

Cultural Foundations of Cabin Crew Retention: Evidence from Indonesia

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Abstract

This study investigates the dynamics underlying turnover intention by positioning organizational culture as an antecedent, job security as a moderating variable, and employee performance as a resulting outcome. The research involved a total of 353 cabin crew members as respondents. A stratified random sampling technique was employed, utilizing a proportional sampling strategy to ensure adequate representation of cabin crew from each airline company. Data analysis was conducted using the Structural Equation Modeling (SEM) approach, specifically through Partial Least Squares (PLS) version 4. The findings of the hypothesis testing indicate that organizational culture significantly affects turnover intention; job security also has a significant impact on turnover intention; and job security moderates the relationship between organizational culture and turnover intention. Furthermore, turnover intention significantly influences employee performance, and organizational culture exerts an indirect effect on employee performance through turnover intention. A key contribution of this research is the empirical validation of job security as a quasi-moderating variable in the relationship between organizational culture and turnover intention among cabin crew members from four private, scheduled *commercial airlines in Indonesia*

Keywords: *Organizational Culture, Job Security, Turnover Intention, Employee Performance, Cabin Crew, Aviation Industry.*

INTRODUCTION

Aviation in the world is an important means of connecting thousands of islands between countries. Over the past few years, the global aviation industry has experienced rapid development dynamics (Zhou, 2024). This is characterized by the establishment of several airlines and the technology they use (Meissner et al., 2021). Almost more than 50% of flights in Indonesia are controlled by private companies. Therefore, private companies must have the capital strength and to be able to strictly compete quality improve including the number of aircraft they own. The aviation sector continues to demonstrate steady growth, particularly in strategic regions (Al Saed, Upadhy, &

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Abu Saleh, 2020). Within this dynamic industry, the role of cabin crew remains central to service delivery, yet is frequently accompanied by substantial psychological and organizational demands. Emotional exhaustion has been identified as a major determinant of job satisfaction among flight attendants, signaling the importance of psychosocial factors in shaping employee attitudes (Bezdrob & Sunje, 2021). Taylor & Moore (2019) underscore how collective identity and union solidarity have historically empowered cabin crew to resist deteriorating work conditions, highlighting the enduring relevance of organizational culture in defining employee agency. In this context, organizational culture acts not only as a structural antecedent but also as a behavioral framework that reflects national cultural values and shapes internal dynamics through shared norms and symbols (Bokhari et al., 2024; Brahm & Poblete, 2022). A cohesive organizational culture is crucial for enabling efficient communication and operational alignment, particularly in high-pressure environments like airlines (Stojanović et al., 2020). Although organizational culture operates at a macro level, its impact is experienced subjectively by individuals, resulting in varied effects on performance based on intrinsic motivation, abilities, and resource access (Ryan, 2017). This has direct implications for cabin crew performance, which is assessed through key strategic indicators such as competence, wellness, and risk, metrics vital to the sustainable management of human capital in aviation (Uzule, Zarina, & Shina, 2024).

Beyond culture, job security emerges as a critical moderating factor in employee retention and psychological well-being. In service-intensive roles such as cabin crew, job security provides emotional stability and enhances job satisfaction (Yi, Cho, & Amenuvor, 2023). Moreover, it operates as a gender-sensitive motivational driver, perceived as highly important by male employees and even more crucial by their female counterparts (Hitka, Kozubíková, & Potkány, 2018). When such foundational support is absent, turnover intention becomes a heightened risk, particularly in large-scale organizations where high turnover may paradoxically be used as a strategic tool to improve efficiency (Melia-Martí et al., 2024). However, high turnover in the aviation context can compromise service quality, safety, and long-term organizational sustainability. Recent findings also emphasize the strategic importance of fostering Organizational Citizenship Behaviours (OCBs) within aviation operations, particularly among ground staff, to bolster performance and engagement (Vuong, Hieu, Lien, & Huyen, 2024). In response to global disruptions such as the COVID-19 pandemic, fostering digital trust has proven essential in maintaining alignment between job roles and employee capabilities, thereby preserving engagement and performance amid uncertainty (Tworek, Luo, Paska, & Salamacha, 2023). Finally, professional competency and identity have been shown to significantly influence career outcomes among cabin crew, suggesting that continuous development initiatives

can mitigate turnover risk while enhancing professional commitment (Chao & Yizhou, 2025).

Human resource issues that often arise and hinder company performance include turnover. The loss of qualified human resources due to high turnover will harm the organization (Sainju et al., 2021). One early indicator of employee turnover in a company is turnover intention. The degree of attitude and propensity that employees have to search for other employment or to leave the organization during the following three, six, one, or two years is known as turnover intention (Yan et al., 2021). According to Legbeti (2021) the impact of turnover events can affect the company's work activities and overall employee performance. The company must incur costs to find new personnel, and or train existing personnel to replace employees who leave. Therefore, companies must avoid an increase in turnover activity by considering the continuity of company operations. The indicators used to measure employee turnover intention in this study refer to the opinion of Zhang et al. (2023) which consists of thoughts of leaving the organization, the wish to leave the company and search for new employment opportunities.

