



## Job Insecurity, Engagement, and Mental Health: Drivers of Turnover Intentions at PT. Pos Indonesia

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### ABSTRACT

This study examines the effects of job insecurity and employee engagement on turnover intention, with mental health as a mediating variable, among employees at PT. Pos Indonesia. Using an associative quantitative approach and a saturated sample of 101 respondents, data were analyzed through Structural Equation Modeling with Partial Least Squares (SEM-PLS). The results indicate that job insecurity does not significantly affect mental health or turnover intention. In contrast, employee engagement has a positive and significant impact on both mental health and turnover intention. However, mental health did not mediate the relationships between job insecurity or employee engagement and turnover intention. Notably, high levels of engagement appear to increase turnover intention, likely due to work-related pressure and unbalanced workloads. These findings suggest that while engagement is beneficial, it may also lead to negative outcomes if not managed properly. The study implies that organizations should focus on equitable workload distribution, implement mental health support programs, and monitor work-related stress to better retain high-performing employees.

**Keywords:** *job insecurity, employee engagement, turnover intention, mental health*

### OPEN ACCESS

ISSN 2528-4649 (online)

ISSN 2338-4409 (print)

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Citation:

Received: June, 18, 2025

Accepted: August, 14, 2025

Published: Sept, 15, 2025

JBMP: Jurnal Bisnis, Manajemen dan Perbankan.

Vol: 11 / No. 02

doi: 10.21070/jbmp.v11i2.2195

## 1. INTRODUCTION

The rapid development of the business world in the digital era requires companies to adapt to stay competitive. Success in this competition is crucially determined by the quality of human resources, particularly employees capable of supporting organizational transformation. Conversely, employees who are not adaptable can hinder a company's progress.

Human resource management plays a crucial role in managing and retaining employees, particularly in reducing turnover intention. One of the main causes of turnover intention is job insecurity, a condition of job uncertainty that can reduce emotional commitment, mental health, and work engagement. Furthermore, high employee engagement without equitable workload management can actually lead to mental stress and a desire to leave.

The employee turnover rate at PT Pos Indonesia indicates that employee turnover has occurred since the transformation in 2021. PT Pos Indonesia has undertaken 7 (seven) transformations, including business transformation, product and channel transformation, process transformation, technology transformation, human resources transformation, organizational transformation, and cultural transformation (Tempo, 2021). In addition to the transformation carried out to improve its position in the marketing sector, transformation was also carried out on strategic drivers, namely human resources, where the older the worker, the better their value or ability should be (Agustinus, 2021). This is in line with research findings showing that employees aged  $\leq 25$  years are more likely to have the intention to leave their jobs, namely 74.1%, compared to employees aged  $> 25$  years, namely 35.7% (Alfiyah, 2013). Furthermore, younger employees may have more opportunities to find new jobs, thus facilitating job mobility.

The following table shows the Top Brand Index, which ranks the reputation of logistics services in Indonesia in 2023.

**Table 1 | Top Brand Award**

| No | Company name                          | Top Brand Index |
|----|---------------------------------------|-----------------|
| 1  | PT. Global Jet Express (J&T)          | 3.33            |
| 2  | PT. Tiki Jalur Nugraha Ekakurir (JNE) | 29.1            |
| 3  | PT. Citra Van Titipan Kilat (Tiki)    | 10.6            |
| 4  | PT. Pos Indonesia (Pos Indonesia)     | 7.3             |

Source: [www.topbrand-award.com](http://www.topbrand-award.com) (2023)

The conditions in Table 1 can make employees feel worried or insecure about their future employment, particularly regarding job stability. On the other hand, employees who feel a sense of attachment to the company will engage in positive contributions to support the transformation currently being undergone by PT. Pos Indonesia. This is evidenced by research findings that show job insecurity has a significant positive effect on turnover intentions (Audina & Kusmayadi, 2018), but a negative and insignificant effect on turnover intentions (Azizah & Murniningsih, 2022; Irawan & Dan Komara, 2020). The differences in research findings are that job insecurity has a positive and significant effect on employee turnover intentions (Septiari & Ardana, 2016), while job insecurity has a negative effect on turnover intentions (Riania & Nisa, 2022). Employee engagement has a significant positive effect on turnover intention (Irawan & Dan Komara, 2020), but employee engagement has a significant negative effect on turnover intention (Zamzamy et al., 2021). Another difference is that employee engagement has a positive and significant effect on turnover intention (Natalia & Rosiana, 2017), while employee engagement does not have a significant negative effect on turnover intention (Fauzia & Marwansyah, 2020).

