

Job Insecurity, Organizational Justice, and Turnover Intention of High-Potential Employees in Crisis

Fikri Zikra Akrama¹,
Diin Fitri Ande²
Master in Management, Paramadina
University, Jakarta, Indonesia^{1,2}

Correspondence
fikrizikraakrama@gmail.com

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Abstract

The construction industry is particularly susceptible to economic fluctuations, frequently resulting in restructuring and heightened stress for high-potential employees (HiPo). This study examines the influence of job insecurity and organizational justice on turnover intention, with organizational commitment serving as a mediating variable, focusing on HiPo employees at PT ZX, a state-owned construction company experiencing a crisis. Employing a quantitative approach with 234 respondents, data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The research draws upon Conservation of Resources (COR) Theory and Social Exchange Theory, testing seven hypotheses regarding both direct and indirect effects. Results indicate that job insecurity has a significant positive effect on turnover intention and a significant negative effect on organizational commitment, whereas organizational justice has no significant direct effect on turnover intention but strongly strengthens organizational commitment. Organizational commitment, in turn, significantly reduces turnover intention and significantly mediates the effects of both job insecurity and organizational justice on turnover intention. These findings contribute to the literature on talent retention and provide practical recommendations for human resource management during crises. The study integrates job insecurity and organizational justice as predictors within a mediation model tailored to the construction sector crisis. Practically, it proposes strategies for BUMN HRM to develop equitable and sustainable talent-retention policies. The evidence further supports SDG 8 (Decent Work and Economic Growth), particularly Targets 8.5 and 8.8, by demonstrating the significance of organizational justice and commitment in sustaining decent work during restructuring in the construction sector.

Keywords: SDGs 8, High Potential Employees, Job Insecurity, Organizational Justice, Turnover Intention, Organizational Commitment

Introduction

The construction industry is highly dependent on capital and project-based operations, rendering it particularly vulnerable to economic fluctuations, supply chain disruptions, and regulatory uncertainties (Zhang et al., 2024). Over the past five years, these factors have prompted widespread restructuring and an increased emphasis on workforce efficiency among construction firms. PT ZX, one of Indonesia's largest state-owned construction companies, has been notably impacted by this crisis. Company records indicate a reduction in the workforce from 2,261 employees in 2020 to 1,717 in 2024, with a concurrent increase in resignations, suggesting growing dissatisfaction within the organization (PT ZX Annual Report, 2020–2024).

During organizational crises, job insecurity and perceptions of organizational justice are critical determinants of employee retention. Job insecurity has been shown to increase turnover intention (Greenhalgh & Rosenblatt, 1984; Jiang & Lavaysse, 2018). Conversely, perceptions of organizational fairness can enhance employee commitment, even in the presence of job insecurity (Colquitt, 2001; Cropanzano et al., 2015). This dynamic is particularly salient for high-potential employees (HiPo), who possess strong career aspirations and are more likely to leave if they perceive insufficient organizational investment in their development (McDonnell et al., 2017; Silzer & Church, 2009). The literature identifies five primary gaps addressed by this study: (1) limited research integrating job insecurity and organizational justice as predictors; (2) insufficient focus on HiPo employees in retention studies; (3) a scarcity of research on the construction sector during crises; (4) an unclear mediating role of organizational commitment in crisis contexts; and (5) inadequate examination of organizational justice dimensions. This research investigates the effects of job insecurity and organizational justice on turnover intention and assesses whether organizational commitment mediates these relationships among HiPo employees at PT ZX during the crisis. Theoretically, the study advances the talent retention literature by integrating two principal predictors within a mediation model specific to the construction sector crisis. Practically, the findings provide guidance for BUMN HRM in developing equitable and sustainable talent-retention policies. The study also aligns with the Sustainable Development Agenda, particularly SDG Goal 8: Decent Work and Economic Growth. For state-owned construction companies such as PT ZX, job insecurity and organizational justice are essential not only for talent retention but also for upholding the principles of decent work, fairness, and sustainable development (Küfeoğlu, 2022; United Nations, 2025).

Literature Review and Hypotheses

This study draws on four complementary theoretical lenses, each assigned a distinct explanatory task within the model rather than invoked interchangeably. Job Insecurity Theory (Greenhalgh & Rosenblatt, 1984; Shoss, 2017) defines the focal stressor, specifying job insecurity as a subjective, anticipatory appraisal of involuntary job loss and establishing why restructuring registers psychologically well before any termination occurs. Conservation of Resources (COR) Theory (Hobfoll, 1989; Holmgreen et al., 2017) supplies the motivational engine: employment is a valued resource, and its threatened loss triggers protective withdrawal, which accounts both for the erosion of organizational commitment (H3) and for the direct escalation of turnover intention (H1). Social Exchange Theory (Blau, 1964; Cropanzano & Mitchell, 2005) governs the positive arm of the model, explaining why fair treatment obliges reciprocation in the form of sustained commitment (H4); its companion, Fairness Heuristic and Uncertainty Management Theory (Cropanzano et al., 2015), specifies that justice functions most strongly as a relational cue precisely under conditions of uncertainty. Psychological Contract Theory (Montes et al., 2015; Rousseau, 2014) then integrates the two arms by identifying the mediating mechanism: high-potential employees hold unusually explicit expectations of career progression, and the crisis-driven suspension of those commitments constitutes a perceived breach that depletes commitment before it surfaces as an intention to leave (H6, H7). Taken together, COR Theory and Social Exchange Theory account for the resource-loss and resource-gain pathways respectively, while Psychological Contract Theory explains why organizational commitment, rather than either predictor acting alone, is the psychological mechanism through which both pathways reach turnover intention.

During periods of crisis, employees' career prospects grow uncertain and harder to navigate (Shoss, 2017). Drawing on Job Insecurity Theory and Social Exchange Theory, the prospect of losing one's job triggers stress and coping behaviors among them the search for alternative employment that surface as turnover intention (Blau, 1964; Hobfoll, 1989). Meta-

analyses and empirical studies consistently demonstrate a positive relationship between job insecurity and turnover intention in sectors sensitive to economic fluctuations (Fitta et al., 2020; Jiang & Lavaysse, 2018; Sari et al., 2023).

