



STAYING OR LEAVING? HOW ORGANIZATIONAL COMMITMENT MEDIATES THE LINK BETWEEN JOB INSECURITY AND TURNOVER INTENTION IN PT. SAMPHARINDO PERDANA

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ABSTRACT

This research aims to determine the effect of job insecurity on turnover intention with organizational commitment as a mediator at PT. Samharindo Perdana. The population used in this research was 97 employees of PT. Samharindo Perdana used the census method sampling technique, 97 respondents were used in this research. The data used is primary data, with data collection methods from questionnaires. The analytical tool in this research uses path analysis to test the research hypothesis, and the calculations use the IBM SPSS 29 statistical program. The results of this research show that job insecurity has a negative effect on organizational commitment, job insecurity has a positive effect on turnover intention, organizational commitment has a negative effect on turnover intention, and Organizational commitment mediates the effect of job insecurity on turnover intention.

Keywords : Job Insecurity, Turnover Intention, and Organizational Commitment

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh job insecurity terhadap turnover intention dengan komitmen organisasi sebagai mediasi pada PT. Samharindo Perdana. Populasi yang digunakan dalam penelitian ini adalah karyawan PT. Samharindo Perdana yang berjumlah 97 orang. Teknik pengambilan sampel menggunakan metode sensus, responden yang digunakan dalam penelitian ini sebanyak 97 orang. Data yang digunakan adalah data primer, dengan metode pengumpulan data berupa kuesioner. Alat analisis dalam penelitian ini menggunakan analisis jalur untuk menguji hipotesis penelitian, dan perhitungan menggunakan program statistik IBM SPSS 29. Hasil penelitian ini menunjukkan bahwa job insecurity berpengaruh negatif terhadap komitmen organisasi, job insecurity berpengaruh positif terhadap turnover intention, komitmen organisasi berpengaruh negatif terhadap turnover intention, dan komitmen organisasi memediasi pengaruh job insecurity terhadap turnover intention.

Kata Kunci : Job Insecurity, Turnover Intention, dan Komitmen Organisasi

INTRODUCTION

The problem of employees wanting to quit a firm is common in organizations because of low motivation to work and discomfort in reporting to work, which encourages potential employees to leave the company (turnover intention) and hunt for new positions in other organizations that may satisfy their needs. An organization may suffer from a high intention of turnover, which can also lead to instability and uncertainty about working conditions and higher expenses for human resources like hiring and training (Riania & Nisa, 2022). The negative effect of employee turnover is that it will create a vacancy in one of the company's roles, which will result in significant losses for the organization.

The waning of employees' commitment to the organization is another factor contributing to their decision to leave (Albrecht & Marty, 2020). According to Ahmad (2018), organizational commitment is the conduct of a company that demonstrates employee loyalty and a sustainable process in which the company demonstrates success, sustainability, and care. In addition to organizational commitment, work instability is a significant component that might predict a high intention of turnover (Riania & Nisa, 2022). Job insecurity is defined by Yılmaz, Üngüren, Tekin, & Kaçmaz (2022) as an individual's incapacity to sustain desired continuity in a situation that is threatened by organizational changes. This increases the likelihood that employees will feel uneasy, nervous, and worried because of the potential impact on working conditions (Obeng, Quansah, & Boakye, 2021). PT Sampharindo Perdana likewise experienced a similar situation. A company in the pharmaceutical industry is called PT Sampharindo Perdana, and its address is Jl. Tambak Aji Raya No. 8, Tambakaji, Kec. Ngaliyan, Semarang City, Central Java 50185. It is imperative for companies to properly engage their workforce by investing in recruitment, screening, and onboarding new hires, all while minimizing employee turnover. Table 1.1 shows the found turnover at PT. Sampharindo Perdana based on the findings of interviews with Human Resource Development.