The phenomenon of turnover intention among cabin crew in Indonesia is a strategic issue that continues to receive attention, especially in the midst of the increasingly competitive and challenging dynamics of the aviation industry. High levels of turnover intention among cabin crew not only result in increased recruitment and training costs, but can also reduce organizational performance and airline service quality. Purba and Ananta's (2018) study showed that various psychosocial factors, such as job attachment and job satisfaction, play an important role in shaping turnover intention among cabin crew.

This research is very relevant and important for the aviation industry, especially for the cabin crew profession, which is known to have high work pressure, uncertain working hours, and demands for excellent service to passengers. In such a dynamic and challenging work environment, the presence of a strong organizational culture and a sense of job security can be a determining factor in maintaining cabin crew loyalty and performance. By understanding the dynamics of turnover intention among cabin crew and job security as moderating, airline management can design more effective human resource strategies, not only to reduce exit intentions, but also to improve overall service quality and flight safety.

The results of interviews cabin crew and observations found that there is a high concern due to uncertainty of employee status and a less directed organizational culture that results in employee desire to leave and has an impact on decreased performance. cabin crew performance is possible to improve by reducing turnover intention to provide job security or certainty and have a good organizational culture.

The goals of this research are to ascertain and examine the extent to which:

1. The impact of organizational culture on turnover intention.
2. The influence of job security on turnover intention.
3. The role of job security as a moderating variable in the relationship between organizational culture and turnover intention.
4. The effect of turnover intention on employee performance.
5. The indirect effect of organizational culture on employee performance through turnover intention.

LITERATURE REVIEW

Turnover Intention

A turnover intention is a premeditated plan to quit a company. The loss of quality human resources due to high turnover will harm the organization (Xu et al., 2023). An employee's turnover intention is their subjective belief in their own motivation to leave their current position in search of better possibilities elsewhere (Saleh et al., 2022). Meanwhile, according to Owusu (2021) workers' propensity to willingly relocate or leave their current positions is known as turnover intention from the old place of work to a new place according to their own choice. According to Du Plessis & De Beer (2022) turnover is conscious willfulness to seek for other alternatives in other organizations, which means having the awareness to have the desire to look for alternative jobs in other organizations. Turnover intention can be interpreted as an individual's aspiration to seek out a more favorable position elsewhere (Mokoena et al., 2022). A turnover intention is any combination of future plans to leave one's current position and present desires to seek employment elsewhere (Chen & Francesco, 2000). The variables used to determine turnover intention were developed from the results of Chen & Francesco (2000) It may involve contemplation of resignation, an interest in exploring alternative employment opportunities, and an expectation of departing from the company over the next few months.

Turnover intention has emerged as a critical construct in understanding workforce stability, particularly within high-pressure service industries such as aviation. A firm's positive external image, especially in the context of mergers and acquisitions, tends to correlate with reduced turnover and facilitates leadership continuity by enhancing perceived organizational stability (Castilla-Polo & Sanchez-Hernandez, 2025). A strong alignment between an employee's personal values and the organizational environment referred to as person-organization and needs-supply fit has been shown to significantly decrease turnover intention, emphasizing the importance of cultural congruence (Kakar et al, 2023). Moreover, diversity management, when coupled with a collaborative work climate, serves as a powerful tool in minimizing turnover, although its effectiveness is often moderated by demographic characteristics such as managerial age and gender (Jankelová, Joniaková, & Procházková, 2022). While training and development initiatives are widely employed to enhance retention, they may paradoxically increase turnover by elevating employees' external

labor market value, thus necessitating parallel retention strategies (Ohunakin et al., 2020). Turnover intention is inherently multidimensional, driven by factors like job satisfaction, burnout, work-life balance, and organizational commitment areas in which sustainability-oriented organizational practices have gained prominence as effective retention levers (Florek-Paszowska & Hoyos-Vallejo, 2023). Innovative human resource management (HRM) strategies that improve organizational flexibility and address dissatisfaction have also been linked to reduced turnover and heightened employee commitment, ultimately supporting broader organizational performance (Lenart-Gansiniec, Sypniewska, & Chen, 2023). Additionally, structured reward systems and performance-based compensation, moderated by mechanisms such as training and performance appraisals, reinforce retention by aligning individual efforts with organizational outcomes (Hassan, 2022). Compensation, working conditions, and sociocultural variables especially ethnicity remain influential predictors of turnover intentions, highlighting the need for inclusive and context-sensitive HR policies in aviation (Kebede & Fikire, 2022). These insights underscore turnover intention not only as a central variable in employee retention but also as a vital link between organizational culture, job security, and performance outcomes among cabin crew personnel.

