal. It challenges the assumption that alternative employment has always been a key driver, underscoring the influence of local labor market characteristics and employee intrinsic motivation. In practical terms, these findings underscore the need for HR managers at creative startups to adopt more stable contract policies and transparent communication regarding career opportunities. In addition, companies are encouraged to proactively manage the perception of alternative jobs by highlighting the potential for internal growth and innovation, as well as offering skills development programs and highlighting the intrinsic value of jobs to increase talent loyalty and retention.

CONCLUSION

This research aims to address the challenges of employee retention in Indonesia's dynamic creative industry sector, particularly in the face of job insecurity and the intention to relocate. Through empirical analysis, these studies consistently show that job insecurity significantly increases employees' intention to leave the organization. In addition, the perception of better work alternatives outside was also found to be a direct driver of the intention to move. However, an important finding that emerged was the insignificance of the moderating role of the perception of alternative employment on the relationship between job insecurity and intention to move. This suggests that, in the context of this study, the existence of other employment options did not substantially change the intensity of the impact of job insecurity on an employee's decision to leave. These findings enrich the theoretical understanding of the complexity of the behavior of intent to move, highlighting that contextual factors, such as local labor market dynamics and employee intrinsic motivation, may play a more dominant role than simply the perception of alternative availability.

In practical terms, these results underscore the need for human resources managers in creative companies to prioritize enhancing job stability through more transparent policies and clear career paths. Additionally, retention strategies should also be proactive in building loyalty by highlighting the

potential for internal growth, skill development opportunities, and the intrinsic value that the job offers. Further research is suggested to explore other mediating or moderating variables that may be more relevant in mitigating the impact of job insecurity on this unique creative sector.

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