

The Effect Of Work Stress And Job Insecurity On Turnover Intention With Organizational Commitment As An Intervening At Pt "Xyz"

Perkasa Mega Dwiguna¹ , I Ketut R Sudiarditha² , Corry Yohana³

¹ Department of Management, Universitas Negeri Jakarta, Indonesia

² Department of Management, Universitas Negeri Jakarta, Indonesia

³ Department of Management, Universitas Negeri Jakarta, Indonesia

Abstract

The role of employees as human resources is crucial to the sustainability of company operations. One of the research topics in the field of human resource management is employee turnover. This phenomenon can disrupt the stability of the company and cause material and immaterial losses. According to Michael Page data (2022), Indonesia is ranked second highest in Asia Pacific in terms of employee turnover intention. This study aims to identify factors that influence turnover intention in PT "XYZ" employees and examine the effect of work stress and job insecurity on turnover intention through organizational commitment. This research uses quantitative methods with data analysis techniques using the Partial Least Squares (PLS) method. Sampling was carried out based on the Isaac and Michael sampling table, so that 127 respondents were obtained, namely permanent employees of PT XYZ with more than one year of service. Measurement is done with a Likert scale. The results showed that work stress has a negative and significant effect on organizational commitment and a positive and significant effect on turnover intention. Job insecurity has a significant negative effect on organizational commitment and is not significant to turnover intention. Organizational commitment has a negative and significant effect on turnover intention. In addition, both work stress and job insecurity affect turnover intention through organizational commitment. Work stress and job insecurity reduce organizational commitment, which in turn increases turnover intention. Therefore, companies should improve the management of work stress and increase employees' sense of security in order to reduce turnover intention and increase employees' loyalty to the company.

Keywords: *Work Stress, Job Insecurity, Turnover Intention, Organizational Commitment.*

1.Introduction

The importance of the role of employees in human resource management becomes a crucial aspect in the sustainability of the company. One aspect that can be the main focus in human resource management in a company is turnover intention, which is the desire or intention to change jobs in employees because it can have a significant impact on the smooth operation of the company. Therefore, it is important to know the level of intention or desire that exists in employees so that companies can take proactive steps to reduce turnover rates.

Turnover intention is one of the most significant issues in human resource management. In addition to disrupting the smooth operation of the company, this phenomenon can also affect the stability and sustainability of the company because a high turnover rate can cause both material and immaterial losses due to the loss of knowledge and experience, as well as lowering the morale of the remaining employees. This further reinforces the importance of knowing the level of employee turnover intention. Referring to data compiled by Michael Page in 2022 cited by dataindonesia.id, Indonesia ranks second in Asia Pacific as a country with a high percentage of workers planning to resign.

Turnover can be a significant problem for a company if not taken seriously. Apart from causing financial losses due to the costs incurred by the company for training, another impact is the loss in terms of time efficiency and the loss of human resources who already have expertise in their work. The turnover of new employees can not only result in a decrease in productivity but can also have a negative impact on the efficiency of working time, work quality, and work relationship dynamics (Hayati et al., 2021). The quality of company management is one of the things that must be considered to reduce the high turnover rate in the company.

Many companies in Indonesia experience the phenomenon of turnover intention, one of which is PT "XYZ". The PT "XYZ" has a greater number of employees who leave the company than who join the company. Based on the results of discussions with the human resources department (HRD), turnover intention data in the last 5 years from PT "XYZ" can be seen in the table below.

Table 1. Employee Turnover Data for the Last 5 Years

No.	Year	Initial Number of Employees	Number of Employees Joined	Number of Employees Resigned	Final Number of Employees
1.	2019	213	3	8	208
2.	2020	208	9	14	203
3.	2021	203	11	18	196
4.	2022	196	20	19	197
5.	2023	197	18	12	203

Source: PT "XYZ" (2023)

According to Sutagana et al. (2023), one indication of the employee's desire to leave is the increase in employee absenteeism. The following is PT "XYZ" employee absenteeism data for 2023.