Findings from various studies have shown mixed results regarding the influence of job insecurity and employee engagement on turnover intention, as well as the role of mental health as a mediating variable. Therefore, further research is needed to address the inconsistencies in previous results. This study aims to examine the influence of job insecurity and employee engagement on turnover intention, both directly and indirectly through mental health, on employees of PT. Pos Indonesia, Pamekasan, and Sampang branches.

## 2. LITERATURE REVIEW

### Job Insecurity

Job insecurity is a psychological condition where someone feels uncertain about the continuity of their employment. This condition arises when employees feel threatened and lose control over their position (Wardani & Amalia, 2021). Define it as the level of confidence in their job status that is perceived as unstable or vulnerable over a given period (Greenhalgh & Rosenblatt, 1984). This insecurity is seen as the initial stage of the job loss process, with the number of individuals experiencing it often exceeding those actually affected by layoffs (Hartley et al., 1990). This phenomenon is becoming increasingly relevant with the rise in precarious employment, such as contract and part-time jobs. Generally, job insecurity is divided into two forms: quantitative, which is the fear of losing one's job altogether, and qualitative, which is the anxiety about declining quality of life, such as promotion opportunities, working conditions, and income (Putri et al., 2017). Some factors that influence the level of insecurity include (1) age, where older workers are more anxious due to the difficulty of finding a new job; (2) gender, with men tending to be more anxious due to their role as breadwinner, although women with similar responsibilities also experience high levels of anxiety; (3) socioeconomic status, where individuals with low education and income have limited employment options; (4) type of contract, with permanent workers feeling more secure than contract workers; and (5) social support, whether from family, coworkers, or superiors, which can relieve stress due to uncertainty (Sverke et al., 2002). The three main indicators of job insecurity are: (1) the meaning of the job to the individual, where the importance of aspects such as salary and promotion influences the level of anxiety; (2) the threat of loss, in the form of the perception of risks such as salary cuts or loss of career opportunities; and (3) powerlessness, namely the inability of the individual to control threats to his position (Greenhalgh & Rosenblatt, 1984). Thus, job insecurity not only affects career stability but also impacts mental health and psychological well-being, especially in dynamic and high-risk work environments.

### Employee Engagement

Employee engagement is a form of emotional attachment to the organization and its goals. It reflects a deep commitment to work, not solely driven by financial rewards or promotions, but also by a commitment to the company's vision (Soedarto & Hardi, 2023). This engagement manifests itself in enthusiasm and active participation in the workplace, which directly contributes to increased productivity, profitability, and the retention of top talent (Gallup, 2006), which has a direct impact on productivity, profitability, and retention of the best talent in the organization (Heinz, 2022). Conceptually, engagement refers to the extent to which individuals feel connected to a company's culture and values. This can be seen in how actively they contribute—rather than simply going through the motions—and the extent to which the organization supports their development. According to (Shuck, 2019), employee engagement is classified into three types: 1. Engaged, namely working with high enthusiasm and having a strong emotional bond with the organization, thus encouraging innovation; 2. Unbound, namely employees who lack enthusiasm and energy; 3. Actively disengaged, namely showing dissatisfaction accompanied by a negative attitude. The level of engagement is influenced by several factors: a. Job resources, namely physical, social, and organizational support that facilitates task completion and encourages self-development; b. Salience of job resources, namely an individual's perception of the utility of available resources; 3. Personal resources, such as personality, age, and behavior. Employees with high engagement tend to have characteristics such as extroversion, high sincerity, and low levels of neuroticism (Shahpouri et al., 2015). Engagement indicators include 1. Basic needs, related to the fulfillment of work expectations; 2. Management support, in the form of recognition, development opportunities, and teamwork; 3. Sense of belonging, reflected in participation in decision-making and recognition for contributions; 4. Opportunities to learn and grow, for increased long-term contributions (Asplund & Fleming, 2007). Thus, employee engagement is a strategic component in HR management that has a major impact on organizational effectiveness.

