

Original Research Article

Job Insecurity, Burnout and Turnover Intention: The Mediating Role of Basic Psychological Needs Satisfaction in Non Civil Servants Personnel

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Abstract: The aim of this study was to investigate the impact of Job Insecurity and Burnout on Turnover Intention while considering Basic Psychological Needs Satisfaction as a potential mediator. The methodology employed in this research was quantitative, utilizing Structural Equation Model-Partial Least Square (SEM-PLS) analysis. A sample size of 113 respondents was selected using simple random sampling. The findings of this study demonstrate that heightened levels of job insecurity and burnout among employees lead to an increase in turnover intention within the organization. However, it was observed that increased satisfaction with basic psychological needs does not necessarily correlate with decreased turnover intention. Furthermore, the reduction in job insecurity and burnout does not consistently result in enhanced satisfaction of basic psychological needs among employees. Notably, basic psychological needs satisfaction did not mediate the relationship between job insecurity, burnout, and turnover intention in this study. Recommendations derived from this study suggest that future research endeavors should explore and refine the research framework across different sectors, thereby scrutinizing basic psychological needs satisfaction as a mediating variable. Expanding the respondent pool size is also advocated to yield more generalized findings.

Keywords: Basic Psychological Needs Satisfaction, Burnout, Job Insecurity, Turnover Intention.

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INTRODUCTION

Human resource management has a very important position in the company. Therefore, in managing, organizing, and utilizing human resources will run as expected. One of the HR problems that are often faced in an organization or company is related to turnover intention of employee (Samsuni, 2017).

Turnover intention refers to the tendency or desire of employees to stop working or move out of the organization where they work. The higher turnover intention also illustrates a decrease in work motivation and employee productivity (Sinaga *et al.*, 2019). A high turnover intention rate can cause losses to the organization, therefore efforts need to be made to reduce employee turnover intention (Lestari & Mujiati, 2018). From the point of view of employees, employee turnover can have positive and or negative consequences (Wade *et al.*, 2014).

Research conducted by Deloitte Global (2022), says that the level of saturation in work reaches a fairly high number. As many as 46% of Gen Z and 45% of

Millennials feel bored due to the intensity/demands of the work environment, and as many as 44% of Gen Z and 43% of Millennials say that the turnover intention rate is quite high or many people have recently left their organizations due to workload pressure. This is shown by the Central Statistics Agency on Job Mobility Analysis in 2019-2020.

Based on this data, worker mobility caused by internal reasons is dominated by employees at the age of 15-24 years. The occurrence of job transfers is caused by external reasons and is dominated by employees aged 55 years and over. So, with this, it can be concluded that the increasing age of workers minimizes the tendency to change jobs due to internal factors. And vice versa, the greater the tendency to change jobs due to external factors (Central Statistics Agency, 2023).

Turnover intention becomes the basis for employees to stop their dedication to work, which compensates them for money (Mobley, 1982. P.68). Therefore, there is empirical evidence that organizations

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have to bear higher financial costs due to employee turnover (Harhara *et al.*, 2015).

Gallie *et al.*, (2017) suggest that job insecurity not only stems from employees' fear of losing their jobs but also includes employee anxiety about potential threats to employment status. One dimension of labor welfare that is often associated with job instability and has an impact on work output productivity is work fatigue (Wells, 2015). So burnout is said to be a factor in the rampant turnover intention that occurs in the industrial world.

Research conducted by Tanyar *et al.*, (2019) Dewi & Ibrahim, (2019); and Januartha & Adnyani, (2018) suggest that Job Insecurity has a significant effect on Turnover Intention. However, this is different from research conducted by those who explain that Eve & Years, (2020) Job Insecurity has an effect but not significant on Turnover Intention.

Based on a poll conducted on social media by CNNIndonesia.com (2021), the processed data states that 77.3% of workers in Indonesia claim to have experienced

burnout. This is also conveyed by Kardiawan (2019) and Wang *et al.*, (2020), mentions that burnout has a positive and significant influence on turnover intention. While research conducted by Rajendran *et al.*, (2020) explains that burnout has an effect but not significant on turnover intention.

The existence of this, research conducted by Urbanaviciute *et al.*, (2018), provides advice related to the importance of conducting further discussions on Basic Psychological Needs Satisfaction (satisfaction of basic psychological needs) with research objects outside of permanent employees of the public sector and private sector. In his research explained that the level of BPNS has an inverse (negative) relationship with the independent variable. When BPNS is declared high, it will reduce the emergence of job insecurity and the desire of employees to find other jobs.