Table 2. Employee Absenteeism Data for 2023

Month	Information				Amount
	Annual Leave	Sick Leave (With Doctor's Note)	No Explanation (Leave Deduction)	Sick Leave (Without Doctor's Note / Leave Deduction)	
January	3	3	3	5	14
February	4	4	2	3	13
March	3	4	0	2	9
April	3	3	1	5	12
May	12	2	2	7	23
June	4	8	0	1	13
July	4	5	1	2	12
August	4	5	0	5	14
September	2	3	3	7	15
October	4	6	2	5	17
November	4	5	1	3	13
December	11	7	4	3	25
Total	58	55	19	48	180

Source: PT "XYZ" (2023)

Based on the table above, out of a total of 180 employee absences, there were 58 absences with permission (annual leave), 55 absences with a doctor's note, 19 absences without information, and 48 absences (sick leave) without a doctor's note. The higher the level of employee absenteeism in a company indicates an employee's desire to change jobs. Sutagana et al. (2023) stated that the level of employee responsibility in this phase is very low compared to the previous phase.

According to Mawadati & Saputra (2020), work stress has an effect on turnover intention, followed by affecting a person's condition both physically and mentally, while excessive work stress for employees has implications for turnover. In short, pressure at work will affect employee stress excessively so that thoughts of leaving the company will arise.

Job insecurity is another factor that causes turnover intention. Job insecurity creates a feeling of dissatisfaction with the work done by employees. Insecurity in one's job can be identified through anxiety about the employee's future at work. The results of research by Handaru et al. (2021) conceptualize job insecurity as a situation in which employees feel uncertain and have no control over the continuation of their careers.

Job insecurity is the second highest factor that indicates turnover intention at PT "XYZ". Gerungan (2022), defines job insecurity as a psychological condition of employees in a company that shows confusion and insecurity due to changes in work environment conditions. According to Lamandasa & Lumentah (2023), a situation where employees feel insecure when carrying out tasks and jobs in a company can cause employees to feel tension while working.

The phenomenon of job insecurity has become a concern following the decision of some companies to temporarily contract employees in response to organizational restructuring, headcount reduction (layoffs), or organizational unification. (Marzuqi, 2021). Furthermore, Mauno et al. in Marzuqi (2021), explained that the two main factors that can cause job insecurity are organizational change and psychological stress. Organizational changes, such as layoffs, restructuring, and company mergers, can significantly impact a number of individuals

in an organization, contributing to their perception of job insecurity. On the other hand, Greenhalgh & Rosenblatt in Marzuqi (2021) argue that psychological stress experienced by employees, such as burnout and low work motivation, can also trigger job insecurity. This kind of situation may negatively impact employees' mental health and trigger a desire to find a new job.

As such, job insecurity is not only understood as a direct result of changes in organizational structure, but also as a response to the psychological stress experienced by employees. This phenomenon has a significant impact on individuals' perceptions and mental well-being, prompting them to consider more stable employment options. Job insecurity will affect work engagement, organizational commitment, job satisfaction and job trust in the short term, while in the long term it will impact performance, physical and mental health, and encourage employees to resign (Van Hootegem et al., 2022).

The third highest factor that shows turnover intention at PT "XYZ" is organizational commitment. Allen & Meyer in Risambessy (2021) define organizational commitment as a strong relationship between employees and the organization that is built and has implications for increasing employee sustainability in the company.

According to Gumilar et al. (2023), organizational commitment is described as an indicator of the extent to which employees feel bound to the organization, are motivated to move in accordance with organizational goals, and are willing to make the best contribution to their performance. Edison et al. in Ratnaningsih (2021) suggest that high commitment requires support in fulfilling employee rights appropriately.

Furthermore, Eliyana et al. (2019), continued this perspective by defining organizational commitment as an expression of employee concern for the success and development of the organization, which is manifested through behavior that shows loyalty to the entity. Organizational commitment is also explained as the result of employee satisfaction with their work, giving rise to a sense of dependence, responsibility, and loyalty to the organization. Sopiah et al. (2020) stated that there are several factors that are believed to influence a person's determination and commitment to the organization, including personal factors and job characteristics.

The state of the art in this study refers to the factors that influence turnover intention based on the results of the pre-survey conducted. Factors with the most responses are used by researchers to take variables in this study. The use of organizational commitment as an intervening variable has rarely been studied by previous researchers.

Based on several previous studies, it is known that work stress and job insecurity have an influence on employee turnover intention in a company. This study uses organizational commitment as an intervening factor as an additional variable to identify factors that are considered by employees in making turnover intention and make it easier for companies to determine strategic policies in minimizing turnover rates, and making employees more loyal to the company, namely with the research title The Effect of Work Stress and Job Insecurity on Turnover Intention with Organizational Commitment as an Intervening at PT "XYZ".