### Mental Health

According to Law of the Republic of Indonesia No. 18 of 2014, employee mental health refers to a stable psychological and emotional state in the workplace. Individuals with good mental health are able to face challenges, recognize their potential,

perform optimally, and positively impact their social environment (WHO, 2022). In the industrial world, this aspect is a crucial element influencing productivity, work quality, and decision-making ability. Conversely, psychological distress such as stress, anxiety, or depression can significantly reduce performance (Oktarizal & Sarbiah, 2023). In general, mental health is influenced by biological, psychological, and social factors (Yuliandari, 2019). If not properly managed, this condition can develop into a serious disorder that impacts social functioning, family life, and work (APA, 2022). Based on severity, there are three categories of mental health: 1. Positive mental health, characterized by self-confidence, good social relationships, and productive activities; 2. Mental health problems, in the form of mental and emotional disturbances that hinder daily activities; 3. Mental disorders, namely major changes in emotions, behavior, or cognitive function that interfere with social and professional roles. In the workplace, common challenges faced include high workloads, imbalance between work and personal life, and minimal social support (Oktarizal & Sarbiah, 2023). Tight competition can also cause anxiety, especially if communication with superiors is poor or interpersonal relationships are not harmonious. According to (Kartono, 2000), indicators of mental health include 1. The ability to adapt to a constantly changing social environment; 2. personality integration to actively participate in society; 3. The drive to achieve life goals; and 4. an efficient and harmonious balance between physical and psychological conditions. Thus, maintaining employee mental health is not only an individual need but also an organizational strategy to create a healthy, productive, and sustainable workplace.

### Turnover Intention

An employee's decision to leave an organization can impact stability, both financially and through resources, and internal motivation (Andriani et al., 2021; Armstrong & Taylor, 2014). The impact is not only the loss of labor but also the loss of experience and knowledge that are difficult to replace, as well as the challenge of finding a suitable replacement (Andriani et al., 2021). According to (Robbins & Judge, 2008), turnover includes voluntary resignation, termination of employment, and dismissal for misconduct. The consequences are felt by both the organization and the individual, such as decreased productivity, disrupted team dynamics, and weakened work morale (Andriani et al., 2021). Turnover intention refers to the desire to leave a job voluntarily, which is generally triggered by dissatisfaction, excessive pressure, lack of support in the work environment, or changes in personal circumstances (Pawesti & Wikansari, 2017). Symptoms include increased absenteeism, low motivation, rule violations, and negative attitudes toward management (Ali, 2013). In many cases, individuals with turnover intentions begin actively searching for new jobs. According to (Price, 2001), the causes of turnover intention are categorized into two: 1. Environmental factors, such as the burden of responsibility and job opportunities outside the organization; 2. Individual factors, including job satisfaction, organizational commitment, job search activities, intention to stay, general training, work morale, and perceptions of the job. According to (Ali M, 2013), he identified three main indicators of turnover intention, namely: 1. Thoughts of resigning; 2. The desire to find another job; 3. The intention to leave the organization in the near future. By recognizing these patterns early on, management can develop more appropriate retention strategies to maintain the organization's sustainability and performance.

### Hypothesis Development

The hypotheses of this study include:

H1: Job insecurity affects mental health.

H2: Employee engagement affects mental health.

H3: Mental health affects turnover intention.

H4: Job insecurity affects turnover intention.

H5: Employee engagement affects turnover intention.

H6: Job insecurity affects turnover intention through mental health.

H7: Employee engagement affects turnover intention through mental health.