The author has conducted a preliminary study on the indication of Turnover Intention in a number of 30 non-civil servants in the Setda environment of Central Java Province. The results are as follows:

Table 1: Preliminary Study Data Turnover Intention Indicator According to Mobley (1978)

No	Statement	Already	Do not
Thinking Of Quitting			
1	I intend to stop working because the workload given does not match the compensation I received	4%	96%
2	I wanted to leave my job because there was no promotion potential	17%	83%
Intention to get another job (Intention To Search)			
3	I am in the process of finding a new job that matches my capacity	52%	48%
Intention to leave (Intention To Quit)			
4	I intend to resign from the company in the near future due to the unsupportive working environment	17%	83%

Source: Primary Data processed (2023)

The results of the preliminary study in table 1.4, show that there is an intention to leave Non-ASN (Non-state Civil servants) Personnel in the Regional Secretariat of Central Java Province with the highest percentage seen in the statement item "I am in the process of finding a new job that suits my capacity" with a "yes" answer of 52% and a "no" answer of 48%. So, it can be concluded that there are still non-civil servant workers who have the intention of leaving the agency.

The results shown by the data showed a fairly high percentage of "No" answers in several other statement items. This is because non-civil servants are in the period of job dilemmatization. This is in line with what was conveyed by the Head of the Subdivision of the Organization Bureau of the Regional Secretariat of Central Java Province that the existence of Non-ASN personnel has a role as a support for the completion of quite a lot of work and has a considerable burden.

Non-civil servants seconded in related agencies have a very large role. So that PP Manajemen PPPK (Government Employee with Work Agreement) aims to provide status certainty for non-ASN employees to become ASN because ASN already has income/compensation standards. Meanwhile, by outsourcing in the company, the wage system is subject to the Manpower Law, where there is a regional minimum wage/provincial minimum wage (UMR / UMP).

Therefore, the government should design to prepare additional budget allocations for the procurement of CPPP to government agencies by utilizing a five-year transition period to adjust the percentage of expenditure on the regional budget in accordance with Law Number 1 of 2022 concerning Financial Relations between the Center and Regions (HKPD). The transition period can be used by local governments to structure human resources, including the procurement of CPPP, while still upholding the

principles of organizational efficiency and effectiveness (Menpan.go.id, 2023).

Hypothesis Development: The relationship between variables in research can be explained as follows.

The Effect of Job Insecurity on Turnover Intention

Job insecurity occurs due to the psychological condition of employees because they feel ambiguous, confused, and insecure due to changes in work environment conditions that threaten the sense of membership in the organization (Abildgaard *et al.*, 2018). Glambek *et al.*, (2014) states that job insecurity is a factor that can directly influence the desire to change jobs. The lower job insecurity felt by employees can have implications for the low desire to change jobs.

This is in line with the concept of psychological contract theory that the certainty of future existence listed in the relationship between superiors and subordinates is the basis for the emergence of intentions to carry out behavior intentions to move work from employees. Employees who feel insecure in their jobs tend to have lower levels of job satisfaction and are more likely to look for other jobs. Job insecurity can have a negative impact on the emotional attitude of employees, so it will have a negative impact on the employees themselves and also for the company or organization (Made *et al.*, 2016). Saputra *et al.*, (2020), Januartha & Adnyani (2018), Koestanto and Ardi (2017) stated that the more job insecurity experienced by workers, the turnover intention will also increase.

H1: Job Insecurity has a positive and significant effect on Turnover Intention

The Effect of Burnout on Turnover Intention

In the theory of reasoned action, it is explained that humans do not always act as they wish. This is a correlation with employee response to the work done. Employees who experience burnout more often leads to negative behaviors towards their jobs, such as wanting to leave the company where they currently work; (Babakus *et al.*, 2009; Hu *et al.*, 2011).

In research Pan *et al.*, (2017) revealed that burnout has a significant positive effect on turnover intention which means that the higher the burnout, the greater the possibility to take employees away from work. This is also in line with what other studies have revealed that there is a significant relationship between burnout and turnover intention (Elci *et al.*, 2018; Mahoney *et al.*, 2020; Scanlan & Still, 2019; Noermijati *et al.*, 2019; Giao *et al.*, 2020).

H2: Burnout has a positive and significant effect on turnover intention

The Effect of Basic Psychological Needs Satisfaction on Turnover Intention

Turnover intention is defined as a conscious and deliberate desire to leave an organization, often measured in reference to specific time intervals (e.g. in the next six months) (Yanchus *et al.*, 2015). Studies have revealed the relationship between work attitudes and behaviors, as well as the importance of meeting basic psychological needs, especially autonomy, in maintaining and improving the well-being of employees (Van den Broeck *et al.*, 2016).

SDT theory argues that health and psychological functioning are influenced by the satisfaction or frustration of three basic psychological needs (Puhakka *et al.*, 2021). So based on this, the fulfillment of basic psychological needs high satisfaction in the workplace can be assumed to have a positive influence on decreasing turnover intention in the organization.

H3: Basic Psychological Needs Satisfaction has a negative and significant effect on turnover intention

The Effect of Job Insecurity on Basic Psychological Needs Satisfaction

Job insecurity can lead to various negative impacts, especially in psychological aspects, namely feelings of worry about threats at work, decreased creativity, and decreased job satisfaction (Utama *et al.*, 2015).