2. Literature Review

2.1 Job Demands Resources (JD-R) Theory

The main theory in this study is the Job Demands - Resources (JD-R) theory. JD-R theory suggests that there are two sources of burnout in a worker, namely job demands and loss of resources (Muhammad Ali et al., 2021). Excessive job demands will result in burnout, while a large loss of resources will result in disengagement. Both result in burnout. There are three types of job demands, namely: physical demands, time demands, and work shifts. Meanwhile, resources consist of performance feedback, job control, participation in decision-making, and social support.

The assumption adopted by the JD-R theory is that there are two processes that occur within a worker. The first process is a depleting and dissipating energy process, which continuously pressurizes a worker and eventually depletes the worker's energy reserves. The second process is a motivational process, where resources are directed to deal with the demands of the job. Because it is motivational, when resources are depleted due to excessive job demands, employees lose motivation and withdraw from work (Muhammad Ali et al., 2021).

The implication of JD-R theory is that it is not enough for organizations to simply stop resource depletion, restore lost resources, or add new resources, to prevent burnout. Organizations must also reduce the work demands of employees by considering the needs of the organization itself.

2.2 Turnover Intention

Turnover intention is the desire of employees to voluntarily leave the workplace according to their own wishes (Wulandari & Rizana, 2020). Meanwhile, Rivai in Yulistiani (2023) describes turnover intention as the voluntary action of employees to leave the workplace according to their choice. According to Kartono in Yulistiani (2023), turnover intention is a person's awareness and intention to leave the organization, while Priansa in Yulistiani (2023), explains that turnover, or job change, is the result of various behaviors that are influenced by employees' jobs, so that they seek opportunities in other workplaces.

Long, Park, and Shaw in Martins et al. (2023) argue that turnover intention is considered the best predictor of voluntary employee departure from the organization, leading to a negative impact on organizational performance. Job turnover intention is understood as an employee's desire to leave the organization they are in and start looking for a new workplace (Martins et al., 2023).

2.3 Work Stress

Work stress is a condition of employees who experience psychological, physical and cognitive pressure due to stressful interactions between fellow workers in their work environment (Li et al., 2021). Work stress arises due to the direct influence of factors in the work environment on individuals. Currently, work stress is caused by role ambiguity, excessive workload, role conflict, and time pressure, especially when working from home, which will ultimately reduce the level of job satisfaction (Kim in Irawanto et al., 2021). According to Robbins in Sutagana et al. (2023), work stress is a change in employee conditions

caused by interactions and policies in the workplace that result in deviations from normal functioning at work.

Work stress is a condition that causes physical and psychological imbalance in employees that affects the overall mental and physical health of employees. Task and position demands, as well as organizational structure, are some sources of stress. Management has an influence on all of these elements, thus enabling change (Sidharta & Margaretha in Nurimansjah et al., 2023).

2.4 Job Insecurity

According to Dwiyanti & Kusuma Abdilla (2019), job insecurity is an employee's feeling of worry about the future of his job due to changes in work environment conditions. Job insecurity is a sense of insecurity faced by employees due to changes in work environment conditions (Silva et al., 2022). Heryanda (2019) stated that job insecurity felt by employees usually causes feelings of dissatisfaction and worry about the future of work.

According to Smithson & Lewis in Gerungan (2022), job insecurity is a feeling of confusion and insecurity experienced by employees due to changes in work environment conditions. Meanwhile, Ashford et al. in Masykuroh & Muafi (2021) state that job insecurity is a reflection of the extent to which employees are worried about the future of their jobs. In addition, Grennhalg and Rosenblatt in Aritonang & Anik (2020) argue that job insecurity is an individual's expectations about continuity in the work situation or overall concern about the existence of his job in the future.

2.5 Organizational Commitment

Organizational commitment is a determination that exists in employees to be loyal to the organization, where organizational members express their concern and pleasure with the organization (Agung et al., 2021). According to Robbins & Judge in Hartanti (2021), organizational commitment is an employee's attitude to stay with the organization and support for achieving overall organizational goals.

Meanwhile, according to Mowday et al. in Agustien & Soeling (2020), organizational commitment is defined as an employee's attitude to dedicate himself to achieving organizational goals with his loyalty to the organization. Furthermore, Allen & Meyer in Anggoro et al. (2020) argue that organizational commitment is defined as employees' awareness to fulfill their obligations as members of the organization with a firm and clear attitude in achieving organizational goals. On the other hand, Baran, Shanock, & Miller in Pratiwi & Muzakki (2021) state that organizational commitment is a sense of belonging that exists in employees to be loyal to the organization by making their best contribution to the organization.