Organization Culture

According to Ouchi & Wilkins (1985), The term "organizational culture" refers to the common understanding and set of values held by all employees. According to Akpa et al. (2021), Culture is a powerful force that shapes not only the work environment but also the performance of those inside it. According to Bamidele (2022), Organizational culture can be understood as the sum of its parts, and the variables that make it up are seven main traits. Being innovative and taking risks, paying close attention to detail, focusing on outcomes, being people-oriented, team-oriented, aggressive, and stable are all important qualities.

Organizational culture serves as a foundational element that shapes the behaviors and attitudes of employees within an organization, acting as a key antecedent to organizational performance (Bokhari et al., 2024). It encompasses deeply embedded values and principles that influence not only the internal dynamics but also the broader competitive advantage and effectiveness of an organization (Aboramadan et al., 2019; Hober et al., 2021). The culture of an organization directly affects its ability to innovate, with norms that encourage knowledge sharing and continuous learning proving essential in sustaining growth and fostering a high-performing workforce (Abdi et al., 2018). Key cultural dimensions such as schedule flexibility and supportive leadership play a pivotal role in enhancing employee satisfaction, well-being, and ultimately, performance (Stankevičienė et al., 2021). In high-performance sectors like aviation, organizational culture aligns with leadership strategies that emphasize creativity,

teamwork, and employee support, thereby leading to improved individual and organizational performance (Sonmez Cakir & Adiguzel, 2019).

Moreover, organizational culture significantly influences strategic domains such as knowledge management, where it can either facilitate or hinder progressive initiatives (Abdalla et al., 2020). The relationship between culture and leadership is reciprocal, as the cultural environment within an organization shapes managerial adaptation and effectiveness (Szeluga-Romańska & Modzelewska, 2020). In the context of cabin crew, these cultural influences are particularly pertinent, as the alignment between organizational values and employee attributes directly impacts their performance outcomes. Organizational culture also plays a significant role in resolving internal identity issues and fostering effective teamwork, which are crucial in high-stakes environments like aviation (Castilla-Polo & Sanchez-Hernandez, 2025; Bogale & Debela, 2024). Larger organizations, including those in the aviation industry, benefit from a well-institutionalized culture that supports employee retention, drives performance, and mitigates turnover risks, especially when job security is effectively moderated (Zeng & Luo, 2013).

Job security

Evidence suggests that job security has a significant role in determining the mental and physical well-being of employees, as well as the overall health of the workforce (Jacobson, 1991), employee resignation (Arnold & Feldman, 1982); employee retention (Ashford et al., 1989; Davy et al., 1997; Vinokur-Kaplan et al., 1994), and organizational commitment (Ashford et al., 1989; Bhuian & Islam, 1996; Iverson, 1996). In research Davy et al. (1997) Furthermore characterizes job security as an individual's anticipation of a stable work environment. The job security variable used in this study was retrieved from Davy et al. (1997) which includes three dimensions, namely future career, promotion opportunities, and general job security in the company.

Job security has been consistently identified as a key determinant in enhancing both employee performance and organizational commitment, with a particular emphasis on its importance in high-pressure sectors such as hospitality and aviation (Ohunakin et al., 2020). In the aviation industry, where cabin crew play a critical role in service delivery, job security serves as a moderator that influences various employee behaviors, including organizational citizenship behavior (OCB) and impression management, which are crucial for maintaining high-quality customer service (Zandi et al., 2023). The lack of job security undermines these positive discretionary behaviors, which in turn can negatively affect employee performance and overall organizational outcomes. Furthermore, during times of crisis, such as the COVID-19 pandemic, job insecurity exacerbates psychological stress among service employees, particularly in customer-facing roles

like that of the cabin crew. However, resilience has been shown to buffer the adverse effects of job insecurity on work outcomes, suggesting that organizations can mitigate some of the negative impacts by fostering resilient attitudes within their workforce (Aguiar-Quintana et al., 2021).

These findings highlight the importance of integrating job security into the broader organizational culture, as it not only affects employees' well-being and performance but also plays a critical role in reducing turnover intention. A supportive organizational culture, aligned with job security, can enhance employees' commitment to the organization, ultimately reducing turnover intention and improving performance outcomes. In the aviation industry, this dynamic is particularly crucial given the high turnover rates and the need for stable, skilled cabin crew to ensure service quality and operational success.

Employee Performance

The definition of performance according to Frazier & Howell (1983), is 'Performance is often defined simply in output terms-the achievement of quantified objectives. But performance is a matter not only of what people achieve but how they achieve it'. Not only may we observe the outcome of someone's performance, but we can also observe their process by observing how they reach that outcome. Then Cao et al. (2024), defines performance as the amount of work done by an employee in relation to the time allotted in order to reach the objectives set by the organization. Meanwhile, Colquitt et al. (2015) define performance as 'Job performance is a formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment'. Kiazad et al. (2024) asserts that an organization's performance is the end product of its members carrying out their duties within the scope of their authority, in a way that does not violate any laws or ethical standards, and in pursuit of the organization's stated goals. Then according to Anseel & Lievens (2007), 'performance is behavior that has been evaluated in terms of its contribution to the goals of the organization'. According to Langan-Fox et al. (2007) Employee performance is influenced by six dimensions, which are: Job quality Workload Cooperation Mentality, Expression, and Outcome.