According to Greenglass *et al.*, (2002). The decline in a person's basic psychological fulfillment condition will affect employee job satisfaction such as feelings of job insecurity will affect employees more than just job loss. According to said that factors that affect (Green, 2003) job insecurity are influenced by the work environment which includes the physical work environment and psychological work environment, conditions outside the work environment, and personal self.

H4: Job Insecurity negatively and Significantly Affects Basic Psychological Needs Satisfaction

The Effect of Burnout on Basic Psychological Needs Satisfaction

The existence of Burnout Syndrome Theory is a driving factor for a decrease in performance output stability. Li *et al.*, (2016) showed that higher satisfaction of psychological needs was associated with lower athlete fatigue. Self-Determinant Theory refers to an innate tendency toward optimal involvement in the environment.

In particular, it has been shown that satisfaction of competence needs and autonomy underlie both intrinsic motivation and internalization processes (Herminingsih, 2020). Like motivational indicators,

burnout also has an impact on losing interest in work and decreased motivation which will eventually cause the quality of work and quality of life to decrease (Maharani & Triyoga, 2012)

H5: Burnout Negatively and Significantly Affects Basic Psychological Needs Satisfaction

The Effect of Job Insecurity on Turnover Intention through Basic Psychological Needs Satisfaction as a Mediator

Sverke et al., (2002) His research found several impacts on employees and organizations in the short and long term. According to him, in the short-term job insecurity will have an impact on job satisfaction, job engagement, organizational commitment and trust in leaders. This is in accordance with the concept of psychological contract theory which shows that the relationship between subordinates and leaders has problems, such as reduced trust in leaders that have an impact on misunderstandings between leaders and subordinates in terms of opinions.

While in the long run it will have an impact on physical health, mental health, work performance, and the intention to change jobs (turnover). The research carried out by proposes that qualitative job insecurity causes frustration and thwarts the fulfillment of basic psychological needs for indicators of autonomy, competence and sense of belonging in particular (Van Den Broeck et al., 2014).

H6: Basic Psychological Need Satisfaction mediates the effect of Job Insecurity on Turnover Intention

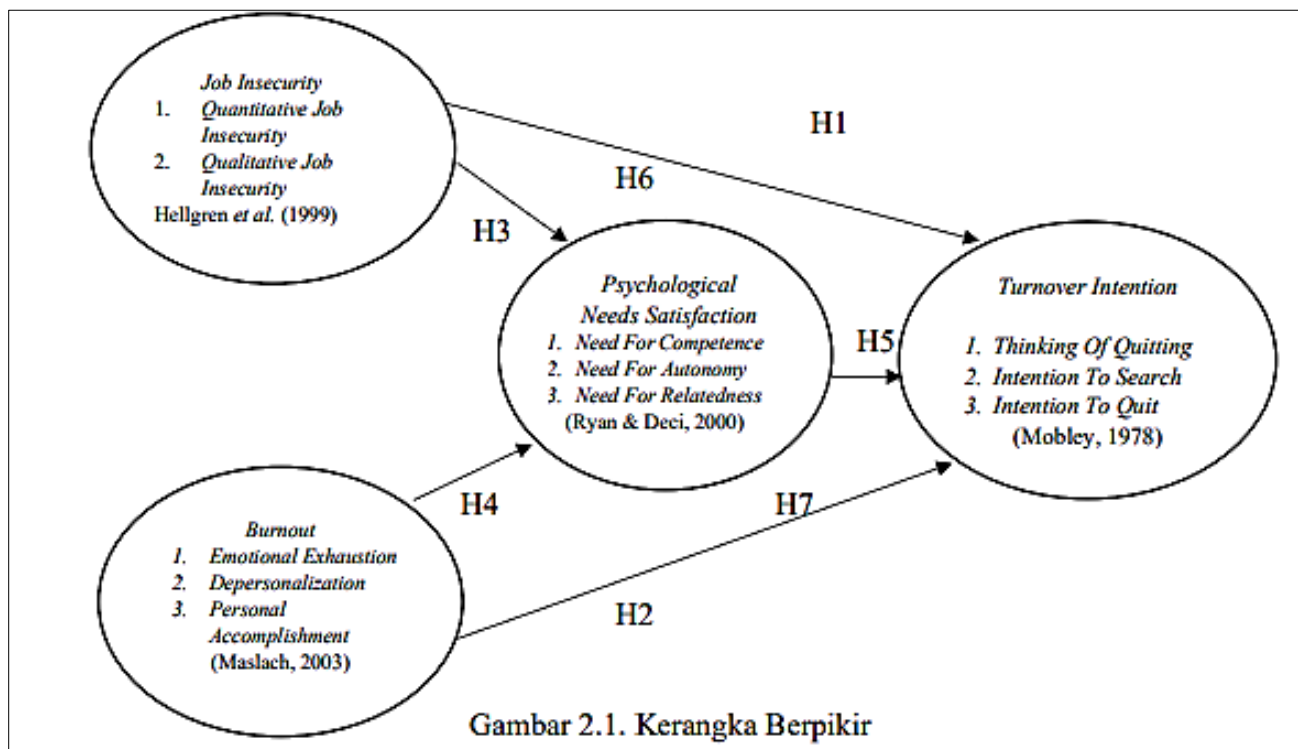
The Effect of Burnout on Turnover Intention through Basic Psychological Needs Satisfaction as a Mediator