3. Material and Method

This research method is quantitative, which tests the research hypothesis through a series of statistical data analysis. While the sampling completed in this study is to use a sample size determination table based on the sample determination table by Isaac and Michael, with an error rate of 5%, the research sample was determined as many as 127 respondents with the criteria of having worked for more than one year and are the permanent employees at PT

"XYZ". Questionnaire measurements were carried out using a Likert scale with a score of 1 (Strongly Disagree) to 5 (Strongly Agree). The quantitative data analysis method begins with descriptive analysis and then continues with data analysis using Partial Least Squares (PLS).

3.1 Study Design

Based on theoretical studies and previous research, the hypotheses in this study are as follows:

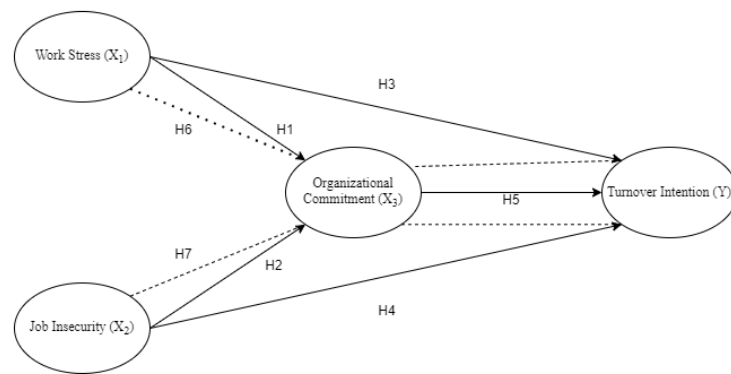


Figure 1. Constellation of Relationships between Variables

H1: Work stress affects Organizational Commitment

H2: Job Insecurity affects Organizational Commitment.

H3: Work Stress affects Turnover Intention

H4: Job Insecurity affects Turnover Intention.

H5: Organizational Commitment affects Turnover Intention

H6: Work Stress affects Turnover Intention through Organizational Commitment.

H7: Job Insecurity affects Turnover Intention through Organizational Commitment.

3.2 Data Analysis

The test steps were carried out using the Partial Least Squares method with the Smart PLS program with data analysis techniques, namely the inner model and outer model.

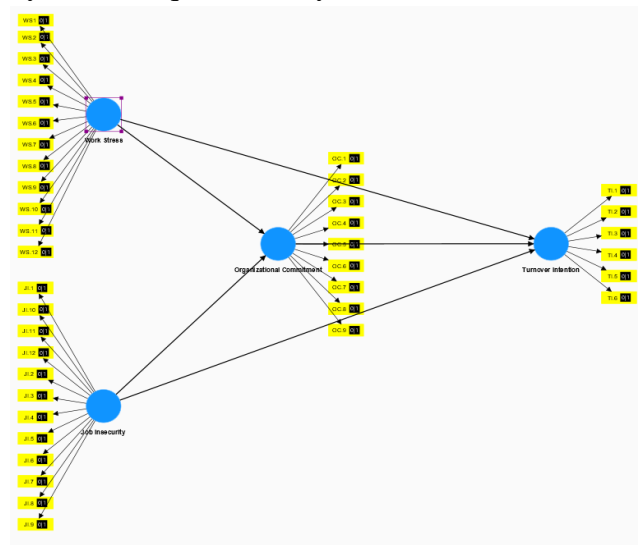


Figure 2. Research Model

4. Results

Discriminant validity in this research is assessed based on Fornell-Lacker criterion. In Smart-PLS, the Fornell-Lacker criterion is used to compare the sizes of root AVE squared with the connection of latent variables. So from that, the value of the root square from every AVE construct must be bigger than the correlation with other constructs. The Fornell-Lacker criterion can be seen in the table below:

Table 3. Fornell-Lacker criteria

	Job Insecurity	Organizational Commitment	Turnover Intention	Work stress
Job Insecurity	0.858			
Organizational Commitment	0.833	0,875		
Turnover Intention	0.886	0.916	0.924	
Work stress	0.910	0.867	0.931	0.867

Based on the results in Table 3, it shows that the root value of each variable is greater than the correlation, so the model has good discriminant validity.