Two considerations sharpen this expectation for the present setting. First, the mechanism is anticipatory rather than reactive: because job insecurity is a subjective appraisal of a possible future loss, withdrawal cognitions can form well before any restructuring decision is formally announced (Shoss, 2017). Second, the evidence is not uniform. A minority of studies report attenuated or even inverted associations, a pattern usually attributed to trapped commitment, in which constrained external alternatives suppress actual exit despite acute felt insecurity (Khalilah & Amalia, 2024; Pratiwi & Surya, 2025). That boundary condition is unlikely to hold for the present sample, however, since high-potential employees possess high external employability and are actively targeted by competitors, which should restore the positive association. The hypothesis therefore follows the dominant finding and is stated directionally.

H1: *Job insecurity positively affects turnover intention among high-potential employees.*

Organizational justice is commonly conceptualized along four dimensions; distributive, procedural, interpersonal, and informational (Colquitt, 2001). In situations of uncertainty, justice functions as a fairness heuristic that determines organizational moral legitimacy (Cropanzano et al., 2015). Injustice breaches the psychological contract, lowers organizational identification, and increases the intention to leave (Greenberg, 1990; Subiyanto et al., 2022). The majority of research confirms this negative relationship (Fauza et al., 2022; Mete & Sökmen, 2019; Rusbadrol et al., 2021)

The predicted direction warrants closer scrutiny here, because the empirical record is more divided than for job insecurity. While the majority of studies report the expected negative association, some find null or even positive coefficients in unstable organizations, where heightened fairness may raise expectations that the organization cannot subsequently meet under resource constraints (Bhaskoro et al., 2024). Fairness Heuristic Theory offers a reconciling account: justice matters most as a heuristic when employees lack other information on which to base trust, but when an unambiguous and salient threat such as impending job loss is present, that threat may dominate the appraisal and crowd out the direct justice pathway (Cropanzano et al., 2015). The hypothesis follows the majority position while recognizing that the crisis context may attenuate the direct effect.

H2: *Organizational justice negatively affects turnover intention among high-potential employees.*

Organizational commitment is generally understood as comprising three components: affective, continuance, and normative (Meyer & Allen, 1991). Job insecurity threatens psychological and emotional resources, thereby weakening affective commitment and increasing disengagement (Jiang & Lavaysse, 2018; Kim & Kim, 2020). Based on the Conservation of Resources (COR) Theory, threats to employment reduce employees' psychological investment in the organization (Holmgreen et al., 2017). The majority of empirical findings demonstrate a negative relationship between job insecurity and organizational commitment (Anand et al., 2023; Güzel & Ergen, 2022), and previous research has shown that job insecurity negatively affects affective commitment and related work outcomes (Shoss, 2017).

The COR account specifies this mechanism more precisely than a general stress argument would. Resource conservation is a prioritization process: when a central resource is under threat, individuals withdraw discretionary investment from lower-priority commitments in order to protect what remains (Hobfoll, 1989). Affective commitment is precisely such a discretionary investment, since it requires continuing emotional expenditure and yields a return

only if the relationship endures. Employees who doubt that the relationship will endure therefore have a rational basis for disinvesting, which is why insecurity erodes commitment even among those who remain formally engaged (Anand et al., 2023; Kim & Kim, 2020). For high-potential employees the effect should be pronounced, because their commitment is anchored in anticipated future development rather than in accumulated tenure.

H3: *Job insecurity negatively affects organizational commitment among high-potential employees*

Based on Social Exchange Theory (Cropanzano & Mitchell, 2005), when individuals receive fair treatment from the organization, they feel obligated to reciprocate with positive attitudes, thereby strengthening organizational commitment. Fair treatment builds trust and employee identification with organizational values. The majority of research finds positive and significant effects (Hasyim & Palupiningdyah, 2021; Imamoglu et al., 2019; Jang et al., 2021; Khurram et al., 2020).

The reciprocity mechanism operates through different dimensions of justice in different ways, and that distinction matters in a crisis. Distributive justice is constrained during a downturn because the resources available for allocation contract, whereas procedural, informational, and interpersonal justice remain largely within managerial control regardless of budget (Colquitt, 2001). Social Exchange Theory predicts that employees read the fairness of process and communication as evidence of the organization's underlying intentions and reciprocate accordingly (Blau, 1964; Cropanzano & Mitchell, 2005). This asymmetry generates a strong practical prediction: justice should remain a viable route to commitment precisely when material inducements are least available, and the relationship is therefore expected to be positive and substantial (Imamoglu et al., 2019; Jang et al., 2021; Khurram et al., 2020).

H4: *Organizational justice positively affects organizational commitment among high-potential employees*

Organizational commitment, especially the affective dimension, serves as a psychological buffer that mitigates the intention to leave even when structural pressures arise (Azmy & Mauludi, 2024; Meyer et al., 2004). Employees with high commitment show pro-organizational behavior and refrain from seeking alternative employment. Previous research consistently finds negative and significant effects (Martins et al., 2023; Mohyi, 2021; Pratama et al., 2022; Serhan et al., 2022).

An important qualification concerns which component of commitment does the retaining. Affective commitment restrains exit because employees want to stay, whereas continuance commitment restrains it only because leaving is costly, producing a state of trapped commitment in which employees remain physically present but psychologically disengaged (Meyer et al., 2004; Meyer & Allen, 1991). The two components therefore predict identical retention behavior for very different reasons, and only the former represents genuine retention value. Because the present study measures organizational commitment as a composite, the expected negative association may understate the affective pathway while incorporating the weaker continuance pathway, and the magnitude of the effect should be interpreted with that composition in mind (Gim et al., 2015; Serhan et al., 2022).

H5: *Organizational commitment negatively affects turnover intention among high-potential employees*

Organizational commitment explains the psychological mechanism linking working conditions to the intention to leave. When job insecurity is high, commitment erodes, which, in turn, accelerates turnover intention (Ashfaq et al., 2023; Dwiguna et al., 2024; Lee & Jeong, 2017).

This mediation framework aligns with Psychological Contract Theory, which holds that organizational failure to meet implicit expectations lowers commitment, thereby increasing the intention to leave (Montes et al., 2015; Rousseau, 2014). Meta-analyses confirm that affective commitment mediates the relationship between job insecurity and turnover intention, especially among employees with high career expectations, such as HiPo (Jiang & Lavaysse, 2018).