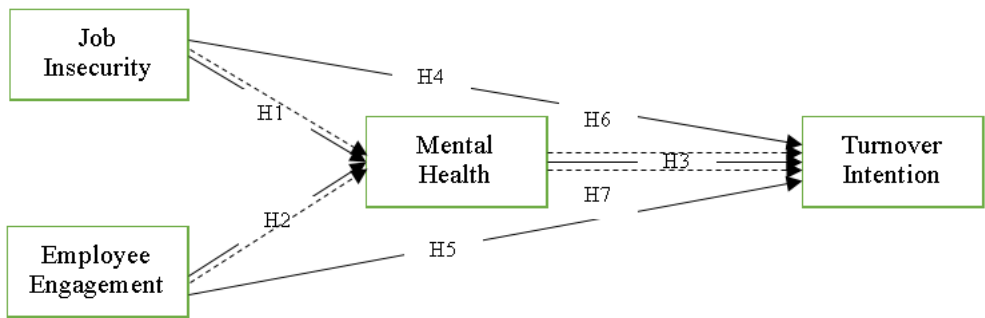


Figure 1. Thinking Framework

### 3. RESEARCH METHOD

The type of research used in this study is associative quantitative research because it aims to determine the relationship between independent variables and dependent variables and is used to build a theory that functions to explain a particular phenomenon. The population of this study was all employees of PT. POS Pamekasan and Sampang branches, totaling 101 employees. This study uses a non-probability sampling technique, namely saturated samples, because the population is relatively small, and all 101 employees will be used as research samples. Here are some indicators of the variables in this study: Job insecurity indicators include 1. The meaning of the job for the individual, 2. job loss, and 3. powerlessness (Greenhalgh & Rosenblatt, 1984). Employee engagement indicators include 1. Basic needs; 2. Management support; 3. Sense of belonging; 4. Learning and development (Asplund & Fleming, 2007). Mental health indicators include 1. Coordination of effort and potential; 2. Integrity and regulation; 3. Self-realization process; 4. Passionate (Kartono, 2000). Turnover intention indicators include 1. Thinking of quitting; 2. Intent to search; 3. Intent to quit (Ali, 2013). Data processing in this study will use SmartPLS software. Data analysis techniques are used to answer the problem formulation or test the hypothesis that has been formulated using SEM PLS (Ghozali, 2018). In the SEM PLS method, several stages are carried out as follows: 1. Outer model analysis consisting of outer loading, discriminant validity, and composite reliability; 2. Inner model analysis consisting of R-square, model of fit, and path analysis And an indirect effect.

### 4. RESULTS AND DISCUSSION

#### RESULTS

##### 4.1 Outer Model

###### 4.1.1 Outer Loading

Table 2 | Outer Loading

| Outer Loading | X1    | X2    | Y     | Z     |
|---------------|-------|-------|-------|-------|
| X1.1          | 0.789 |       |       |       |
| X1.2          | 0.722 |       |       |       |
| X1.3          | 0.928 |       |       |       |
| X2.1          |       | 0.861 |       |       |
| X2.2          |       | 0.81  |       |       |
| X2.3          |       | 0.831 |       |       |
| X2.4          |       | 0.725 |       |       |
| Y1.1          |       |       | 0.879 |       |
| Y1.2          |       |       | 0.84  |       |
| Y1.3          |       |       | 0.815 |       |
| Z1.1          |       |       |       | 0.863 |

|      |  |  |  |       |
|------|--|--|--|-------|
| Z1.2 |  |  |  | 0.782 |
| Z1.3 |  |  |  | 0.711 |
| Z1.4 |  |  |  | 0.723 |

Source: Processed data (2025)

Based on the outer loading validity test in Table 2 above, it is known that all outer loading values are  $> 0.7$ , which means that they have met the validity requirements based on the outer loading value.

#### 4.1.2 Discriminant Validity

Table 3 | AVE

|                          | Average Variance Extracted (AVE) |
|--------------------------|----------------------------------|
| X1 (Job Insecurity)      | 0.668                            |
| X2 (Employee Engagement) | 0.654                            |
| Y (Turnover Intention)   | 0.714                            |
| Z (Mental Health)        | 0.596                            |

Source: Processed data (2025)

To measure discriminant validity, it can be seen from the average variance extracted (AVE), which is recommended to have a value above 0.5, and it is known in table 3 above that all AVE values are  $> 0.5$ , which means that they have met the validity requirements based on AVE.

Table 4 | HTMT

| Heterotrait-Monotrait Ratio (HTMT) | X1    | X2    | Y     | Z |
|------------------------------------|-------|-------|-------|---|
| X1 (Job Insecurity)                |       |       |       |   |
| X2 (Employee Engagement)           | 0.426 |       |       |   |
| Y (Turnover Intention)             | 0.209 | 0.668 |       |   |
| Z (Mental Health)                  | 0.287 | 0.383 | 0.239 |   |

Source: Processed data (2025)

In addition, other discriminant validity uses the Heterotrait Monotrait Ratio (HTMT) approach. It is said to be able to meet discriminant validity if all values are  $< 0.9$ . Based on the results of table 4 above, it is known that all values are  $< 0.9$ , which means that it is concluded that it has met the requirements for discriminant validity.