Psychological conditions such as autonomy, competence, and relatedness have been identified as crucial factors in fostering a supportive organizational environment, which in turn significantly enhances employee performance, particularly in high-demand service industries like aviation (Capatina et al., 2024). In the context of cabin crew, preparing employees to effectively adapt to organizational change is viewed as a strategic approach to improving individual performance, which is essential in dynamic, customer-centric roles (Alqudah, Carballo-Penela, & Ruzo-Sanmartín, 2022). Moreover, transformational leadership, combined with high levels of job satisfaction and organizational commitment, has been shown to exert a substantial

influence on employee performance, aligning with organizational efforts aimed at retaining skilled workers and minimizing turnover intention (Eliyana, Ma'arif, & Muzakki, 2019). In service industries like aviation, transformational leadership fosters motivation and collaboration by facilitating knowledge-sharing mechanisms, which directly contribute to improved employee performance and service quality (Layaman et al., 2021). Furthermore, investments in competence development are key drivers of both direct and indirect improvements in job performance, enhancing creativity and ultimately leading to superior service delivery in high-contact roles such as cabin crew (Martini et al., 2024). These factors underscore the importance of organizational culture as a fundamental antecedent to shaping employee behaviors and performance, with job security acting as a crucial moderator that influences turnover intention and retention in the aviation industry.

Research Model

In this study, the research model used is as follows:

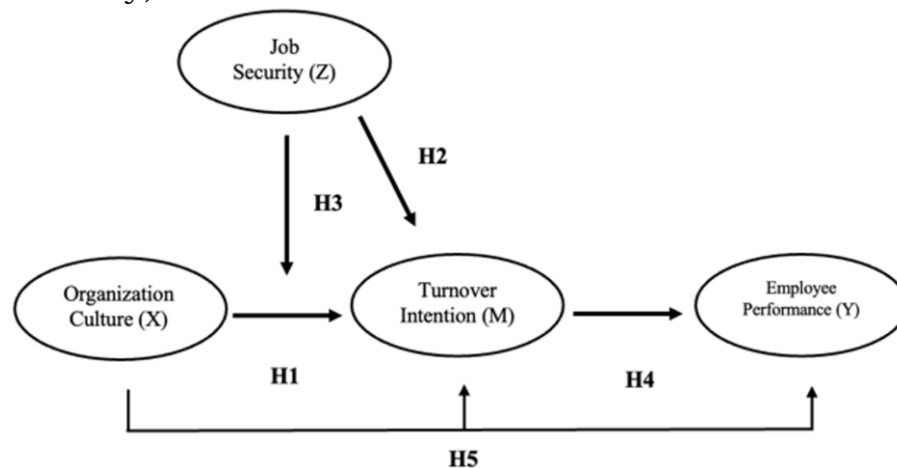


Fig. 1. Research Model

Hypothesis

The hypotheses research proposed are:

H1: Organization Culture affects Turnover Intention.

H2: Job Security affects Turnover Intention.

H3: Organization Culture affects Turnover Intention with Job Security as variable moderation

H4: Turnover Intention affects Employee Performance

H5: Organization Culture affects Employee Performance through Turnover Intention.

METHOD

The population used in the study was cabin crew at four private scheduled commercial airline companies in Indonesia.

Table 1. Number of Cabin Crew at the Company used as Population

Airlines	Number of Cabin Crew
A	1616
B	825
C	289
D	243
Total	2973

Representation of the population by the sample in research is an important requirement for generalizing to the research population. this research uses structural equations (Structural Equation Modelling). Determination of the number of samples Supriatna & Zulganef (2023) as follows:

$$n = \frac{2973}{1 + 2973 (0.05)^2}$$

$$n = \frac{2973}{8.4325}$$

$$n = 353$$

Based on this formula, the number of samples that can represent a population of 353 cabin crew. To ensure that this study accurately represents the cabin crew at each company, Stratified Random Sampling using a proportional sampling approach was utilized. The results of employee sample in each company in the company.

Table 2. Sample distribution in each company

No	Airlines	Number of cabin crew	Sample
1	A	1616	$\frac{1616}{2973} \times 353 = 192$
2	B	825	$\frac{825}{2973} \times 353 = 98$
3	C	289	$\frac{289}{2973} \times 353 = 34$
4	D	243	$\frac{243}{2973} \times 353 = 98$
	Total	2973	353

This study seeks to examine the hypothesized relationships among variables through the application of structural modeling, specifically utilizing the Structural Equation Modeling (SEM) approach with the Partial Least Squares (PLS) technique. SEM is employed in this research to address the research questions and to evaluate the proposed hypotheses.

PLS-SEM Assumption Testing

Assumption checking in the PLS-SEM model aims to obtain unbiased estimates (robustness) robustness checks. Sarstedt et al. (2019) suggest a robustness check which aims to ensure that in the structural model used the influence between variables is linear, there is no endogeneity and there is no unobserved heterogeneity (heterogeneity in the sample). Assumptions tested in the use of structural models.