The mediating mechanism can be decomposed into three pathways that operate simultaneously and not always in the same direction. Through the affective pathway, a threat to employment weakens emotional attachment and employees withdraw discretionary engagement as a coping response, which raises turnover intention (Jiang & Lavaysse, 2018). Through the continuance pathway, insecurity may temporarily raise commitment, since a perceived scarcity of alternatives increases the cost of leaving; this suppresses exit in the short term but is typically accompanied by stress and disengagement rather than genuine attachment (Lee & Jeong, 2017). Through the normative pathway, a felt moral obligation to remain during difficulty can buffer exit, although it becomes a psychological burden where it is unaccompanied by tangible recognition. Because the affective pathway dominates for employees whose attachment rests on expected future investment, the net mediating effect is expected to be significant, with commitment erosion as the operative mechanism.

H6: *Organizational commitment significantly mediates the effect of job insecurity on turnover intention.*

The mediating role of organizational commitment is also relevant in the relationship between organizational justice and turnover intention. Based on social exchange theory, fair treatment will strengthen commitment, and high commitment will reduce the intention to leave. In other words, justice does not always directly reduce intention to leave, but rather strengthens commitment as a psychological bridge (Bakri & Ali, 2015; Fauza et al., 2022; Suifan et al., 2017). Empirical findings consistently indicate that organizational commitment functions as a significant mediator in explaining this relationship (Mete & Sökmen, 2019; Nugroho & Afifah, 2021).

The theoretical claim here is stronger than a general mediation argument. If justice influences turnover intention primarily by signalling the organization's relational intentions rather than by altering the immediate calculus of staying or leaving, then its effect should be carried almost entirely by commitment, and the direct path may be weak or absent (Cropanzano et al., 2015). This yields a testable asymmetry between H6 and H7: commitment is expected to mediate the job insecurity pathway alongside a surviving direct effect, but to carry the organizational justice pathway more completely. Establishing that asymmetry, rather than mediation in general, is the specific contribution this hypothesis is designed to test.

H7: *Organizational commitment significantly mediates the effect of organizational justice on turnover intention.*

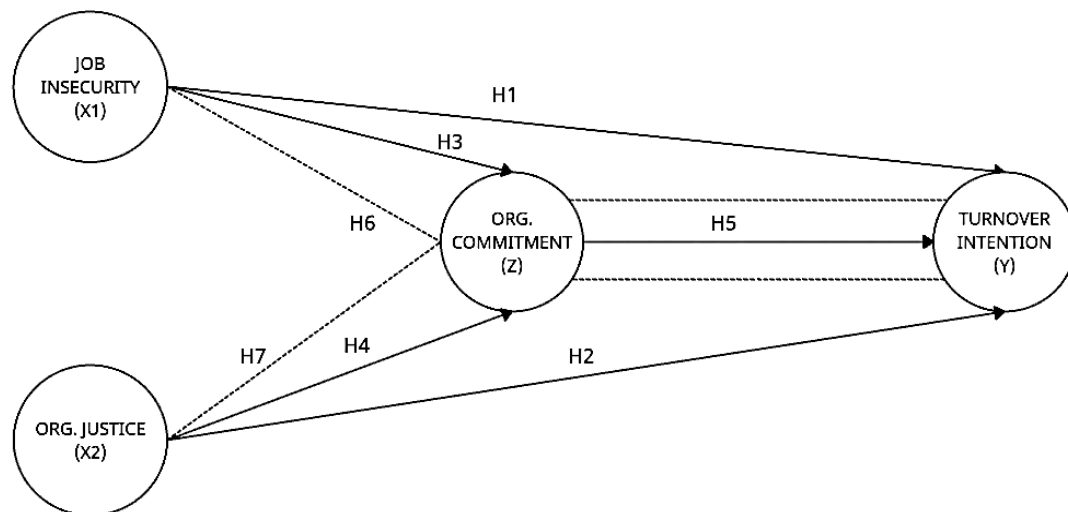


Figure 1. Research Model

Research Method

Adopting an explanatory quantitative design, this study tests causal and mediating relationships among latent constructs at a single point in time (cross-sectional) using Partial Least Squares Structural Equation Modeling (Hair et al., 2021; Sekaran & Bougie, 2016). The population consists of high-potential employees (HiPo) from the Management Trainee track at PT ZX who have directly experienced the effects of the crisis ($N = 1,717$). Purposive sampling, supported by snowball sampling, was employed based on criteria such as recruitment through the MT track, direct crisis experience, completion of the training period (Zuriantomy, 2024), and provision of informed consent. The sample size was determined using the Isaac and Michael (Isaac & Michael, 1995) formula, with a 90% confidence level and a 5% margin of error, yielding a minimum of 234 respondents. This sample size meets statistical power and model complexity requirements for PLS-SEM analysis (Hair et al., 2021; Kline, 2016).

Data collection was conducted via closed-ended questionnaires using a 5-point Likert scale. Measurement instruments were adapted from established scales: Job Insecurity (Greenhalgh & Rosenblatt, 1984; Shoss, 2017), Organizational Justice (Colquitt, 2001), Organizational Commitment (Meyer & Allen, 1991), and Turnover Intention (Bothma & Roodt, 2013; Mobley, 1977). Prior to the main survey, the instrument was piloted on 30–50 respondents to confirm item validity (Pearson correlation, $p < 0.05$) and reliability (Cronbach's $\alpha \geq 0.70$). The analysis then proceeded in two phases. The measurement (outer) model was first appraised for convergent validity (outer loading ≥ 0.70 ; AVE ≥ 0.50), internal consistency (α and CR ≥ 0.70), and discriminant validity (Fornell-Larcker criterion and HTMT < 0.90). The structural (inner) model was subsequently evaluated through its path coefficients (β) and their significance ($t \geq 1.96$ or $p < 0.05$), alongside R^2 , f^2 , Q^2 , and collinearity diagnostics (VIF < 5.0). Indirect (mediating) effects were assessed via bootstrapping in SmartPLS, with significance inferred from bias-corrected confidence intervals that did not span zero (Preacher & Hayes, 2008). Hypothesis testing used a two-tailed approach at $\alpha = 0.05$, with hypotheses accepted if $|t| \geq 1.96$ or $p\text{-value} < 0.05$.

Results and Discussion

A total of 234 valid questionnaires were collected. The demographic profiles of respondents are shown in Table 1.