The criteria for the strength of the R Square value are as follows: values > 0.75 are categorized as strong, between 0.5-0.75 are categorized as moderate, and less than 0.5 are categorized as weak. The results of testing the coefficient of determination of this study are shown in the below table:

Table 4. R Square

	R Square	Adjusted Squared R
Organizational Commitment	0.763	0.759
Turnover Intention	0.916	0.914

Based on table 4, the R-Square value of the organizational commitment variable is 0.763, which is 76.3% by the variables of work stress and job insecurity. The R-Square value of the turnover intention variable is 0.916, which is 91.6% by the variables of work stress, job insecurity and organizational commitment.

In this study, hypothesis testing was carried out by paying attention to the P value and t-statistic. If the P value < 0.05 and t-statistic > 1.65, it indicates the influence of the independent variable on the mediating variable and the dependent variable.

Table 5. Hypothesis Test Results

Hypothesis	Variable Relationships	Original Sample	t-statistics	p-value	Conclusion
H ₁	Work Stress has a negative effect on Organizational Commitment	-0.631	7,388	0,000	Accepted
H ₂	Job Insecurity has a negative effect on Organizational Commitment	-0.259	2,630	0,004	Accepted
H ₃	Work Stress has a positive effect on Turnover Intention	0.459	5,296	0,000	Accepted

Hypothesis	Variable Relationships	Original Sample	t-statistics	p-value	Conclusion
H ₄	Job Insecurity has a positive effect on Turnover Intention	0.122	1,321	0,094	Rejected
H ₅	Organizational Commitment has a negative effect on Turnover Intention	-0.416	4,507	0,000	Accepted
H ₆	Work Stress influences Turnover Intention through Organizational Commitment	0.262	4,633	0,000	Accepted
H ₇	Job Insecurity influences Turnover Intention through Organizational Commitment	0.108	1,924	0,027	Accepted

5. Discussion

The Effect of Work Stress on Organizational Commitment

Based on the path coefficient on the influence of work stress on organizational commitment, as can be seen in the original sample -0.631 with P-values of $0.000 < 0.05$, it can be concluded that the first hypothesis (H1) is accepted, work stress is influentially negative and significant to organizational commitment.

Therefore, the increasing work stress will reduce the organizational commitment of PT "XYZ" employees. Work stress experienced by employees will certainly hinder the achievement of overall organizational goals. This occurs due to the lack of employee commitment to fully participate to achieve organizational goals. This result is in line with the research conducted by Dewi, PAT, Mahayasa, IGA, & Gede, IK (2023).

The Effect of Job Insecurity on Organizational Commitment

Based on the path coefficient on the influence of job insecurity on organizational commitment, as can be seen in the original sample -0.259 with P-values of $0.004 < 0.05$, it can be concluded that the second hypothesis (H2) is accepted, job insecurity is influentially negative and significant to organizational commitment.

Therefore, the increasing job insecurity will reduce the organizational commitment of PT "XYZ" employees. When there is anxiety about the future of work, it will affect the level of organizational commitment. This result contradicts research conducted by Setyawan, A.A., Kussudyarsana, K., & Isa, M. (2023).

The Effect of Work stress on Turnover Intention

Based on the path coefficient on the influence of work stress on turnover intention, as can be seen in the original sample 0.459 with P-values of $0.000 < 0.05$, it can be concluded that the third hypothesis (H3) is accepted, work stress is influentially positive and significant to turnover intention.

Therefore, the increase in work stress will increase the turnover intention of PT "XYZ" employees. High levels of work stress can cause employees to feel overwhelmed and dissatisfied with their work. If employees feel that the level of stress they experience is beyond their ability to cope, they tend to develop an intention to leave work. This result is in line with the research conducted by Fitriani and Lo (2020).

The Effect of Job Insecurity on Turnover Intention

Based on the path coefficient on the influence of job insecurity on turnover intention, as can be seen in the original sample 0.112 with P-values of $0.094 > 0.05$, it can be concluded that the fourth hypothesis (H4) is rejected, job insecurity is influentially positive but not significant to turnover intention.

Therefore, there is no significant effect of job insecurity on turnover intention of PT "XYZ" employees. This means that job insecurity is not very important to the PT "XYZ" employee's turnover intention. This result is in line with the research conducted by Gayatri, E., & Muttaqiyathun, A. (2020).

The Effect of Organizational Commitment on Turnover Intention

Based on the path coefficient on the influence of organizational commitment on turnover intention, as can be seen in the original sample -0.416 with P-values of $0.000 < 0.05$, it can be concluded that the fifth hypothesis (H5) is accepted, organizational commitment is influentially negative and significant to turnover intention.