Testing Research Data Results Using PLS-SEM

1. Measurement Model Evaluation (Outer Model)
To evaluate the reflective outer model applied to the research variables within the PLS-SEM framework, four key criteria are considered: indicator reliability, internal consistency reliability, and convergent validity (Hair Jr et al., 2021).
2. Structural Model Evaluation (Inner Model)
The structural (inner) model is assessed through the use of R-square values, effect size (f^2), and predictive relevance (Q^2), as recommended by Hair Jr et al. (2021).
3. Model Fit Evaluation
Model fit in PLS-SEM is assessed using the Standardized Root Mean Square Residual (SRMR). SRMR serves as an index for determining the goodness of fit of the SEM-PLS model. An SRMR value below 0.08 is indicative of a well-fitting model, while values between 0.08 and 0.10 are still considered acceptable (Hair Jr et al., 2021).
4. Hypothesis Testing
When doing SEM analysis using the PLS method, bootstrapping is used to get the results of the significance test (t test value/test statistic). Data collected during the Measurement stage is what bootstrapping is based on. An integral part of the Structural Model, the significance test (t test) reveals the nature of the connection between the postulated variables. The t-statistic or t-count is compared to the previously established critical t value in hypothesis testing. Hypothesis testing is declared a significant effect (meaningful) if the t-statistic value generated in the bootstrapping test is greater than the Critical Value (t-critical) which is 1.96 for an α (significance level) value of 5% or a p value below 0.05 (Hair Jr et al., 2021).

RESULTS AND DISCUSSIONS

PLS-SEM Assumption Testing

The assumptions tested in the use of structural models (Structural Equation Model) with the Partial Least Square (PLS - SEM) approach are as follows:

Normality test

As a general rule, values between -2 and +2 are okay, but skewness and kurtosis values between -1 and +1 indicate that the data is regularly distributed, which is excellent (Hair Jr et al., 2021). The results of calculations carried out on the research data used with the help of the Smart-PLS 4.1 software application obtained the skewness and kurtosis values of the data obtained Kurtosis value for each indicator (observed variable) none of which is smaller than -2 and none of which is greater than 2. Excess kurtosis values are between -2 and +2. So, it is concluded that the (observed) indicators fulfil the normal distribution

Multicollinearity test

The following table displays the results of calculating the VIF value on the SEM-PLS model:

Table 3. Multicollinearity test result

Endogenous Variables	VIF
X. Organization Culture (X) -> M. Turnover Intention	1.876
Z. Job Security -> M. Turnover Intention	1.832
Z. Job Security x X. Organization Culture (X) -> M. Turnover Intention	1.069

The results of the multicollinearity test, conducted using the Variance Inflation Factor (VIF) method, indicate that the independent variables within the SEM-PLS model do not exhibit significant multicollinearity. This is evidenced by VIF values remaining below the threshold of 5.

Endogeneity test

One of the endogeneity checks in PLS- SEM can be done with the Gaussian Copula approach analysis. Using the Gaussian Copula method, endogeneity checks can be performed in SmartPLS 4 software. There is no endogeneity concern, as shown by the results of the Gaussian Copula method, which have a p value > 0.05. This is what the SmartPLS software's Gaussian Copula approach (GC) computation turned out to be:

Table 4. Endogeneity significance test

Variable	(O)	(M)	(STDEV)	(O/STDEV)	P values
GC (M. Turnover Intention) -> Y. Employee Performance	0.088	0.085	-0.003	-0.080	0.277
GC (Z. Job Security) -> M. Turnover Intention	0.039	0.053	0.013	-0.247	0.309

Based on the Gaussian Copula approach (GC) test for each exogenous variable and the combination of exogenous variables on endogenous variables (Employee Performance and Turnover Intention), the results are not significant ($p > 0.05$). So, it can be concluded from the overall test that there is no endogeneity problem in the research model.

Heterogeneity Test (Unobserved Heterogeneity)

Which require very different model estimates (Sarstedt et al., 2019). To detect unobserved heterogeneity, finite PLS (FIMIX-PLS) developed by Han et al. (2002) in Sarstedt et al. (2019) can be used. FIMIX-PLS can be used to ascertain whether heterogeneity is a problem (or not). The measures used are AIC3, AIC4, CAIC, BIC and EN Entropy. Models with lower values of these measures indicate better models. An

entropy statistic (EN Entropy) < 0.5 for a segment indicates no unobserved heterogeneity (Sarstedt et al., 2019). The following are the results of the FIMIX-PLS calculation for 1 and 2 segments of the research data used.