Table 1. Employee Turnover Data PT. Sampharindo Perdana January – December 2024

Period	Employee Sig-in	Employee Leave	Total Workers	Turnover rate (%)
January	2	0	117	0,00
February	1	6	112	5,91
March	0	2	110	1,97
April	0	4	106	3,94
May	1	0	107	0,00
June	0	6	101	5,91
July	2	0	103	0,00
August	1	8	96	7,88
September	2	0	98	0,00
October	1	4	95	3,94
November	2	6	91	5,91
December	1	10	82	9,85

Source: HRD PT. Sampharindo Perdana, 2024

The data on employee turnover above indicates that there was turnover among PT employees in 2022 from January to December. Sampharindo Perdana experienced its biggest employee turnover in the previous year in December 2023, when 10 workers departed the organization. Because the company's turnover rate is based on interviews with HRD, it also displays some quite high numbers.

PT. Sampharindo Perdana, it can cause production disruptions if more than two staff leave in a month without being replaced.

Employees with low commitment levels can negatively affect the organization through reduced job quality, productivity, and happiness; they can also cause noncompliance with regulations, absenteeism, and employee turnover (Sabardini, Wijono, & Fatimah, 2022). Conversely, high levels of organizational commitment can benefit the business through fostering employee enthusiasm, job happiness, strong performance, and a desire to join the company as permanent employees. Employees that have a strong organizational commitment will take an active role in fulfilling all duties and obligations. respond at the business. Organizational commitment, however, does not appear to moderate the impact of job insecurity on employee turnover intention, according to research by Riania & Nisa (2022).

According to the research findings, a number of PT. Sampharindo Perdana personnel are perceived as lacking enthusiasm for their jobs. They are also observed to spend more time playing games or resting during working hours, which suggests that they are not abiding by the law. In addition, the caliber of the job produced by PT personnel. HRD at the organization claims that Sampharindo Perdana demonstrates how they have become less responsive and nimble in their work. In addition, there is a lack of job security at PT. Sampharindo Perdana. Interviews with multiple employees revealed that they are constantly concerned about the possibility of losing their employment at any time, particularly given the status of some employees who are not yet permanent. It can be used as a research problem about "The Effect of Job Insecurity on Turnover Intention with Organizational Commitment as a Mediating Variable in PT Employees," given the explanation given above and the numerous prior studies that corroborate it PT Sampharindo Perdana.

METHODS

Primary data were the sort of data used in this study. The main source of data used in this study is PT. Sampharindo Perdana workers. Ninety-seven PT. Sampharindo Perdana personnel made up the study's population. This study used a census as its sample method. Thus, there were 97 PT. Sampharindo Perdana personnel included as samples in this study. This study's method of gathering data is the administration of a research questionnaire using a Likert scale, ranging from 1 to 5. Path analysis will be used in this study's data analysis to evaluate the research hypothesis, and IBM SPSS 29 will be used for statistical computations. The research instrument test, which comprises a validity test to determine whether a questionnaire is valid or not and a reliability test to determine whether a questionnaire is an indication of a variable or construct, is used in this study's data analysis technique. Then, in this study, we will test the assumptions of multicollinearity, heteroscedasticity, and normality, which includes the multicollinearity test, heteroscedasticity test, and normality test, in order to make sure that the regression line equation obtained is linear and can be used (valid) to find forecasts. The independent variable (x) is compared to the dependent variable (y), which is mediated by the mediation variable (z), using path analysis. Additionally, this study employs hypothesis testing, which includes the coefficient of determination (R^2), t test, and f test. Additionally, by looking at the significant value for the two-tailed test < 0.05 , the Sobel test is performed using calculations from the Daniel Soper Sobel Calculator.