Based on the Burnout Syndrome Theory, burnout arises due to a gap in the workload faced by employees which results in burnout. Among the factors identified as having the likelihood of being the right target, burnout and job satisfaction are strong individual-level predictors and can be directly attributed to displacement intent (Yanchus et al., 2017).

In the work stress literature, burnout has been identified as a result of physical and psychological work demands. According to researchers who have used SDT, satisfaction of psychological needs is essential for developing and maintaining intrinsic motivation and well-being in any domain of life (Deci & Ryan, 2000; Ryan & Deci, 2011). The competence, interconnectedness and autonomy of a person are important in forming attachments in any relationship, including those in which one works (Gillet et al., 2015).

H7: Basic Psychological Need Satisfaction mediates the effect of burnout on turnover intention

Based on the description of the interrelation of these variables, a frame of mind can be built as in Figure 1. as follows.



Gambar 2.1. Kerangka Berpikir

Figure 1: Thinking Framework

METHOD

This type of research is descriptive research using quantitative approach methods. Data analysis techniques in research using Structural Equation Modelling-Partial Least Square (SEM-PLS) with SmartPLS 4.0 analysis tools.

Population and Sample

The population of this study was all Non-ASN Personnel in the Regional Secretariat of Central Java Province totaling 154 employees with a sampling technique using random sampling using the Slovin formula so as to get a sample number of 111 employees. Based on questionnaire data and samples that are feasible to be processed in this study are a number of 113 employees from 120 questionnaires distributed.

Measurement

The measurement scale in this study used the Likert scale with a score of 1-5. Variable indicators of employee turnover used in this study include; Thinking of Quitting, Intention to Search, and Intention to Quit (Mobley, 1978) were measured using 3 statement items.

Variable indicators of employee job insecurity used in this research include; Quantitative Job Insecurity and Qualitative Job Insecurity (Hellgren et al., 1999) were measured using 7 statement items.

Variable indicators of employee burnout used in this study include; Emotional Exhaustion, Depersonalization, and Personal Accomplishment (Maslach, 1982) were measured using 22 statement items.

Basic Psychological Needs Satisfaction variable indicators used in this study include; Need of Autonomy, Need of Competence, and Need of Relatedness (Ryan & Deci, 2000), were measured using 18 statement items.

RESULTS AND DISCUSSION

The analysis in this study uses descriptive analysis and Quantitative Approach Methods. SEM-PLS analysis with Smart PLS 4.0 analysis tools.

Descriptive Analysis of Respondents

The analysis of respondents based on gender in this study was dominated by female gender which amounted to 73 with a percentage of 65%. The analysis of respondents based on age in this study was dominated by the age range of 25-30 years which amounted to 60 respondents with a percentage of 53%. The analysis of respondents based on length of service was dominated by employees with >5 years totaling 63 people with a percentage of 56%. The analysis of respondents based on

the level of education was dominated by S1 which amounted to 99 employees with a percentage of 88%.

Descriptive Analysis of Research Variables

Descriptive analysis of the variables of this study uses index values to describe respondents' perceptions regarding the questionnaire statement given. Table 2 follows as a result of descriptive analysis of the variables of this study:

Table 2: Descriptive Analysis of Research Variables

Variable	Index Value	Category
Turnover Intention	55,96%	Keep
Job Insecurity	66,04%	Keep
Burnout	67,80%	Keep
BPNS	76,03%	Tall

Source: Primary Data Processed, 2023

Table 2. Shows that all variables of this study are dominated by the medium category. This means that agencies need to reduce the increase in turnover intention, job insecurity, and burnout by increasing the satisfaction of basic psychological needs in employees to achieve work productivity.

Convergent Validity Test

Convergent Validity testing in this study can be seen at the outer loading value of >0.50 and can also be seen in the AVE value of >0.50 contained in Table 3 and Figure 2 here is the PLS Algorithm Model that shows the results of construct measurements.

Table 3: AVE value

Variable	AVE Value	Up to AVE
BPNS	0,504	0,93
Burnout	0,632	0,79
Job Insecurity	0,553	0,74
Turnover Intention	0,776	0,88

Source: Primary Data Processed, 2023

Based on the results of convergent validity testing, an outer loading value of >0.50 and an AVE value of >0.5 were obtained, it can be explained that from the initial number of 50 items processed, there are 31 items that meet convergent validity.