Table 5. Heterogeneity Test Results

Model selection criteria	1 Segment	2 Segment
AIC (Akaike's information criterion)	6816.271	6400.526
AIC3 (modified AIC with Factor 3)	6860.271	6489.526
AIC4 (modified AIC with Factor 4)	6904.271	6578.526
BIC (Bayesian information criterion)	6986.396	6744.642
CAIC (consistent AIC)	7030.396	6833.642
HQ (Hannan-Quinn criterion)	6883.965	6537.453
MDL5 (minimum description length with factor 5)	8018.894	8833.105
LnL (Log Likelihood)	-3364.136	-3111.263
EN (normed entropy statistic)	0.000	0.823
NFI (non-fuzzy index)	0.000	0.850
NEC (normalized entropy criterion)	0.000	62.427

The results of the AIC, BIC, CAIC values for 1 segment are obtained greater than the value for 2 segments. The results of the smaller AIC, BIC and CAIC values for 1 segment compared to 2 segments can be concluded that the data does not occur unobserved heterogeneity problem. The entropy statistic (EN Entropy) < 0.5 for one segment indicates no unobserved heterogeneity (Sarstedt et al., 2019).

Linearity Test

By examining the importance of the quadratic effect, one can examine the possibility of a nonlinear link between variables. The calculation results show the p-value for testing the quadratic effect of Organization_culture_(X) \rightarrow M. Turnover Intention obtained $p = 0.001 < 0.05$ which means the test is significant and the p-value for testing the quadratic effect of QE (Z. Job Security) \rightarrow M. Turnover Intention obtained $p = 0.113 > 0.05$ which means the test is not significant. Thus, it can be concluded that the relationship between Organizational Culture and Job Security with Turnover Intention follows a linear pattern or the linearity effect of the model is fulfilled (robust). The calculation results show the p-value for testing QE (M. Turnover Intention) $>$ Y. Employee_Performance obtained $p = 0.001 < 0.05$ which means the test is significant.

SEM-PLS Model Results

The following are the outcomes of the whole model computation using Smart PLS 4.1 based on the hypothesis:

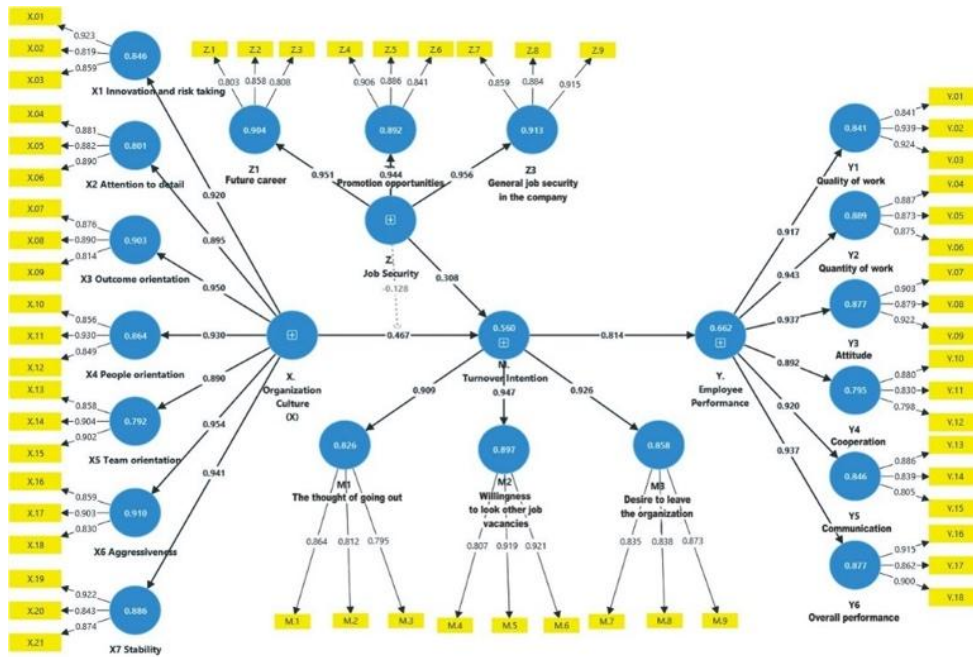


Fig. 2. Path Diagram of the Partial Least Square (PLS) Approach SEM Model

The relationship between organizational culture and employees' intention to leave is statistically significant, with a reported p-value of 0.467. Job security exerts a measurable influence on turnover intention, as evidenced by a path coefficient of 0.304. Furthermore, the moderating effect of job security on the relationship between organizational culture and turnover intention is indicated by an interaction coefficient of -0.128. The model's R-square value for turnover intention is 0.560, suggesting that 56% of the variance in turnover intention is accounted for by the model, while the remaining 44% represents the unexplained variance or error term.

Testing the measurement model (outer models / measurement models)

The results of the loading factor analysis for each indicator associated with the latent variables—Organizational Culture, Job Security, Turnover Intention, and Employee Performance—demonstrate that all indicators satisfy the criteria for indicator reliability, as evidenced by outer loading values exceeding 0.70. Additionally, indicator reliability values surpassing 0.50 confirm that the indicators meet the minimum threshold for reliability. None of the manifest variables (indicators) associated with the latent constructs were excluded from the model. Each manifest variable's factor loading yielded a t-value greater than 1.96, indicating the statistical significance of these indicators in measuring their respective latent variables. The calculations of factor loadings and t-statistics further confirm a positive and statistically significant relationship between each indicator and its corresponding latent construct, thereby validating the contribution of all indicators in defining the constructs of Organizational Culture, Job Security, Turnover Intention, and Employee Performance.