Table 1. Respondent demographic

Characteristics	Classification	Frequency	Percentage
Gender	Male	173	74%
	Female	61	26%
	Total	234	100%
Age	21 – 30 y.o	90	38%
	31 – 40 y.o	130	56%
	41 – 50 y.o	14	6%
	Total	234	100%
Education Background	Associate Degree	8	3%
	Bachelor of Applied Science	28	12%
	Bachelor's Degree	167	71%
	Master's Degree	30	13%
	Doctoral/ PhD	1	0.4%
	Total	234	100%
Tenure	< 5 Years	83	35%
	5 – 10 Years	119	51%
	11 – 20 Years	32	14%
	Total	234	100%
Position	Officer	171	73%
	VP Assistant	36	15%
	Vice President	22	9%
	Senior Vice President	5	2%
	Total	234	100%

The predominance of male respondents (74%) is consistent with the established gender composition of the construction industry (Loosemore et al., 2003). The majority of participants are aged 31–40 years (56%) and possess at least a bachelor's degree (84%), consistent with the qualification standards of the Management Trainee program. Additionally, 27% of respondents are in accelerated career positions such as VP Assistant or VP, which empirically supports their classification as high-potential employees occupying strategic operational roles (Pratiwi & Surya, 2025), yet remain highly susceptible to the High-Potential Paradox (McDonnell et al., 2017).

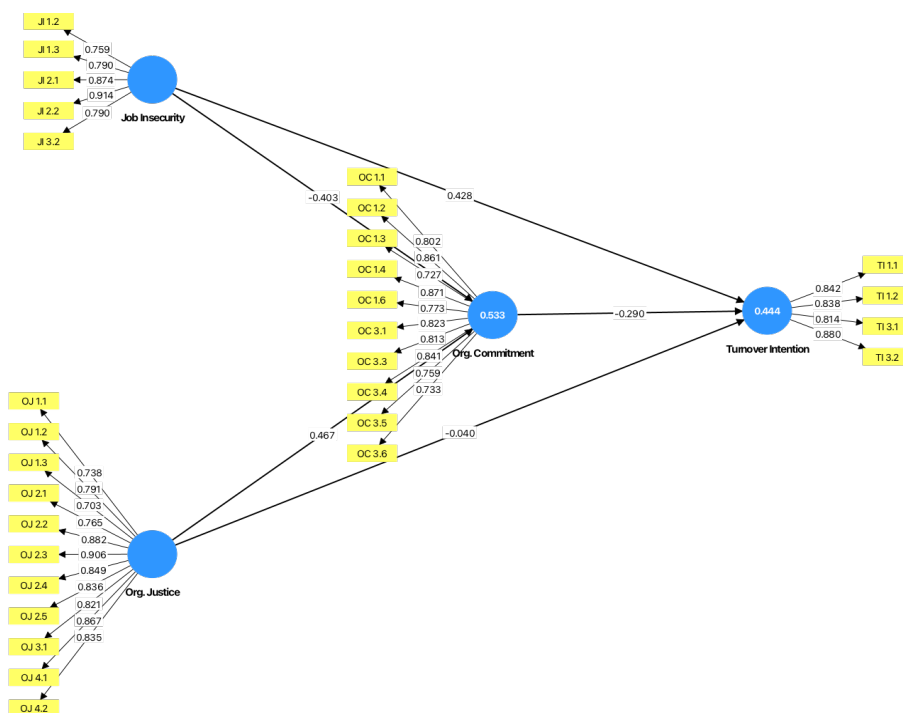
**Figure 2.** The Result of the Measurement Model Test

Table 2. Convergent Validity and Reliability

Variable	Item	Outer Loading	AVE	CR (<i>rho c</i>)
Job Insecurity	JI 1.2 I feel that my position is at risk of being eliminated due to efficiency measures or organizational restructuring.	0.759	0.685	0.915
	JI 1.3 I anticipate that the company will conduct layoffs within the next 12 months.	0.790		
	JI 2.1 I feel that my career future in this company is unclear.	0.874		
	JI 2.2 Opportunities for promotion or professional development are very limited at present.	0.914		
	JI 3.2 I feel that my work no longer makes a meaningful contribution.	0.790		
Organizational Justice	OJ 1.1 I feel that work rewards (salary, bonuses) are distributed fairly given the current crisis.	0.738	0.672	0.957
	OJ 1.2 The workload I receive is commensurate with the outcomes I obtain.	0.791		
	OJ 1.3 My contributions are adequately recognized amidst project pressures or restructuring.	0.703		
	OJ 2.1 Decision-making procedures during the crisis are applied consistently.	0.765		
	OJ 2.2 I am given the opportunity to voice my opinions before major decisions are made.	0.882		
	OJ 2.3 Organizational policies during the crisis are developed transparently and fairly.	0.906		
	OJ 2.4 Organizational procedures can be corrected if mistakes occur.	0.849		
	OJ 2.5 Procedures are implemented ethically and in accordance with moral standards.	0.836		
	OJ 3.1 Supervisors continue to show respect despite high-pressure project situations.	0.821		
	OJ 4.1 I receive sufficient and honest information regarding the impact of the crisis on my job security.	0.867		
	OJ 4.2 Explanations regarding new policies (e.g., budget cuts, efficiency measures) are communicated clearly.	0.835		
Organizational Commitment	OC 1.1 I want to stay here because I genuinely like this organization.	0.802	0.643	0.947
	OC 1.2 I feel like a part of this organization.	0.861		
	OC 1.3 I am proud to be a part of this organization.	0.727		
	OC 1.4 I feel a strong emotional attachment to this organization.	0.871		
	OC 1.6 I feel "at home" when working in this organization.	0.773		
	OC 3.1 I feel obligated to remain loyal to this organization.	0.823		
	OC 3.3 I feel a moral responsibility to stay here.	0.813		
	OC 3.4 I continue working because the organization has invested significantly in me.	0.841		
	OC 3.5 I feel it would be unethical to leave while the organization is facing a crisis.	0.759		
	OC 3.6 I want to reciprocate the trust that the organization has placed in me.	0.733		
	OC 3.7 I want to reciprocate the trust that the organization has placed in me.	0.733		
Turnover Intention	TI 1.1 I frequently think about leaving this job in the near future due to the crisis.	0.842	0.712	0.908
	TI 1.2 I am actively sending job applications to other companies.	0.838		
	TI 3.1 I feel frustrated because I cannot achieve my personal goals through this job during the crisis.	0.814		
	TI 3.2 My current job no longer meets my personal needs.	0.880		

The outer model testing results show that all indicators meet convergent validity criteria (outer loadings > 0.70 and AVE > 0.50) and internal reliability (Cronbach's α and Composite Reliability > 0.70).

Discriminant validity was examined to confirm that conceptually distinct constructs also operate as empirically separate measures rather than overlapping with one another, using the Fornell-Larcker criterion.