Discriminant Validity Test

Discriminant validity testing is seen in the cross-loading factor which shows the indicator value of each construct must be greater than the indicator in other constructs and can also be seen in the Fornell Larckel Criterion test, which is the comparison of the square root value of AVE (Average Variance Extracted) on the construct must be greater than the correlation between the construct and other constructs. Table 4. Here are the results of cross loading values and Table 4. Related Fornell Larckel Criterion.

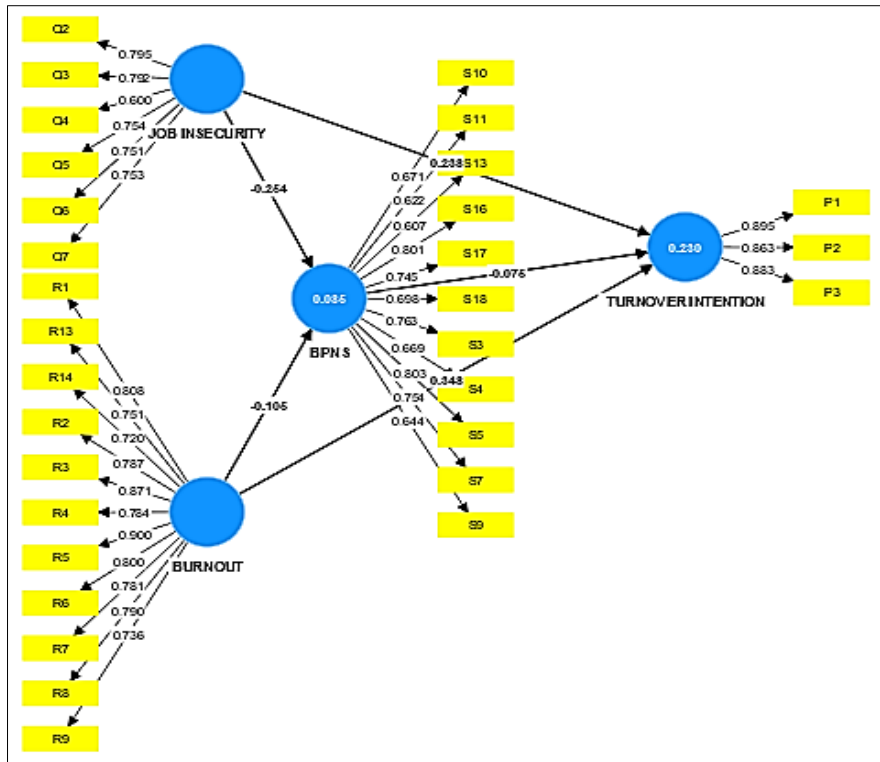


Figure 2: Model Algorithm PLS
Source: SmartPLS Image

Table 4: Cross Loading Value

Construct	BPNS	Burnout	Job Insecurity	Turnover Intention
P1	-0,279	0,472	0,250	0,895
P2	-0,109	0,217	0,352	0,863
P3	-0,075	0,318	0,257	0,883
Q2	-0,161	0,109	0,795	0,207
Q3	-0,228	0,086	0,792	0,216
Q4	-0,071	-0,023	0,600	0,185
Q5	-0,242	0,181	0,754	0,294
Q6	-0,238	0,086	0,751	0,149
Q7	-0,219	0,229	0,753	0,314
R1	-0,170	0,808	0,172	0,331
R13	-0,147	0,751	0,209	0,404
R14	-0,181	0,720	0,108	0,266
R2	-0,140	0,787	0,115	0,255
R3	-0,213	0,871	0,223	0,190
R4	-0,117	0,784	0,169	0,359
R5	-0,150	0,900	0,120	0,377
R6	-0,036	0,800	0,127	0,377
R7	0,073	0,781	0,087	0,325
R8	-0,022	0,790	0,063	0,248
R9	-0,165	0,736	0,060	0,241
S10	0,671	-0,191	-0,059	-0,110
S11	0,622	-0,109	-0,035	0,103
S13	0,607	-0,135	0,006	-0,073
S16	0,801	-0,038	-0,292	-0,202
S17	0,745	-0,004	-0,219	-0,090
S18	0,698	-0,228	-0,201	-0,316
S3	0,763	-0,086	-0,155	-0,031
S4	0,669	-0,025	-0,229	0,088
S5	0,803	-0,080	-0,218	-0,171
S7	0,754	-0,137	-0,241	-0,039
S9	0,644	-0,208	0,027	0,037

Source: Primary Data processed, 2023

Table 5: Fornell-Larcker Criterion

Construct	BPNS	Burnout	Job Insecurity	Turnover Intention
BPNS	0,710			
Burnout	-0,149	0,795		
Job Insecurity	-0,272	0,172	0,744	
Turnover Intention	-0,192	0,400	0,318	0,881

Source: Primary data processed, 2023

Reliability Test

Reliability testing of this study looked at composite reliability values and Cronbach's alpha values of more than 0.70. The results of reliability testing in this

study are in Table 6. Which shows that all variables have a composite reliability value and a Cronbach's alpha value of >0.70. This means that the variables of this study are reliable and consistent.