RESULTS AND DISCUSSION

Table 2. Table Information

Respondent Characteristics	Frequency	Percentage
Gender		
Man	40	41.2
Woman	57	58.8

Age		
< 20 years	1	1.0
>20-25 years	36	37.1
>25-30 years	23	23.7
>30-35 years	11	11.3
>35-40 years	17	17.5
>40 years	9	9.3
Working Age		
< 1 year	8	8.2
>1-3 years	15	15.5
>3-5 years	49	50.5
>5-8 years	8	8.2
>8-10 years	7	7.2
>10 years	10	10.3
Position		
Executive	7	69.1
Staff	16	16.5
Supervisor	14	14.4
Last Education		
Diploma	13	13.4
Bachelor	21	21.6
High School	63	64.9
Income		
< Rp 3.000.000	21	21.6
>Rp 3.000.000-5.000.000	71	73.2
>Rp 5.000.000-10.000.000	5	5.2

Source: primary data processing (2025)

Table 3. Validity Test

Indicator	r table	r count	Information
<i>Job insecurity</i>			
JI1	0,1680	0,713	Valid
JI2	0,1680	0,720	Valid
JI3	0,1680	0,710	Valid
JI4	0,1680	0,751	Valid
JI5	0,1680	0,481	Valid
<i>Organizational commitment</i>			
OC1	0,1680	0,640	Valid
OC2	0,1680	0,668	Valid
OC3	0,1680	0,701	Valid
OC4	0,1680	0,705	Valid

OC5	0,1680	0,622	Valid
OC6	0,1680	0,555	Valid
<i>Turnover intention</i>			
TI1	0,1680	0,771	Valid
TI2	0,1680	0,827	Valid
TI3	0,1680	0,729	Valid
TI4	0,1680	0,826	Valid
TI5	0,1680	0,811	Valid

Source: primary data processing (2025)

The table above explains why the results are true for each variable: job insecurity, organizational commitment, and turnover intention. In order for each indicator for each variable to be used in the next calculation step, this is demonstrated by all of the calculated r values on the variable indicators, which are shown by the Corrected Item Total Correlation values obtained and which exceed the r table values obtained from the value $df = n - 2$, $97 - 2 = 95$, which is 0.1680.

Table 4. Reliability test

No	Variable	Alpha Value	Standardized Value	Information
1	Job insecurity	0,856	0,700	Reliable
2	Organizational commitment	0,856	0,700	Reliable
3	Turnover intention	0,920	0,700	Reliable

Source: primary data processing (2025)

With a Cronbach's alpha value of more than 0.7 for every variable, the statistics indicate that all variables are reliable.

Table 5. Multicollinearity test

Variable	Tolerance	VIF
Job insecurity	1.955	0.511
Organizational commitment	1.955	0.511

Source: primary data processing (2025)

The job insecurity and organizational commitment to turnover intention are shown in the above coefficient table, where the tolerance value is bigger than the default value, which is set at 0.10. Additionally, the VIF value is displayed below 10, indicating that the model does not contain multicollinearity.

Table 6. Test Glejser Path 1

Model	B	Std. Error	Beta	Standardized	t	Sig.
				Coefficients		
1	(Constant)	.740			3.953	<,001
	Job insecurity	.060	.067			

a. Dependent Variable: Abs1

Source: primary data processing (2025)

The independent variable's significance value (0.513) is more than 0.05 according to the Glejser test results, indicating that the regression model does not exhibit heteroscedasticity. The following are the Glejser path 2 test results:

Table 7. Test Glejser Path 2

Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta	
(Constant)	1.660	1.315		1.263 .210
Job insecurity	.075	.049	.161	1.544 .126
Organizational commitment	-.008	.049	-.016	-.157 .875

a. Dependent Variable: Abs2

Source: primary data processing (2025)

Based on the Glejser test results, the significant value of job insecurity (0.126) and organizational commitment (0.875) is > 0.05 , therefore it can be said that this regression model is free from heteroscedasticity.

Table 8. Kolmogorov-Smirnov test

		Unstandardized Residual Path 1	Unstandardized Residual Path 2
N		97	97
Normal Parameters ^{a,b}	Mean	.0000000	.0000000
	Std. Deviation	4.28145045	3.13075356
Most Extreme Differences	Absolute	.085	.077
	Positive	.063	.077
	Negative	-.085	-.060
Test Statistic		.085	.077
Asymp. Sig. (2-tailed) ^c		.079	.179
Monte Carlo Sig. (2-tailed) ^d	Sig.	.083	.165
	99% Confidence Interval	Lower Bound	Upper Bound
		.075	.155
		.090	.174

Source: primary data processing (2025)

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 334431365.