Table 5 | Fornell-Larcker Criterion

| Fornell-Larcker Criterion | X1     | X2     | Y      | Z     |
|---------------------------|--------|--------|--------|-------|
| X1 (Job Insecurity)       | 0.818  |        |        |       |
| X2 (Employee Engagement)  | 0.370  | 0.809  |        |       |
| Y (Turnover Intention)    | -0.108 | -0.569 | 0.845  |       |
| Z (Mental Health)         | 0.254  | 0.339  | -0.193 | 0.772 |

Source: Processed data (2025)

Researchers also use discriminant validity with the Fornell-Larcker Criterion approach. It is said to be able to meet this discriminant validity if all values on the variable are higher than the values on other variables. Based on the results of table 5 above, it is known that all variable values are higher than other variables, which means that it is concluded that it has met the requirements for discriminant validity.

4.1.3 Composite reliability

Table 6 | Composite Reliability

|                          | Cronbach's Alpha (CA) | Composite Reliability (CR) |
|--------------------------|-----------------------|----------------------------|
| X1 (Job Insecurity)      | 0.768                 | 0.857                      |
| X2 (Employee Engagement) | 0.823                 | 0.883                      |
| Y (Turnover Intention)   | 0.804                 | 0.882                      |
| Z (Mental Health)        | 0.786                 | 0.854                      |

Source: Processed data (2025)

Reliability testing based on CR values. The recommended CR value is above 0.7, and it is known in table 6 above that all CR values are > 0.7, which means that they have met the reliability requirements based on CR. Furthermore, reliability testing is carried out based on the CA value. The recommended CA value is above 0.7, and it is known in table 6 above that all CA values are > 0.7, which means that they have met the reliability requirements based on Cronbach's alpha.

4. 2 Inner Model

4.2.1 R-Square

Table 7 | R-Square

|                        | R Square | R Square Adjusted |
|------------------------|----------|-------------------|
| Y (Turnover Intention) | 0.336    | 0.315             |
| Z (Mental Health)      | 0.134    | 0.117             |

Source: Processed data (2025)

From table 7 above, several things can be seen as follows:1. The R-Square value of Mental Health (Z) is 0.134, which means that Job Insecurity and Employee Engagement are able to explain or influence Mental Health by 13.4%, and the remaining 86.6% is influenced by other factors. 2. The R-Square value of Turnover Intention (Y) is 0.336, which means that Job Insecurity, Employee Engagement, and Mental Health are able to explain or influence Turnover Intention by 33.6%, and the remaining 66.4% is influenced by other factors.

4.2.2 Model of Fit

Table 8 | Model of Fit

| Model fit | Saturated Model | Estimated Model |
|-----------|-----------------|-----------------|
| SRMR      | 0.090           | 0.090           |

Source: Processed data (2025)

The following are the results of the goodness of fit model values using the SRMR indicator, where the results are said to be good if the value is <0.09. Table 8 above shows the SRMR results of 0.09, illustrating the goodness of fit of the model in this study is good.



### 4.2.3 Path Analysis

**Table 9 | Path Analysis**

| Path analysis | T Statistics ( O/STDEV ) | P-Values |
|---------------|--------------------------|----------|
| X1 -> Y       | 0.743                    | 0.458    |
| X1 -> Z       | 0.923                    | 0.357    |
| X2 -> Y       | 6.196                    | 0.000    |
| X2 -> Z       | 2.455                    | 0.014    |
| Z -> Y        | 0.141                    | 0.888    |

Source: Processed data (2025)

Based on the results in Table 9 above, the following results were obtained :