Table 3. Discriminant Validity

	Job Insecurity	Org. Commitment	Org. Justice	Turnover Intention
Job Insecurity	0.827			
Org. Commitment	-0.593	0.802		
Org. Justice	-0.407	0.631	0.820	
Turnover Intention	0.616	-0.569	-0.397	0.844

The Discriminant Validity Results Table (Fornell-Larcker) demonstrates that the square root of AVE for each construct, displayed on the diagonal, exceeds the correlations between that construct and other constructs. For instance, the square root of AVE for Job Insecurity is 0.827, which is greater than its correlations with Organizational Commitment (-0.593), Organizational Justice (-0.407), and Turnover Intention (0.616). This approach aligns with recent advancements in the measurement of turnover intentions, as highlighted by Ike et al. (2023). The same pattern holds for all other constructs, indicating that each variable has good discriminant validity, a conclusion corroborated by the heterotrait-monotrait ratios reported in Table 4 (Fornell & Larcker, 1981).

Table 4. Discriminant Validity (Heterotrait-Monotrait Ratio)

	Job Insecurity	Org. Commitment	Org. Justice	Turnover Intention
Job Insecurity				
Org. Commitment	0.638			
Org. Justice	0.436	0.669		
Turnover Intention	0.686	0.623	0.426	

Table 4 reports the heterotrait-monotrait ratio of correlations for every construct pair. All values fall between 0.426 and 0.686, comfortably below the conservative threshold of 0.85 and well below the more permissive threshold of 0.90 (Henseler et al., 2015). The highest ratio, between Organizational Justice and Organizational Commitment (HTMT = 0.669), is the pair of greatest theoretical interest in this study, since the mediation argument requires the two constructs to be empirically distinct; the result confirms that they are. Because the Fornell-Larcker criterion has been shown to have limited sensitivity in detecting discriminant validity problems, reporting HTMT alongside it provides the more robust evidence, and the two criteria agree.

Before evaluating the structural model, a multicollinearity test was conducted to ensure that there was no excessive multicollinearity among exogenous variables. Table 5 shows that all Variance Inflation Factor (VIF) values are 1.000, which is well below the threshold of 5.0 (ideally < 3.0) recommended by Hair et al. (2021).

Table 5. Multicollinearity Test (VIF)

	Org. Commitment	Turnover Intention
Job Insecurity	1.000	1.000
Org. Commitment		1.000
Org. Justice	1.000	1.000

The low VIF values indicate that the structural model is free from multicollinearity issues, so the path coefficient estimates produced are unbiased and can be interpreted validly.

Table 6. Coefficient of Determination

	R-Square	R-Square Adjusted
Org. Commitment	0.533	0.529
Turnover Intention	0.444	0.437

Table 6 indicate that the variable Organizational Commitment has an R^2 value of 0.533 (adjusted R^2 of 0.529), signifying that 53.3 percent of the variance in Organizational Commitment is accounted for by Job Insecurity and Organizational Justice. Similarly, the variable Turnover Intention exhibits an R^2 of 0.444 (adjusted R^2 of 0.437), indicating that 44.4 percent of the variance in Turnover Intention is explained by Job Insecurity, Organizational Justice, and Organizational Commitment. These findings are consistent with the relationships among perceived organizational injustice, organizational commitment, and turnover intention examined in recent empirical research (Kee & Chung, 2021). Therefore, the research model has moderate predictive power for both endogenous variables.

Table 7. Effect Size

	Org. Commitment	Turnover Intention
Job Insecurity	0.290	0.213
Org. Justice	0.389	0.002
Org. Commitment		0.070

Table 7 displays the f^2 effect size calculations for each structural relationship. For Organizational Commitment, Organizational Justice demonstrates a large effect ($f^2 = 0.389$), while Job Insecurity shows a medium effect ($f^2 = 0.290$), indicating that perceptions of organizational justice have a greater impact on organizational commitment than perceptions of job insecurity. Regarding Turnover Intention, Job Insecurity exhibits a medium effect ($f^2 = 0.213$) and Organizational Commitment a small effect ($f^2 = 0.070$), whereas the effect of Organizational Justice is negligible ($f^2 = 0.002$), falling below the 0.02 threshold conventionally required to qualify as a small effect. This last value is consistent with the non-significant direct path from organizational justice to turnover intention. These results suggest that, in the context of the crisis at PT ZX, job insecurity is a stronger predictor of turnover intention than either organizational justice or organizational commitment. According to established criteria (Hair et al., 2021), f^2 values of 0.02, 0.15, and 0.35 correspond to small, medium, and large effects, respectively.

Table 8. Predictive Relevance (Q^2)

	Q^2
Org. Commitment	0.526
Turnover Intention	0.373

The Predictive Relevance Q^2 table shows that the variables Organizational Commitment and Turnover Intention have Q^2 values of 0.526 and 0.373, respectively. Both Q^2 values exceed zero, confirming that the model has adequate predictive relevance for the endogenous variables. Moreover, as highlighted in a dynamic model by Vandenberghe et al. (2021), organizational commitment is an important predictor of newcomer turnover. Consequently, the structural model in this study demonstrates strong predictive capability.

Inner-model evaluation indicates the absence of multicollinearity in the structural model, with all path VIFs equal to 1.000. The model's coefficient of determination reveals that

Organizational Commitment has an R^2 value of 0.533 and Turnover Intention has an R^2 value of 0.444, reflecting moderate predictive power (Gim et al., 2015). Predictive relevance (Q^2) values are 0.526 and 0.373, respectively, confirming strong predictive capability. Effect size (f^2) analysis reveals that organizational justice has a significant positive effect on organizational commitment ($f^2 = 0.389$) and that job insecurity has a moderate effect on turnover intention ($f^2 = 0.213$), consistent with the findings reported by Bhaskoro et al. (2024).