Therefore, the increase in organizational commitment will reduce the turnover intention of PT "XYZ" employees. If the employee's organizational commitment is very good, the employee turnover rate will be low. This happens because employees who have been highly committed to the organization have embedded their sense of belonging to the organization so that they are reluctant to leave the organization. This result is in line with the research conducted by Labrauge (2020).

The Effect of Work stress on Turnover Intention through Organizational Commitment

Based on the path coefficient on the influence of work stress on turnover intention through organizational commitment, as can be seen in the original sample 0.262 with P-values of $0.000 < 0.05$, it can be concluded that the sixth hypothesis (H6) is accepted, work stress is influentially positive and significant to turnover intention through organizational commitment.

Therefore, there is an influence of work stress on turnover intention through organizational commitment of PT "XYZ" employees. Employees with high commitment to the organization will feel satisfied with their performance and have a strong desire to stay in the organization. This can reduce the desire to leave work, even when facing stress at work. This result is in line with the research conducted by Chiang & Liu, (2017).

The Effect of Job Insecurity on Turnover Intention through Organizational Commitment

Based on the path coefficient on the influence of job insecurity on turnover intention through organizational commitment, as can be seen in the original sample 0.108 with P-values of $0.027 < 0.05$, it can be concluded that the seventh hypothesis (H7) is accepted, job insecurity is influentially positive and significant to turnover intention through organizational commitment.

Therefore, there is an influence of job insecurity on turnover intention through organizational commitment of PT "XYZ" employees. Job insecurity, which includes concerns about job loss or deteriorating working conditions, often leads to stress and dissatisfaction

among employees. When employees feel their positions are insecure, they tend to seek stability and security elsewhere, thus increasing the desire to change jobs. However, research also shows that organizational commitment can mediate this influence, strengthening or weakening the effect of job insecurity on the desire to leave. This result is in line with the research conducted by Tetteh et al. (2020).

6. Conclusions, Implications and Recommendations

Conclusion

The following are conclusions from the results of the discussion and analysis in the previous chapter:

- a. Work stress has a negative effect on organizational commitment is accepted. High work stress tends to reduce employee commitment to the organization. The increase in the level of employee work stress decreases employee loyalty and commitment to the organization.
- b. Job insecurity has a negative effect on organizational commitment is accepted. Job insecurity contributes to a decrease in organizational commitment. Employees who feel insecure regarding the continuity of their jobs, or they feel that there is a risk of losing their jobs will decrease the organizational commitment.
- c. Work stress has a positive effect on turnover intention is accepted. High work stress increases employees' desire to leave the organization. Employees who experience high levels of work stress tend to have a greater desire to find another job and leave their current organization.
- d. Job insecurity has a positive effect on turnover intention, but there is no significant evidence that job insecurity directly affects employees' desire to leave. Even though employees feel insecure about their jobs, this does not necessarily make them want to leave the organization.
- e. Organizational commitment has a negative effect on turnover intention is accepted. High organizational commitment will reduce the desire to leave the organization. Employees with high organizational commitment will be loyal to the organization and reluctant to leave the organization.
- f. Work stress influences the turnover intention through organizational commitment is accepted. High work stress reduces organizational commitment, which in turn increases employees' turnover intention.
- g. Job insecurity influences the turnover intention through organizational commitment is accepted. Job insecurity perceived by employees reduces organizational commitment, which in turn increases employees' turnover intention.

Implications

Based on the research results, there are several important findings that need to be considered by the management of PT “XYZ”. High work stress is proven to reduce employee commitment to the organization and increase intention to leave the company. Job insecurity can also reduce employee commitment, although it does not directly increase turnover intentions. High organizational commitment is proven to reduce employee turnover intention. In addition, work stress and job insecurity affect employee turnover intention through decreasing organizational commitment.

Recommendations

Based on the research results, there are several recommendations that can help deepen understanding of the factors that influence turnover intention:

- a. To reduce work stress, create a supportive work environment by providing adequate resources, such as comfortable facilities, as well as support from superiors and coworkers.
- b. To overcome job insecurity, improve communication between the management and employees regarding company conditions and future plans. This can reduce work-related uncertainty and anxiety.
- c. To increase organizational commitment, involve employees in decision-making regarding their work. This can increase their sense of belonging and commitment to the organization.
- d. To reduce employee turnover intention, develop an effective retention program by targeting factors that influence turnover intention, such as flexible work policies, benefits, and career development opportunities.

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