- Job Insecurity (X1) has no effect and is not significant on Mental Health (Z) with a T statistic value of  $0.923 < t$  table 1.96 and a P value of  $0.357 >$  significant value 0.05 (Hypothesis 1 is rejected).
- Employee Engagement (X2) has a positive and significant effect on Mental Health (Z) with a T Statistic value of 2.455  $>$  t table 1.96 and a P Value of  $0.014 <$  significant value of 0.05 (Hypothesis 2 is accepted).
- Mental Health (Z) has no effect and is not significant on Turnover Intention (Y) with a T statistic value of  $0.141 <$  t table 1.96 and a P value of  $0.888 >$  significant value 0.05 (hypothesis 3 is rejected).
- Job Insecurity (X1) has no effect and is not significant on Turnover Intention (Y) with a T statistic value of  $0.743 <$  t table 1.96 and a P value of  $0.458 >$  significant value 0.05 (Hypothesis 4 is rejected).
- Employee Engagement (X2) has a positive and significant effect on Turnover Intention (Y) with a T Statistic value of  $6.196 >$  t table 1.96 and a P Value of  $0.000 <$  significant value of 0.05 (Hypothesis 5 is accepted).

### 4.2.4 Indirect Effect

**Table 10 | Indirect Effect**

| Indirect effect | T Statistics ( O/STDEV ) | P-Values |
|-----------------|--------------------------|----------|
| X1 -> Z -> Y    | 0.087                    | 0.931    |
| X2 -> Z -> Y    | 0.133                    | 0.894    |

Source: Processed data (2025)

Based on the results in Table 10 above, the following results were obtained:

- Job Insecurity (X1) has no effect and is not significant on Turnover Intention (Y) through Mental Health (Z) with a T Statistic value of  $0.087 <$  t table 1.96 and a P Value of  $0.931 >$  significant value of 0.05 so that the mental health variable cannot mediate between the job insecurity variable and turnover intention (Hypothesis 6 is rejected).
- Employee Engagement (X2) has no effect and is not significant on Turnover Intention (Y) through Mental Health (Z) with a T Statistic value of  $0.133 <$  t table 1.96 and a P Value of  $0.894 >$  significant value of 0.05 so that the mental health variable cannot mediate between the employee engagement variable and turnover intention (Hypothesis 7 is rejected).

## DISCUSSION

### H1: Job insecurity has an impact on mental health.

The results of the study indicate that job insecurity has no significant effect on mental health. This result indicates that the hypothesis is rejected. Of the three indicators of job insecurity, namely the meaning of work, the threat of job loss, and powerlessness, all are not strong enough to influence mental health indicators such as potential coordination and self-integration. This indicates that concerns about job status do not cause significant psychological disorders. This can be explained by the compensation, job security, and protection of state-owned enterprises (BUMN) institutions that prevent feelings of anxiety from developing into mental disorders. This can be interpreted as meaning that despite concerns about job stability, PT. Pos Indonesia employees are still able to maintain their psychological stability. The support of the organizational system and status as a state-owned enterprise may provide a relatively high sense of security so that the anxiety that arises does not directly impact the employee's mental state. These results are supported by several studies (Aronsson & Gustafsson, 2005; Janssens & Ueda, 2023; Jin et al., 2025) where the results of the study showed that job insecurity had no effect and was not significant on mental health.



**H2: Employee engagement has an effect on mental health.**

Employee engagement has a positive and significant impact on mental health. The results of the study indicate that the hypothesis is accepted. Indicators such as managerial support and development opportunities create additional pressure due to the high expectations placed on employees. For example, employees who feel a sense of belonging (a sense of belonging indicator) and are given growth opportunities (a learning and development indicator) actually feel pressured by increasing responsibilities, affecting the coordination of potential and enthusiasm. An employee's sense of engagement with the company indicates that the employee has a significant role and is under pressure from the company. Meanwhile, strong work pressure will certainly affect an individual's mentality in the work environment. This demonstrates the importance of management in maintaining employee engagement limits to prevent negative psychological impacts. Highly engaged employees tend to receive greater workloads and higher responsibilities, resulting in increased mental stress. This indicates the importance of managing engagement to prevent distress. These results are supported by several studies (Kumagaya et al., 2025; Yasin, 2024) where the results of the study show that employee engagement has a significant effect on mental health.