Table 6: Composite Reliability and Cronbach's Alpha

Variable	Cronbach's alpha	Composite reliability	Information
BPNS	0,912	0,917	Reliable
Burnout	0,942	0,950	Reliable
Job Insecurity	0,838	0,880	Reliable
Turnover Intention	0,859	0,912	Reliable

Source: Primary Data processed, 2023

Coefficient of Determination (R-Square)

The result is the value of the *Basic Psychological Needs Satisfaction* (BPNS) coefficient of determination of 8.5%, and the value of the Turnover Intention determination coefficient of 2.3%. So, it can be concluded that 8.5% of the variation in Basic Psychological Needs Satisfaction (BPNS) values can be explained by Job Insecurity and Burnout, the remaining 91.5% is defined by other variables outside the analysis model. Also, 23% of variations in employee innovative behavior scores were explained by Job Insecurity,

Burnout and Basic Psychological Needs Satisfaction (BPNS) and the remaining 77% were defined by variables outside the analysis model.

Test the Hypothesis

Hypothesis testing of this study is evaluated by looking at the original sample value and t-statistic. The hypothesis can be said to be significant if the t-statistic is greater than 1.658 with a significance level (5%). Live test results are in Table 7 below.

Table 7: Hypothesis Testing Results (Direct Effect)

Construct	Original sample	T statistics	P values	Desc
X1 -> Y	0,238	2,319	0,020	Positive Significant
X2 -> Y	0,348	3,921	0,000	Positive Significant
Z -> Y	-0,075	0,476	0,634	Negative Insignificant
X1 -> Z	-0,254	1,587	0,112	Negative Insignificant
X2 -> Z	-0,105	0,680	0,496	Negative Insignificant

Source: Primary Data processed, 2023

Based on the calculation results, it was found that the original sample value was 0.238 and the t-statistic value was 2.319 > 1.658. It can be concluded that H1 is supported. Job Insecurity has a positive and significant effect on Turnover Intention. That is, the higher the level of job insecurity that occurs in employees, it will increase the emergence of turnover intention.

Based on the calculation results, it was found that the original sample value was 0.348 and the t-statistic value was 3.921 > 1.658. It can be concluded that H2 is supported, Burnout has a positive and significant effect on Turnover Intention. That is, the higher the burnout rate suffered by employees, the more it will encourage employees to think about the intention to change jobs.

Based on the calculation results, it was found that the original sample value was -0.075 and the t-statistic value was 0.476 < 1.658. It can be concluded that H3 is rejected, Basic Psychological Needs Satisfaction has a negative and insignificant effect on Turnover Intention. That is, the more satisfied the level of satisfaction with the basic psychological needs of employees at work, the more it will reduce the level of employee turnover in the company.

Based on the calculation results, it was found that the original sample value was -0.254 and the t-statistic value was 0.680 < 1.658. It can be concluded that H4 is rejected. Job Insecurity has a negative and insignificant effect on Basic Psychological Needs Satisfaction. That is, the higher the level of Job Insecurity experienced by employees, it will reduce the

satisfaction of meeting basic psychological needs owned by employees.

Based on the calculation results, it was found that the original sample value was -0.105 and the t-statistic value was $0.680 > 1.658$. It can be concluded that H5 is rejected, burnout has a negative and insignificant

effect on Basic Psychological Needs Satisfaction. That is, the higher the level of burnout experienced by employees, the less satisfied the fulfillment of basic psychological needs owned by employees.

The results of indirect hypothesis testing (mediation) are contained in Table 8 below.

Table 8: Hypothesis Testing Results (Specific Indirect Effect)

Construct	Original sample	Standard deviation	T statistics	P values
X1->Z->Y	0,019	0,012	0,396	0,692
X2->Z->Y	0,008	0,030	0,263	0,793

Source: Primary Data processed, 2023

Based on the calculation results, it was found that the original sample value was 0.019 and the t-statistic value was $0.396 < 1.658$. It can be concluded that H6 is rejected, Job Insecurity has a positive but not significant effect on Turnover Intention and is not mediated by Basic Psychological Needs Satisfaction. This can be interpreted that the variable Basic psychological needs Satisfaction can have an influence but with the support of other predictors. So, in this study, Basic psychological needs Satisfaction cannot play a role either as a predictor variable or a mediation variable.

Based on the calculation results, it was found that the original sample value was 0.000 and the t-statistic value was $0.006 < 1.658$. It can be concluded that H7 is rejected, burnout has a positive but not significant effect on turnover intention and is not mediated by Basic Psychological Needs Satisfaction. This can be interpreted that the variable Basic psychological needs Satisfaction can have an influence but with the support of other predictors. So, in this study, Basic psychological needs Satisfaction cannot play a role either as a predictor variable or a mediation variable.