Asymp Sig (0.090 and 0.179) > 0.05 , as seen in the above table, indicates that the data is regularly distributed.

Table 9. Path Equation 1

Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta	
1	(Constant) 24.152	1.219		19.810 <.001
	Job insecurity -.210	.100	-.211	-2.108 .038

a. Dependent Variable: Organizational commitment

Source: primary data processing (2025)

Z is equal to $24.152 - 0.210X + e$. Details:

Z stands for organizational dedication.

X = Insecurity in the workplace e = error

The preceding path 1 equation demonstrates that:

- The constant of 24.152 indicates that organizational commitment will be positive if it is not impacted by the independent variable, job insecurity.
- According to the regression coefficient of -0.210, organizational commitment will decline as job uncertainty rises.

Table 10. Path Equation 2

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1	(Constant) 8.653	2.030		4.262	<.001
	Job insecurity .602	.075	.615	8.037	<.001
	Organizational commitment -.203	.075	-.206	-2.694	.008

Source: primary data processing (2025)

$Y = 8.653 + 0.602X - 0.203Z + e$ is the equation. Details:

Z = Organizational commitment; Y = Turnover intention X = Insecurity in the workplace

e = error

The preceding path 2 equation demonstrates that:

- The constant of 8.653 indicates that turnover intention will be positive if it is unaffected by the variables job insecurity and organizational commitment.
- A regression coefficient of 0.602 indicates that turnover intention will rise in the event of an increase in job insecurity and a constant value for the other factors.
- The regression coefficient of -0.203 indicates that turnover intention will go down when organizational commitment rises while all other factors stay the same.

Hypothesis Test

Regression coefficient hypotheses are tested by hypothesis testing, which aims to determine whether or not the regression equation that is obtained is justifiable.

Test the concept of Job insecurity on Organizational commitment

The computations that have been done have produced a significance value of $0.038 < 0.05$. Given that the beta is -0.210 and the significance is $0.038 < 0.05$, H_0 is rejected and H_1 is approved. These findings indicate that there is a negative correlation between job instability and organizational commitment. This argument suggests that there would be a decline in organizational commitment when job insecurity rises.

Test the hypothesis of Job insecurity on Turnover intention

The computations that have been done have produced a significance value of $0.001 < 0.05$. The results show that H_0 is rejected and H_2 is accepted, meaning that job instability has a positive effect on turnover intention. The significance is $0.001 < 0.05$ and the beta is 0.602. It is concluded that there would be a greater intention to leave a job when job uncertainty increases.

Test the hypothesis of Organizational commitment on Turnover intention

An analysis of the computations that have been done yields a significance value of $0.008 < 0.05$. Given that the beta value is -0.203 and the significance is $0.008 < 0.05$, H_0 is rejected and H_3 is approved. This reveals that there is a negative influence between organizational commitment on

turnover intention. This hypothesis suggests that turnover intention will decline with an increase in organizational commitment.

Path 1 Determination Coefficient Analysis

The following is an analysis of path 1's coefficient of determination:

Table 11. Determination Coefficient

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.211 ^a	.045	.035	4.30393

a. Predictors: (Constant), Job insecurity

b. Dependent Variable: Organizational commitment

Source: primary data processing (2025)

The table above indicates that the Adjusted R Square value, which is 0.035, represents the coefficient of determination. This indicates that job insecurity, the independent variable, accounts for 3.5% of the variation in organizational commitment, with the remaining 96.5% being explained by factors not covered in this study.