**H3: Mental health has an effect on turnover intention.**

The results of the study indicate that mental health has no significant effect on turnover intention. This result indicates that the hypothesis is rejected. Although mental health indicators such as work enthusiasm and self-integrity were impaired, turnover indicators such as thoughts of leaving and intentions to quit did not show an increase. This indicates that mental stress does not necessarily lead to employees actually wanting to leave, especially if there are still factors such as compensation, loyalty, or limited job opportunities outside. This phenomenon reflects that mental health is not the sole predictor of turnover. This finding is surprising because, in theory, mental disorders are usually associated with the desire to leave a job. However, in the context of PT. Pos Indonesia, employee loyalty and compensation appear to be sufficient to keep employees, despite their experiencing mental stress. This is because most employees who experience workloads, pressure, and demands choose to stay with the company because of the rewards the company provides as a sign of their loyalty to the company. These results are in accordance with research (Ariyanti, 2023; Hebles et al., 2022): mental conditions, both physical and psychological, do not have a significant effect on turnover intention.

**H4: Job insecurity has an effect on turnover intention.**

The results of the study indicate that job insecurity has no significant effect on turnover intention. This hypothesis is rejected. Although theoretically, the threat of job loss or powerlessness can encourage turnover intention, the results show that employees still choose to stay. This is likely because their employment status at PT. Pos Indonesia is relatively stable. Furthermore, employees feel that the sacrifice of changing jobs is not commensurate with the benefits they receive from their current workplace. This indicates that job insecurity does not automatically make employees want to leave the company. Job security as a permanent employee or long-term contract status, as well as PT. Pos Indonesia's historical value as a state institution, contribute to building a perception of stability in the eyes of employees. This is because the high turnover rate at the post office is largely due to the post office system itself, which has two types of employee positions: permanent and non-permanent. However, employees with high levels of anxiety can also affect turnover rates. These results are supported by several studies (Anastasia et al., 2022; Putri & Ariyanto, 2023; Susilowati et al., 2024) where the results of the study showed that job insecurity had no effect and was not significant on turnover intention.

**H5: Employee engagement has an effect on turnover intention.**

The results show that employee engagement has a significant effect on turnover intention. These results indicate that the hypothesis is accepted. This suggests that engagement indicators such as managerial support and learning and development can add pressure, causing employees to consider leaving and seeking new opportunities.

This indicates that engagement without workload management support is counterproductive. This suggests that the more engaged an employee is, the more likely they are to experience work pressure that makes them consider leaving. This finding reflects a paradox: high engagement can lead to emotional burden and work overload, which, if not balanced by fair management and organizational support, can lead to turnover intentions. This is because individuals who feel a sense of engagement with the company are reliable employees and more resilient to pressure from the company, but of course, with rewards commensurate with the pressure imposed by the company, employees choose to stay. These results are supported by several studies (Hegazy, 2019; Juliantara et al., 2020; Wen et al., 2022) where studies show that employee engagement has a significant effect on turnover intention.

#### **H6: Job insecurity influences turnover intention through mental health.**

The results of the study indicate that job insecurity has no significant effect on turnover intention through mental health. Therefore, mental health variables do not mediate the relationship between job insecurity and turnover intention. The results of the study indicate that the hypothesis is rejected. Mental health indicators such as enthusiasm and self-actualization do not act as significant channels of influence. Therefore, interventions on mental aspects alone are not sufficient to address potential turnover due to job insecurity. This means that psychological pressure due to job insecurity is not significant enough to trigger a desire to leave through mental health channels. This indicates that other factors beyond mental health—such as reward systems and personnel policies—play a greater role in maintaining employee retention. This is due to several factors, including the average employee's anxiety, which is not large enough to influence individual mentality in the work environment. The pressure exerted by the company is considered equivalent to the rewards given to employees.

#### **H7: Employee engagement influences turnover intention through mental health.**

The results of the study indicate that employee engagement has no significant effect on turnover intention through mental health. Therefore, mental health variables do not mediate the relationship between employee engagement and turnover intention. The results of the study indicate that the hypothesis is rejected. Although employee engagement directly influences mental health, this pressure is not strong enough to influence turnover intention. This indicates that the direct path between engagement and turnover is more dominant than the indirect path through mental health. Although employee engagement can increase mental stress, this pressure does not directly cause turnover. This means that indicators such as managerial support and development opportunities increase stress, but this stress is not strong enough to trigger turnover indicators such as turnover intention. Therefore, the effect of engagement on turnover intention tends to be direct. This is due to several factors, including the average employee's anxiety, which is not strong enough to influence individual mentality in the work environment. The pressure exerted by the company is considered equivalent to the rewards given to employees.