Table 9. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Insecurity → Turnover Intention	0.428	0.425	0.103	4.158	0.000
Org. Justice → Turnover Intention	-0.040	-0.050	0.098	0.412	0.680
Job Insecurity → Org. Commitment	-0.403	-0.401	0.059	6.825	0.000
Org. Justice → Org. Commitment	0.467	0.470	0.040	11.718	0.000
Org. Commitment → Turnover Intention	-0.290	-0.283	0.070	4.109	0.000
Job Insecurity → Org. Commitment → Turnover Intention	0.117	0.114	0.034	3.410	0.001
Org. Justice → Org. Commitment → Turnover Intention	-0.135	-0.134	0.037	3.670	0.000

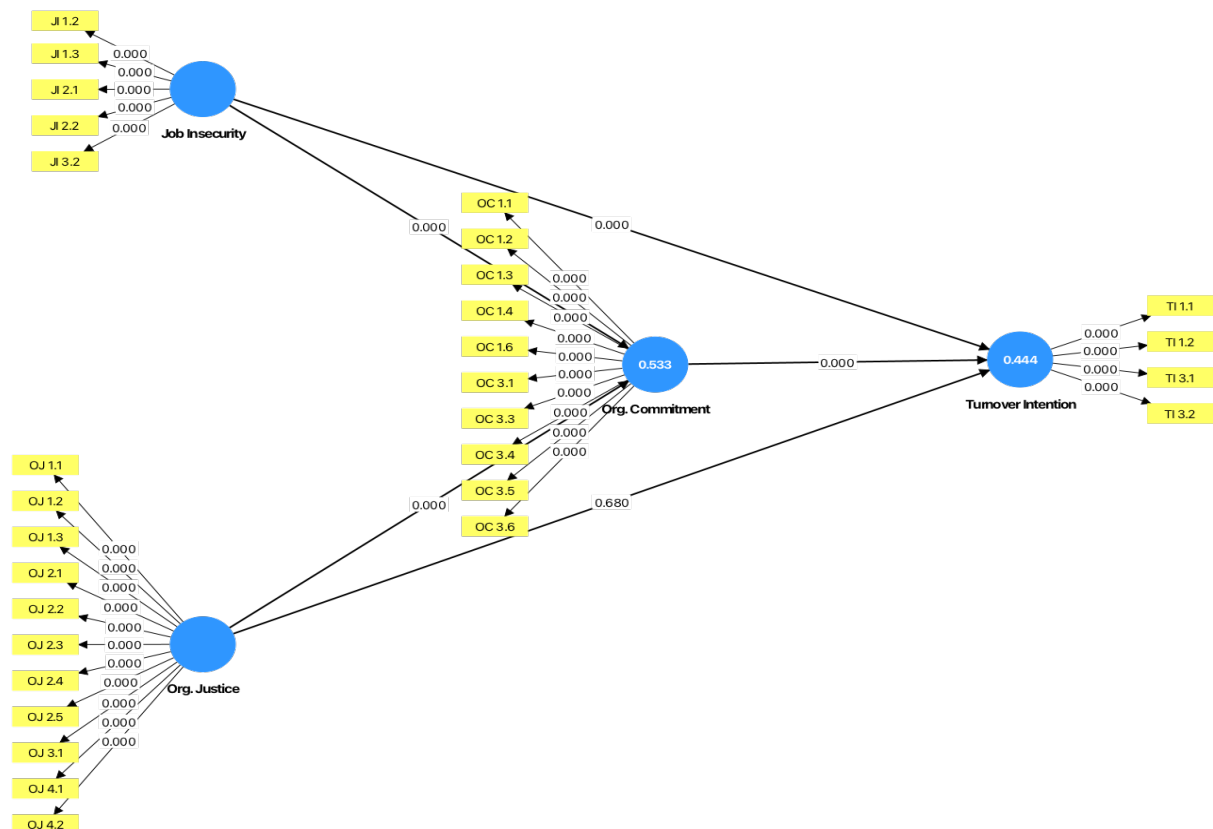


Figure 3. The Result of the Structural Model Test

H1 Accepted: Job insecurity has a significant positive effect on turnover intention ($\beta = 0.428$, $p = 0.000$). This finding aligns with Job Insecurity Theory, which views job uncertainty as a chronic stressor triggering alternative job search responses. This result is consistent with the majority of studies in sectors sensitive to economic fluctuations (Fitta et al., 2020; Khalilah & Amalia, 2024; Sari et al., 2023).

Beyond the statistical confirmation, the magnitude of this path ($f^2 = 0.213$, a medium effect) tells a fairly human story. When the ground beneath a career begins to feel unstable, the most natural response is to start looking for firmer footing elsewhere. High-potential employees are especially attuned to this, because they tend to track their own market value closely; for them, even early signals of restructuring can be enough to set an exit calculus in motion. The result therefore positions job insecurity not as a background worry but as the single most influential direct driver of turnover intention in the model, in line with meta-analytic evidence that both cognitive and affective insecurity translate quite directly into withdrawal cognitions (Jiang & Lavaysse, 2018; Shoss, 2017).

Set against prior findings, the magnitude observed here is notably higher than in studies conducted outside acute crisis conditions. Fitta et al. (2020) and Sari et al. (2023) report positive but weaker associations in startup and service settings, where insecurity is chronic yet diffuse rather than tied to a visible restructuring programme. The stronger coefficient in the present study is consistent with the meta-analytic observation that the insecurity–turnover relationship intensifies when the threat is concrete and organizationally attributable rather than ambient (Jiang & Lavaysse, 2018), which suggests that sector and crisis salience operate as amplifying conditions rather than as mere contextual detail.

H2 Rejected: Organizational justice has no significant effect on turnover intention ($\beta = -0.040$, $p = 0.680$). This finding differs from cross-sectoral research consensus but can be explained by the crisis context: in restructuring situations, HiPo employees are more responsive to direct threats to job stability than to evaluations of justice. The effect of organizational justice works indirectly through organizational commitment, as confirmed in H7.

This rejection deserves careful interpretation, because at first glance it sits awkwardly against a large body of cross-sector research that treats fairness as a reliable deterrent to turnover. The key is to read H2 alongside H4 and H7 rather than in isolation. Organizational justice exerts the strongest effect in the entire model on organizational commitment (H4: $\beta = 0.467$), and its effect on turnover intention through commitment is significant (H7: $\beta = -0.135$). What the data describe, then, is not an absence of influence but a redirection of it: justice does shape whether high-potential employees stay or leave, yet it does so by first building commitment rather than by acting directly on the decision to exit. In mediation terms this is an indirect-only (full) mediation, which reframes the rejected hypothesis as a meaningful finding rather than a null result.

A second, complementary reading lies in the primacy of threat during a crisis. Conservation of Resources Theory holds that when a fundamental resource such as employment is under threat, people narrow their attention to protecting it (Hobfoll, 1989; Holmgreen et al., 2017). In that state, the immediate impulse to look for another job is governed far more by felt insecurity, which is the dominant direct predictor in this study ($\beta = 0.428$), than by appraisals of how fairly the organization is behaving. Fairness Heuristic and Uncertainty Management Theory reinforce this: under high uncertainty, justice operates less as a direct lever on the decision to leave and more as a relational cue that, over time, sustains trust and commitment (Cropanzano et al., 2015). The strong insecurity effect appears to crowd out the direct justice turnover path, even while justice continues to do its work upstream.