Path 2 Determination Coefficient Analysis

The following are the findings from the examination of path 2's coefficient of determination:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.689 ^a	.474	.463	3.16388

a. Predictors: (Constant), Organizational commitment, Job insecurity

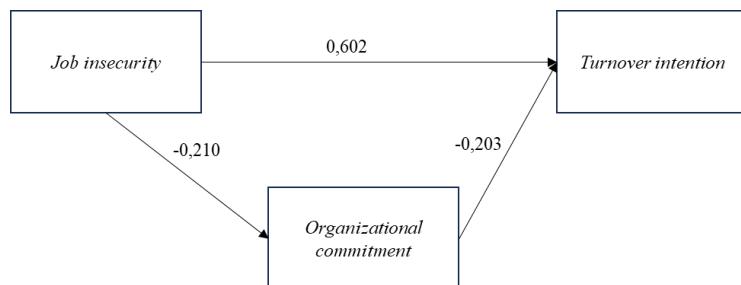
b. Dependent Variable: Turnover intention

Source: primary data processing (2025)

According to the table above, the Adjusted R Square value, which is 0.463, indicates the coefficient of determination. This means that job insecurity and organizational commitment account for 46.3% of the variation in turnover intention, with other factors not included in this study accounting for the remaining 53.7%.

Path Analysis

The image displays the path analysis model as follows:



Picture 1. Path Diagram

According to its influence, the image above can be defined as follows:

1. Direct Effect (DE stands for Direct Effect).

The direct effect, or DE, is determined using the formula below:

- Job insecurity's effect on organizational commitment ($b_1 = -0.210$)
- Job insecurity's effect on turnover intention ($b_2 = 0.602$)
- Organizational commitment's effect on turnover intention ($b_3 = -0.203$)

2. The indirect impact (also known as IE)

The indirect effect, or EI, is computed using the formula below:

The impact of job instability on the desire to leave an organization via organizational commitment $b_1 \times b_3$ equals 0.042, or -0.210×-0.203 .

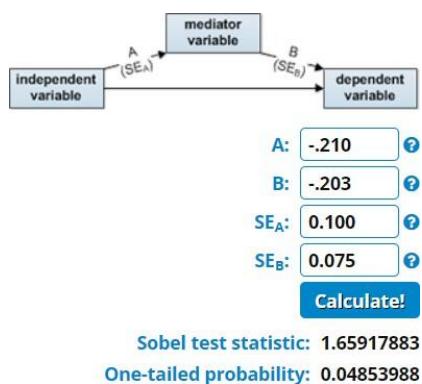
3. Total impact (also known as Total Effect, or TE)

The following formula is used to determine the total effect, or TE: - The impact of job instability on intention to leave through organizational commitment

$$(b_1 \times b_3) + b_2 = 0.602 + 0.042 = 0.644$$

Sobel Test

The Sobel Test was utilized with the following results to ascertain the effect of organizational commitment moderating the influence of job insecurity on turnover intention.



Picture 2. Sobel Test

A significant level of less than 0.05 indicates that organizational commitment can act as a mediator between job insecurity and turnover intention. Therefore, it is recognized that hypothesis 4, which holds that organizational commitment mediates the effect of job insecurity on turnover intention.

The influence of job insecurity on organizational commitment

The findings of the study demonstrate that organizational commitment is negatively impacted by job uncertainty. A sense of insecurity or uncertainty over one's employment is known as job insecurity. A measure of an employee's loyalty to their company is called organizational commitment. Workers with a high level of organizational commitment will work hard to accomplish organizational objectives because they have a sense of pride and ownership in their company. Studies have indicated a negative correlation between job uncertainty and organizational commitment. This implies that an employee's organizational commitment decreases as their level of job insecurity increases. This is due to the fact that workers who experience job insecurity are more likely to quit the company (Baharuddin et al., 2019). Therefore, in order to boost organizational commitment, firms must decrease job uncertainty among their workforce. Organizations can foster a workforce that is more devoted, productive, and loyal by decreasing job instability among employees (Yilmaz et al., 2022). These findings support studies by Yilmaz et al. (2022), Baharuddin et al. (2019), and Asharini, Hardyastuti, & Irham (2018) that found a negative relationship between job instability and organizational commitment.