Indicator reliability (LF2) results of more than 0.5 indicate that the latent variable indicators of Organization Culture, Job Security, Turnover Intention and Employee Performance have met. Internal consistency is assessed by considering 2 measures, namely Cronbach's alpha and Composite reliability. For the four variables is more than 0.7, which means that it fulfils a good internal consistency measure. This means that the latent variables formed already have a high consistency. The Cronbach's alpha value for each variable has met a good internal consistency measure, namely Cronbach's alpha greater than 0.70 as recommended criteria (Hair et al., 2022).

Examining the AVE value is a way to determine convergent validity. These are the four latent variables' Average Variance Extracted (AVE) results, derived from data processed using SmartPLS 4 software. Among the variables studied, we find that employee performance has an average variance extracted (AVE) of 0.655, job security an AVE of 0.672, turnover intention an AVE of 0.625, and overall employee performance an AVE of 0.656. The AVE values for all of the research variables and their dimensions are higher than 0.5. This AVE value meets the good Convergent Validity measure where the AVE value is more than 0.5 (Hair et al., 2022). The construct formed from its indicators has described the information from the indicator variable under study. More than half of the information in each indicator can be reflected in each variable, according to the AVE value acquired from each variable.

Testing the structural model (inner model)

With a value of 0.560, the R-squared value for the variable of turnover intention is determined. A moderate effect of the model's prediction accuracy is shown by an R2 score between 0.5 and 0.75. Therefore, organizational culture influences turnover intention by 56.0%, with job security serving as a mitigating component. An R-squared value of 0.662 was determined for the Employee Performance variable. A moderate effect of the model's prediction accuracy is shown by an R2 score between 0.5 and 0.75. Employees' intentions to leave the company account for 66.2% of their overall performance.

Each exogenous construct (independent variable) contributes to the variance of the endogenous construct (dependent variable), as indicated by the corresponding effect size (f^2) values. The results of the f^2 calculations are presented in the table below. These values are interpreted according to Cohen's (1988) guidelines, as cited in Hair et al. (2022). The f^2 value for Organizational Culture as a predictor of Turnover Intention is 0.264, suggesting a medium effect size. The f^2 value for Job Security as a predictor of Turnover Intention is 0.117, indicating a small effect size. Meanwhile, the f^2 value for Turnover Intention as a predictor of Employee Performance is 1.962, which reflects a large effect size, thereby signifying a substantial influence of Turnover Intention on Employee Performance.

Predictive relevance is assessed using the Q-square (Q^2) statistic, which evaluates the model's capability to generate accurate predictions.

A Q^2 value greater than 0.5 is indicative of high predictive accuracy. The Q^2_{predict} value for the Turnover Intention construct is 0.542, suggesting that the predictive capability of the PLS model for this variable fall within the high category. Similarly, the Q^2_{predict} value for Employee Performance is 0.698, further confirming that the model demonstrates a high level of predictive accuracy for this construct.

Assessment of model fit

Using the SRMR value computed in SmartPLS4, we can evaluate the model's fit in SEM-PLS. SRMR is a metric for evaluating the SEM-PLS model's accuracy. The SRMR result for the model utilized in this investigation is 0.067. The model fits or has a reasonable model fit since the SRMR value is less than 0.08.

Hypothesis testing

To test a hypothesis, one compares previously calculated t-statistics or t-counts. For a significance level of 5% or a p-value less than 0.05, the t-counts produced by the bootstrapping test must exceed the critical t (Critical Value) of 1.96 (Hair et al., 2022).

Table 6. Significance test results

Variable Relationships	(O)	(M)	(STDEV)	(O/STDEV)	P values
X. Organization Culture (X) -> M. Turnover Intention	0.467	0.468	0.055	8.562	0.000
Z. Job Security -> M. Turnover Intention	0.308	0.306	0.051	5.978	0.000
Z. Job Security x X. Organization Culture (X) -> M. Turnover Intention	-	-	0.040	3.160	0.002
M. Turnover Intention -> Y. Employee Performance	0.814	0.814	0.018	44.176	0.000
X. Organization Culture (X) -> M. Turnover Intention -> Y. Employee Performance	0.380	0.382	0.047	8.106	0.000

The t-test results were employed to evaluate the influence of each exogenous variable on the endogenous variable, aligning with the proposed research hypotheses.

The analysis reveals a statistically significant relationship between Organizational Culture and Turnover Intention, as indicated by a path coefficient of 0.467, a t-statistic of 8.562, and a p-value of 0.000. Given that the t-value exceeds the critical threshold of 1.96 and the p-

value falls below the significance level of 0.05, the null hypothesis (H_0) is rejected. This supports the conclusion that Organizational Culture has a significant effect on Turnover Intention.