The effect of Job Insecurity on turnover intention

The results of testing the first hypothesis showed that H1 was accepted. Job Insecurity has a positive and significant effect on turnover intention. The Qualitative Job Insecurity indicator is only 56.20%, where these non-civil servants have a level of anxiety related to perceived threats related to the decline in quality in employment relations, such as working conditions, reduced career opportunities, and decreased salary development which is classified as moderate. Quantitative Job Insecurity indicator has almost the same value close to other indicators at 55.71%. This means that there is still a level of anxiety of non-civil servants about the continuity of current work in the future and also related to the continuity of the existence of individual employee work.

This situation is due to the large number of jobs with outsourcing / contract status that is currently often applied by several companies. As for this, the Regional Secretariat of Central Java Province to be able to increase the proportional position and duties of each employee.

With these efforts, it will further reduce the level of employee anxiety about the continuity of work. In addition, there needs to be a level of education and equalization of perceptions related to the regulation of the existence of Non-ASN personnel in government agencies, especially in Central Java Province. This is in line with research of Heryanda, (2019b) and Obeng et al., (2021) states that job insecurity has a positive and significant effect on turnover intention. So based on the description of the discussion, it can be concluded that high Job Insecurity will cause a high turnover rate of intention as well.

The Effect of Burnout on Turnover Intention

The results of testing the second hypothesis showed that H2 was accepted. Burnout has a positive and significant effect on Turnover Intention. This burnout condition is known as a psychological state experienced by both male and female employees that can be caused by prolonged stress. This condition if it occurs every day at work, it will cause emotional fatigue and lead to burnout. In another sense, the emergence of pressure or high workload will cause stress. If the stress is not overcome and sustained, it will lead to burnout. So, from burnout will encourage the desire of employees to quit their jobs (turnover intention).

The results of this study are also in line with research conducted by Mansour & Tremblay, (2018) which states that burnout has a positive and significant effect on turnover intention. So based on the description of the discussion, it can be concluded that high burnout will cause a high turnover intention rate as well.

The Effect of Basic Psychological Needs Satisfaction on Turnover Intention

The results of testing the third hypothesis showed that H3 was rejected. Basic Psychological Needs Satisfaction has a negative and insignificant effect on Turnover Intention. The negative relationship between Basic Psychological Needs Satisfaction and Turnover Intention can mean that when BPNS increases or is good, the turnover intention rate will decrease and vice versa, when BPNS decreases, the turnover intention rate will increase. If the three indicators of BPNS (Need for Competence, Need for Autonomy, Need for Relatedness)

are met properly, then employees will not have the thought of changing jobs. This can happen due to the internalization attitude of each employee or non-civil servant, namely employees can make adjustments in their own ways. So that it can cause comfort at work.

This research is in line with research conducted by which explains that when an employee feels a considerable difference in competence between each employee, it can reduce their organizational commitment. So, the higher a person's self-perception of capability, the more likely that person is to switch workplaces in the near future, perhaps due to lack of challenging work assignments or lower likelihood of promotion (Puhakka *et al.*, 2021). So that the decline in BPNS does not always increase the indication of *turnover intention*.

The Effect of Job Insecurity on Basic Psychological Needs Satisfaction

The results of testing the third hypothesis showed that the H4 result was rejected. *Job Insecurity* has a negative and insignificant effect on *Basic Psychological Needs Satisfaction*. The existence of a negative relationship between job insecurity and Basic Psychological Needs Satisfaction can be interpreted that the existence of *job insecurity* is associated with a decrease in the level of satisfaction of basic psychological needs (*Basic Psychological Needs Satisfaction*) employees. Empirically, the results of this study are also explained by research conducted by Nopiando & Psychology, (2012) which explains that high levels of job insecurity will be followed by low levels of psychological well-being of employees and vice versa, low levels of job insecurity will be followed by high levels of psychological well-being. This happens when *job insecurity* is assumed to be helplessness. Employees have the choice to interact, to feel connected, to feel involved, and to experience compassion and concern for others.

Basic psychological needs can be the basis for developing various organizational interventions aimed at increasing employee resilience and reducing organizational stress caused by reduced job security. So that the presence of *job insecurity* as a feeling of helplessness is closely related to the level of optimization of the dimension of mastery of the worker environment that is lacking.

The Effect of Burnout on Basic Psychological Needs Satisfaction

The results of testing the fifth hypothesis showed the H5 result was rejected. *Burnout* has a negative and insignificant effect on *Basic Psychological Needs Satisfaction*. This determines that when *burnout* is high, the level of *basic psychological needs satisfaction* decreases. *Burnout* has a bad effect on employees if not addressed as soon as possible. In Non-ASN workers in the Regional Secretariat, *burnout* occurs due to the

accumulated workload. In addition, the rights received by employees are not like employees with the *title* of civil servants (PNS). When the employee feels *burnout* high enough, fulfillment.