## **5. CONCLUSION**

Based on the results of the analysis and in-depth discussion in this study, the author can draw several conclusions: 1. Job insecurity does not have a significant effect on mental health or turnover intention. This finding shows that despite job insecurity, the majority of employees of PT. Pos Indonesia are still able to maintain their mental stability, possibly due to the balance between work pressure and rewards given by the company; 2. Employee engagement has a positive and significant effect on mental health. This indicates that the higher the emotional attachment of employees to their work, the greater the psychological pressure they may experience. A sense of responsibility and high loyalty can actually cause mental stress, especially if the workload is not evenly distributed; 3. Mental health does not have a significant effect on turnover intention. Employees who experience mental stress tend to stay because of external factors such as incentives, loyalty, or limited job opportunities outside the company; 4. Job insecurity and employee engagement do not affect turnover intention through mental health (not mediated). Mental health does not play a role as a mediator in the relationship between job insecurity and employee engagement on turnover intention; and 5.

Employee engagement has a positive and significant effect on turnover intention directly. Highly engaged employees actually have higher intentions to move jobs, which is caused by high workload and pressure without adequate resource management. This shows the paradox of work engagement that is not balanced with task balance and organizational support.

## 6. LIMITATION AND IMPLICATION

### 6.1 Limitation

The scope of the research object was not broad enough; it should have covered all post office branches in Madura. However, the number of samples studied met the criteria. The selection of the Pamekasan and Sampang areas was due to time and licensing constraints. For Bangkalan and Sumenep, obtaining research permits was difficult. Without permits, the researchers had difficulty obtaining the desired data. Nevertheless, the research stages were carried out correctly to obtain research results that contain relevance to existing theories and can be useful for expanding scientific knowledge.

### 6.2 Implication

This study provides a number of practical and theoretical implications that can be used as a reference by companies, especially PT. Pos Indonesia, in designing human resource management strategies that are more adaptive and holistic. The implications include:

#### 1. Implications for Human Resource Management and Organization

a. Managing Employee Engagement in a Balanced Manner. The results of the study show that employee engagement has a positive and significant effect on turnover intention, which means that the higher the work engagement, the higher the employee's intention to leave. **Implications:** Highly engaged employees may experience excessive workload, high expectations, and emotional stress, putting them at risk of burnout. Management needs to provide structural support, such as fair workload distribution, appropriate rewards, and open lines of communication, to prevent engagement from turning into psychological stress.

b. Expansion of Mental Health Support Programs. Although mental health did not significantly influence turnover intention, its strong association with employee engagement suggests that psychological well-being remains an important foundation in maintaining employee loyalty. **Implications:** Companies need to develop programs such as counseling, work stress education, and internal social support to help highly engaged employees maintain mental stability.

c. No Need to Over-Focus on Job Insecurity Issues in a Stable Environment. Since job insecurity does not have a significant effect on mental health or turnover intention in the context of PT. Pos Indonesia, this shows that job stability in the BUMN sector can provide a sense of security despite uncertainty. **Implications:** Management can focus more attention on managing workload and employment relationships, rather than on issues of job insecurity, as long as the personnel system remains consistent.

#### 2. Implications for Policy Development and Organizational Systems

Retention Policy Design Should Focus on Highly Engaged Employees. Instead of just encouraging engagement, management needs to monitor and evaluate the side effects of too much engagement so that it does not negatively impact turnover intentions. **Implications:** Retention strategies should be data-driven, identifying active and engaged employees, then balancing their work expectations with personal capacity and organizational support. The Need for a Work-Life Balance Monitoring System. Based on the discussion that high engagement can trigger mental stress, the implementation of work flexibility, overtime arrangements, and recovery leave are important policies to implement.

#### 3. Implications for Research and Academics

This study opens up opportunities to develop more complex models by adding other variables such as job satisfaction, organizational commitment, work stress, and burnout as mediation or moderation. The finding that mental health is not a significant mediator encourages the need to explore other models, such as testing the duration of work pressure, relationships between individuals, or organizational culture.

## ACKNOWLEDGEMENT

We would like to express our gratitude to the management and staff of the Pamekasan and Sampang post offices who have granted permission for this research.

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**Conflict of Interest Statement:** The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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