The profile of the respondents sharpens this interpretation further. High-potential employees carry strong external marketability and a markedly career-centered outlook (McDonnell et al., 2017; Silzer & Church, 2009), so their stay-or-leave reasoning weighs career

trajectory and security more heavily than perceptions of fairness; it is also plausible that, in a crisis, they attribute any unfairness to the external shock rather than to the organization itself, loosening the link between justice and the intention to leave. Two methodological boundaries should be acknowledged as well. The cross-sectional, single-wave design captures fairness perceptions at one compressed moment of crisis, which can restrict their variance and dampen the direct path, and the moderate correlation between justice and commitment ($r = 0.631$) means that, once commitment enters the model, it absorbs much of the justice-related variance relevant to turnover. A longitudinal design would be better placed to detect any delayed direct effect. The broader lesson is that, for high-potential employees in a crisis, organizational justice retains talent only insofar as it is converted into felt commitment — a conclusion with direct implications for how fairness interventions ought to be designed.

H3 Accepted: Job insecurity has a significant negative effect on organizational commitment ($\beta = -0.403$, $p = 0.000$). This finding is consistent with COR Theory, which posits that threats to important resources (e.g., employment) reduce employees' psychological investment in the organization. Results align with previous empirical studies (Anand et al., 2023; Güzel & Ergen, 2022; Kim & Kim, 2020).

The size of this effect ($f^2 = 0.290$, approaching a large effect) is telling. It suggests that insecurity does not merely make people want to leave; it quietly corrodes the emotional bond that keeps them invested in the first place. Read through the lens of Conservation of Resources, an employee who senses that their job is at risk begins to protect themselves by withdrawing psychologically, conserving emotional energy rather than pouring it into an organization whose future feels uncertain (Hobfoll, 1989; Holmgreen et al., 2017). This erosion of commitment is the very mechanism that later carries insecurity into the intention to leave, and it mirrors what has been reported across a range of settings (Anand et al., 2023; Güzel & Ergen, 2022; Kim & Kim, 2020).

Compared with previous work, the direction of this effect is uncontested but its magnitude is not. Anand et al. (2023) and Güzel & Ergen, (2022) report moderate negative associations in service and tourism settings, whereas the coefficient obtained here approaches a large effect. A plausible explanation lies in the composition of the sample: the commitment of high-potential employees is anchored in anticipated future investment rather than in accumulated tenure, so a credible threat to organizational continuity devalues precisely the basis on which their attachment rests. This reading is consistent with Kim & Kim, (2020), who find that insecurity damages commitment most where employees hold the strongest forward-looking expectations.

H4 Accepted: Organizational justice has a significant positive effect on organizational commitment ($\beta = 0.467$, $p = 0.000$). This coefficient is the highest among all direct relationships in the model, indicating that organizational justice is the strongest predictor of commitment. Findings are consistent with Social Exchange Theory (Cropanzano & Mitchell, 2005) and previous research (Hasyim & Palupiningdyah, 2021; Imamoglu et al., 2019; Jang et al., 2021; Khurram et al., 2020).

That this is the strongest single relationship in the whole model ($f^2 = 0.389$, a large effect) is arguably the most important practical message of the study. It indicates that fairness is the primary lever through which an organization can rebuild and sustain commitment during a crisis. When employees see that rewards, procedures, and information are handled fairly even under pressure, they read it as a sign that the organization still honors its side of the relationship, and they reciprocate by staying psychologically invested (Colquitt, 2001; Cropanzano & Mitchell, 2005). In a restructuring context this is encouraging news, because fairness is largely a matter of how decisions are made and communicated rather than how much money is available to spend — something that remains within management's control even when budgets are not.

This finding both replicates and extends the existing evidence. Imamoglu et al. (2019), Jang et al. (2021), and Khurram et al. (2020) establish the positive justice–commitment link across public administration, manufacturing, and developing-country settings, but predominantly under conditions of organizational stability. Demonstrating that the relationship not only survives but becomes the strongest path in the model during acute restructuring is the more consequential result, since it runs against the intuitive expectation that fairness perceptions lose their motivational force once material resources contract.

H5 Accepted: Organizational commitment has a significant negative effect on turnover intention ($\beta = -0.290$, $p = 0.000$). This confirms the commitment's role as a psychological buffer that restrains the intention to leave, even in the face of structural pressures (Meyer & Allen, 1991). Results are consistent with (Azmy & Mauludi, 2024; Martins et al., 2023; Mohyi, 2021; Pratama et al., 2022; Serhan et al., 2022).

It is worth being precise about the magnitude here: the relationship is statistically significant and its effect size is small ($f^2 = 0.070$), placing it above the 0.02 threshold for a small effect but well below the medium benchmark of 0.15. In practical terms, commitment does soften the urge to leave, but in the acute crisis studied here its direct restraining power remains modest compared with the pull of job insecurity ($f^2 = 0.213$). The more meaningful role of commitment, as the mediation results make clear, is as a conduit the channel through which both insecurity and justice ultimately reach turnover intention. This nuance matters, because it warns against assuming that simply lifting commitment will be enough to retain talent if the underlying sense of insecurity is left unaddressed (Lee & Jeong, 2017; Meyer & Allen, 1991).

The contrast with prior studies is instructive here. Martins et al. (2023), Mohyi (2021), and Serhan et al. (2022) report substantially stronger direct commitment–turnover effects, but those studies were conducted in stable organizational settings where commitment competes with ordinary dissatisfaction rather than with an existential threat to employment. The attenuation observed in the present study is therefore better read as a context effect than as a contradiction: commitment retains its restraining function, but its practical weight diminishes when set against acute insecurity. This also vindicates the caution registered in the hypothesis development regarding composite measurement, since a continuance-heavy composite would dilute precisely the affective component that carries most of the retention value (Meyer & Allen, 1991).

H6 Accepted: Organizational commitment significantly mediates the job insecurity–turnover intention relationship ($\beta = 0.117$, $p = 0.001$). The positive indirect coefficient reflects a two-stage mechanism: job insecurity lowers organizational commitment ($\beta = -0.403$), and commitment in turn reduces turnover intention ($\beta = -0.290$). Multiplication of two negative coefficients yields a positive indirect effect, conceptually confirming that commitment erosion is the primary psychological pathway linking job insecurity to turnover intention. Findings align with Psychological Contract Theory (Rousseau, 2014) and studies by (Ashfaq et al., 2023; Dwiguna et al., 2024; Lee & Jeong, 2017).