The influence of job insecurity on turnover intention

The study's findings demonstrate that job instability influences turnover intention positively. This is due to the fact that workers who experience job insecurity are more likely to search for better

employment prospects. Workers that feel insecure about their jobs will be less driven to put in more effort and accomplish company objectives. This is a result of their uncertainty about their employment prospects. Workers who feel insecure about their jobs are more likely to hunt for better positions. They desire occupations that are more secure and stable. Organizations may develop a workforce that is more devoted, productive, and loyal by lowering employee job insecurity. An employee's desire to quit will increase if they experience job insecurity, such as the perception that they can't stay in their current position and are easily replaced. These findings support the findings of studies by Riyanto et al. (2017), Baharuddin et al. (2019), and Sahni (2021), which show that job instability increases loyalty.

The influence of organizational commitment on turnover intention

The study's findings demonstrate that turnover intention is negatively impacted by organizational commitment. A measure of an employee's loyalty to their company is called organizational commitment. Workers with a high level of organizational commitment will work hard to accomplish organizational objectives because they have a sense of pride and ownership in their company. Employees with poor organizational commitment, on the other hand, are more likely to leave the company since they feel as though they don't belong and aren't proud of it. Research has shown that the intention to leave an organization and organizational commitment are negatively correlated. This implies that an employee's intention to leave will be less the more committed they are to the organization. This is due to the fact that workers with high organizational commitment levels will be content with their jobs and unlikely to want to quit the company. Workers with a high level of organizational commitment will take pride in and a sense of ownership over their company. They will be more driven as a result to work harder and meet company objectives. Additionally, they'll be more open to taking on obstacles and challenges at work. Workers with a high level of organizational commitment will believe that their company upholds principles that are significant to them. They will feel more at ease and content with their work as a result. Coworkers and bosses will get along well with employees who exhibit great organizational commitment. Employees will be more inclined to stick with the company if they feel more valued and supported at work. These findings support the research by Kifor et al. (2022) and Sahni (2021), which found a negative relationship between turnover intention and organizational commitment.

Organization commitment mediates the effect of job insecurity on turnover intention

The study's findings demonstrate that organizational commitment acts as a mediator between job insecurity and the intention to leave an organization. Employees who experience job insecurity worry when they are working in unfavorable environments. This clarifies that employees' worry about their working environment is what causes job instability. According to the hypothesis mentioned above, pressure to keep one's employment results from job insecurity. A person's dedication to the company is what can help them minimize job uncertainty. The perceived loss of leaving the organization determines the degree of organizational commitment, or the need to stay. Employees who consider that working for the organization is a necessity, feel that working for the organization is a good choice, feel at loss or loss if they have to leave or leave the organization where they work, feel hard if they have to leave the organization, and are not interested in looking for another organization. These findings support the findings of Kotera & Vione's research from 2020, which found that organizational commitment moderates the impact of job insecurity on the intention to leave.

CONCLUSION & SUGGESTION

Conclusion

The following conclusions can be drawn from the study's findings:

- (1) Job insecurity has a negative effect on organizational commitment among PT. Samharindo Perdana.
- (2) Job insecurity has a positive effect on the desire to move among PT. Samharindo Perdana.

- (3) Organizational commitment has a negative effect on turnover intention among PT employees. Samharindo Perdana.
- (4) Organizational commitment mediates the influence of job insecurity on turnover intentions among PT. Samharindo Perdana.

Suggestion

- (1) The lowest indicator of job insecurity is that employees feel that in the near future they will lose their jobs. PT. Sampharindo Perdana should be able to increase employees' feelings of job security by making employees who are considered employees who deserve promotions to become permanent employees.
- (2) The lowest indicator of organizational commitment is feeling that organizational problems are employee problems. PT. Sampharindo Perdana should be able to increase employees' closeness to the company by holding gatherings or outings that make employees closer and proud of the company, apart from that, bonuses are also given to increase employees' organizational commitment.
- (3) The lowest indicator of turnover intention is that employees feel they will leave this organization as quickly as possible. PT. Sampharindo Perdana should be able to reduce employees' desire to leave work by fulfilling employee needs by providing appropriate benefits and salaries that are in accordance with the minimum wage.

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