Similarly, the findings indicate a statistically significant relationship between Job Security and Turnover Intention, with a path coefficient of 0.308, a t-statistic of 5.978, and a p-value of 0.000. These values exceed the required thresholds ($t > 1.96$; $p < 0.05$), leading to the rejection of H_0 and confirming that Job Security significantly influences employees' intention to leave the organization.

The interaction effect between Organizational Culture and Job Security on Turnover Intention yields a path coefficient of -0.128, a t-statistic of 3.160, and a p-value of 0.002. As the t-value surpasses 1.96 and the p-value is below 0.05, the interaction term is deemed statistically significant. These results suggest that Job Security moderates the relationship between Organizational Culture and Turnover Intention, such that the effect of organizational culture on employees' intention to leave is weakened when job security is perceived to be high.

Furthermore, the analysis confirms a strong relationship between Turnover Intention and Employee Performance, as shown by a path coefficient of 0.814, a t-statistic of 44.176, and a p-value of 0.000. The test meets the significance criteria ($t > 1.96$; $p < 0.05$), indicating that Turnover Intention significantly impacts Employee Performance.

Finally, the indirect effect of Organizational Culture on Employee Performance through Turnover Intention is also found to be statistically significant, with a t-statistic of 8.106, a p-value of 0.000, and an effect size of 0.380. Since the t-statistic exceeds the critical value and the p-value is below the alpha threshold, H_0 is rejected. These findings demonstrate that Organizational Culture has a significant indirect influence on Employee Performance via Turnover Intention, indicating a meaningful mediating effect.

CONCLUSION

The research has allowed us to reach numerous conclusions. Organizational culture has a significant influence on turnover intention among cabin crew in private scheduled airline companies. Enhancing job security contributes positively to reducing turnover intention. Additionally, job security itself affects turnover intention in cabin crew, indicating that efforts to improve job security directly help in mitigating turnover intention. Job security also acts as a quasi-moderator by reducing the correlation between company culture and intention to leave. Here, job security has an influence on cabin crew performance that is directly related to organizational culture and strengthens that effect when considering whether or not to leave. Employee performance is heavily influenced by turnover intention, with a negative correlation between an increase in turnover intention and employee performance. Additionally, it should be noted that organizational culture indirectly affects employee performance through turnover intention, and that

turnover intention mediates this relationship. The study also uncovers several significant findings. Job security serves as a quasi-moderator in the relationship between organizational culture and turnover intention by interacting with the predictor variables. Additionally, turnover intention functions as a mediating variable, highlighting its pivotal role in bridging the relationship between organizational culture and employee performance.

By providing empirical evidence for the links between organizational culture, turnover intention, job security, thereby making a theoretical contribution to the fields of management and human resource management by exploring how these factors are associated with employee performance. It draws attention to employment stability as a moderating factor that enhances comprehension of organizational dynamics within. The significance of contextual considerations, including job security, in formulating all-encompassing theories of management is highlighted by this discovery. The study encourages further exploration of other moderating variables and cross-cultural comparisons to validate the findings across diverse contexts, thereby advancing a more holistic and applicable theoretical framework in management and human resource studies.

The findings reinforce the notion that strategically balanced organizational cultures—characterized by high expectations coupled with fair and transparent reward systems—enhance employer attractiveness, particularly in high-pressure sectors such as aviation (Lee et al., 2024). Even within demanding cultural environments, such as those encountered by cabin crew, employee perceptions of organizational fairness and equitable compensation appear to sustain high levels of organizational endorsement, mitigating potential turnover intentions (Lee et al., 2024). Moreover, job security, as a moderating factor, plays a critical role in preserving knowledge-sharing behaviors that might otherwise be stifled by uncertainty. Specifically, when cabin crew feel confident in their ability to adapt to technological advancements—such as digital scheduling systems or in-flight service tools—the negative influence of job insecurity on collaboration is significantly reduced (Kim, 2024). Additionally, adaptability and a commitment to continuous learning have emerged as full mediators in the relationship between experiential exposure and performance outcomes, underlining their importance in enhancing competitive edge in a sector marked by rapid operational changes (Wulandari et al., 2020). These results suggest that cultivating an organizational culture which values fairness, adaptability, and continuous learning—while maintaining a foundation of job security—can simultaneously reduce turnover intention and elevate employee performance among cabin crew.

Despite its contributions, the research has certain limitations. It focuses specifically on cabin crew in private airline companies in Indonesia, which restricts the generalizability of the findings. Research in the future should broaden its focus to encompass more sectors and

geographical areas, thereby providing broader insights into similar issues. Furthermore, the inclusion of additional variables—such as leadership, motivation, or compensation—as potential mediating or moderating factors could provide a more comprehensive understanding of their influence on turnover intention and employee performance. Addressing these limitations would contribute to the refinement of the study and increase its relevance across various organizational settings.

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