The positive sign of this indirect effect can look counter-intuitive at first, but it follows logically from the two stages it combines. Job insecurity drives commitment down ($\beta = -0.403$), and lower commitment in turn raises turnover intention, the H5 path being negative ($\beta = -0.290$); the product of two negative coefficients is positive. Read plainly, the harm that insecurity does to retention is not only direct but also travels a slower, more corrosive route — it hollows out commitment first, and that loss of commitment then feeds the desire to leave. This layered mechanism is exactly what Psychological Contract Theory anticipates, where unmet implicit expectations quietly weaken the bond before they ever surface as an intention to quit (Montes et al., 2015).

Following the classification framework of Zhao et al. (2010), and given that the direct effect of job insecurity on turnover intention is also significant ($\beta = 0.428$, $p = 0.000$) and shares the same positive sign as the indirect effect, this pattern constitutes complementary partial mediation rather than the competitive form that opposing signs would indicate.

H7 Accepted: Organizational commitment significantly mediates the organizational justice–turnover intention relationship ($\beta = -0.135$, $p = 0.000$). This confirms an indirect-only mediation pattern: organizational justice does not directly impact turnover intention but must first strengthen commitment as a psychological bridge. Results are consistent with Social Exchange Theory (Cropanzano & Mitchell, 2005) and studies by (Bakri & Ali, 2015; Fauza et al., 2022; Mete & Sökmen, 2019; Suifan et al., 2017).

Taken together with the non-significant direct path in H2, this result establishes an indirect-only (full) mediation: organizational justice reaches turnover intention almost entirely through the commitment it builds, rather than by acting on the intention to leave on its own. The distinction is substantively important. It implies that fairness initiatives should not be judged by whether they immediately reduce resignations, but by whether they succeed in deepening employees' commitment, which is what actually carries their retention value. This pattern aligns closely with the stream of studies that position commitment as the bridge between justice and turnover (Bakri & Ali, 2015; Mete & Sökmen, 2019; Nugroho & Afifah, 2021; Suifan et al., 2017), and it gives the study its clearest theoretical contribution: showing how, in a crisis, fairness sustains decent work indirectly by first sustaining commitment.

The two pathways therefore differ in kind, and that asymmetry is itself a finding. Applying the framework of Zhao et al. (2010) to both simultaneously shows that organizational commitment carries the organizational justice pathway completely, but the job insecurity pathway only in part, since a substantial direct stressor effect persists alongside it. The consequence for practice is that the two antecedents call for different retention strategies rather than a single undifferentiated one: the justice pathway can be managed entirely through commitment, whereas insecurity must also be addressed directly, since strengthening commitment alone would leave a substantial portion of turnover risk untouched. A traditional full-versus-partial classification would have registered both pathways simply as mediated and obscured that distinction, which is why the contemporary framework is applied here.

Implications for SDG 8 and Sustainable HRM:

The findings make a substantial contribution to SDG 8: Decent Work and Economic Growth, particularly Target 8.5 (full and productive employment) and Target 8.8 (protection of labor rights). In the context of crisis-driven restructuring within state-owned construction enterprises, job insecurity and organizational justice are closely associated with the principles of decent work, encompassing stable income, fair processes, and psychological safety for employees (United Nations, 2025). The results indicate that job insecurity increases turnover intention, while organizational justice primarily enhances organizational commitment rather than directly reducing turnover intention. This outcome aligns with the Sustainable HRM approach, which advocates for HR policies that balance economic and social objectives (Brewster & Brookes, 2024; Makhamara & Bula, 2022). For PT ZX, recommended actions include regular assessments of fairness, implementation of reskilling programs as alternatives to layoffs, and the inclusion of HiPo retention initiatives in Sustainability Reports, consistent with SDG 8 and OJK POJK 51/2017 guidelines.

Conclusion

The evidence confirms that job insecurity is the primary stressor influencing HiPo employees' turnover intentions during restructuring, acting both directly on turnover intention ($\beta = 0.428$, $p = 0.000$) and indirectly by eroding organizational commitment ($\beta = -0.403$, $p = 0.000$). The

model accounts for 53.3 percent of the variance in organizational commitment and 44.4 percent of the variance in turnover intention. Furthermore, organizational justice does not exert a significant direct effect on turnover intention but has a significant positive impact on organizational commitment, suggesting that, in severe crisis contexts, its influence operates indirectly through commitment formation. Organizational commitment significantly mediates both relationships, underscoring its role as a psychological buffer, although the two mediation patterns differ in kind: complementary partial mediation for job insecurity (indirect $\beta = 0.117$, $p = 0.001$, alongside a significant direct effect) and indirect-only mediation for organizational justice (indirect $\beta = -0.135$, $p = 0.000$, with a non-significant direct effect). It should also be noted that the direct restraining effect of commitment on turnover intention, while statistically significant, is small in magnitude ($f^2 = 0.070$), so commitment matters in this setting chiefly as a conduit rather than as a standalone brake on exit. Theoretically, this research advances the talent retention literature by integrating job insecurity and organizational justice as concurrent predictors within a mediation model tailored to the construction sector crisis. Practically, recommendations for PT ZX management include reducing career ambiguity through transparent communication regarding post-crisis development plans, ensuring procedural transparency and informational justice during restructuring, implementing measurable reskilling programs and accelerated career paths, and prioritizing organizational commitment through equitable treatment. Limitations of the study include the cross-sectional design and single-company sample, which constrain generalizability. The single-wave design captures fairness perceptions at one compressed moment of crisis, which may restrict their variance and dampen the direct justice pathway; in addition, the moderate correlation between organizational justice and organizational commitment ($r = 0.631$) means that commitment absorbs much of the justice-related variance once it enters the model. Organizational commitment was also measured as a composite rather than by component, so the affective, continuance, and normative pathways could not be separated empirically. Future research should employ longitudinal designs, expand the sample to include private construction sectors, and incorporate moderating variables such as perceived organizational support. Additionally, future studies may broaden SDG coverage by examining the contributions of Sustainable HRM practices to Target 5 (Gender Equality) and Target 10 (Reduced Inequalities), given the construction industry's gender imbalance and hierarchical employment structure.

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