This study is in line with research conducted by Li *et al.*, (2012) which explains that *burnout* produces a weaker relationship with three basic *psychological needs satisfaction indicators*. This is because when the indicator of basic psychological needs is a factor that can be determined by oneself. The results of this study showed an insignificant influence between *burnout* and *Basic Psychological Needs Satisfaction*. This is in line with SDT theory with satisfaction indicators seen from autonomy, competence, and linkage. Acute work fatigue may not always cause basic psychological satisfaction of Non-ASN employees to decrease. This explanation can be related to the index value in *personal accomplishment* variables that are included in the high category. This is in line with the *need of competence* index which is classified as a high category. The existence of both indices is quite high between the two indicators, being one of the reasons high burnout does not always reduce employee satisfaction

The Effect of Job Insecurity on Turnover Intention with Basic Psychological Needs Satisfaction as A Mediating Variable

The results of testing the sixth hypothesis showed that H6 was rejected. *Job Insecurity* has a positive but not significant effect on *Turnover Intention* and is not mediated by *Basic Psychological Needs Satisfaction*. This shows that *Basic Psychological Needs Satisfaction* that is met, will result in *job insecurity* and low *turnover intention*.

Empirically, this is also explained by research conducted by Urbanaviciute *et al.*, (2018) which explains that *Basic Psychological Needs Satisfaction* partially mediates *Job insecurity* against *turnover intention*. However, the object of this study, namely non-civil servants, showed the results that *Basic psychological needs satisfaction* does not mediate the relationship between job insecurity and *turnover intention*, meaning that the *Job insecurity* variable is able to directly affect the *turnover intention* variable (dependent variable) without going through mediation variables.

The Effect of Burnout on Turnover Intention with Basic Psychological Needs Satisfaction as A Mediating Variable

The results of testing the seventh hypothesis showed that H7 was rejected. *Burnout* has a positive but not significant effect on *turnover intention* and is not mediated by *Basic Psychological Needs Satisfaction*.

Empirically, this is evidenced by research conducted by Herman *et al.*, (2022) those who explain that *autonomy* and *competence* will affect the level of *burnout*. The satisfaction of these basic psychological

needs may act as a weakening factor or reinforcing high or low *burnout*. The basic psychological satisfaction level of employees in this case is autonomy, non-civil servants in the Regional Secretariat of Central Java Province have the freedom to explore and modify work according to what they want.

CONCLUSION AND RECOMMENDATION

Job insecurity has a positive and significant effect on *turnover intention*. That is, when Non-ASN personnel feel the existence of *qualitative job insecurity* (Insecurity in features, aspects and development of work), it will increase the intention or desire of Non-ASN personnel to look for other jobs. *Burnout* has a positive and significant effect on *turnover intention*. That is, when Non-ASN personnel feel a lack of self-achievement (lack of job mastery) it will further encourage Non-ASN personnel to think about the intention to change jobs. BPNS has a negative but not significant effect on *turnover intention*. That is, the more satisfied the level of satisfaction with basic psychological needs (autonomy, competence, and determination) in the work environment, the less it always reduces the intention or desire of Non-ASN personnel to look for other jobs.

Job insecurity has a negative but not significant effect on BPNS. That is, when Non-ASN personnel experience quantitative job insecurity (how long the job security will be in the future) and *qualitative* job insecurity (*insecurity* of job features and aspects), it does not always reduce the satisfaction of meeting basic psychological needs (autonomy, competence and relatedness) felt by Non-ASN personnel. *Burnout* has a negative but not significant effect on BPNS. That is, when non-civil servants feel emotional exhaustion, depersonalization, and lack of self-achievement, it does not necessarily reduce the satisfaction of meeting basic psychological needs (autonomy, competence, and relatedness) felt by employees.

BPNS does not mediate the effect of *job insecurity* and *burnout* on *turnover intention*. This can be interpreted that BPNS variables can have an influence but are supported by other predictors. Thus, BPNS cannot act as either a predictor variable or a mediation variable.

RECOMMENDATIONS

The third, fourth, and fifth hypotheses yielded results indicating that the independent variable had a negative influence on the mediating variable, although the influence was not statistically significant. Future research should aim to further investigate and refine these findings across different sectors to identify the reinforcing factors affecting Basic Psychological Needs Satisfaction (BPNS) variables, which may not consistently impact turnover intention or job insecurity. It is recommended that future studies replicate these

aspects to assess the consistency of research outcomes, with a larger sample size to achieve more generalized results. Additionally, limitations were encountered in this study due to suboptimal return rates of questionnaires, prompting a need for future research to explore respondent characteristics to better understand the challenges faced by participants in completing research questionnaires.

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