

# THE INFLUENCE OF JOB INSECURITY, WORKLOAD, AND JOB STRESS ON TURNOVER INTENTION AMONG EMPLOYEES AT HERMINA HOSPITAL SUKABUMI

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## Abstract

This study investigates the effect of job insecurity, workload, and job stress on turnover intention among employees at Hermina Hospital Sukabumi. The rising turnover rate in the healthcare sector, especially in hospitals like Hermina, which has surpassed its organizational turnover target of 6%, has raised concerns regarding employee retention and organizational sustainability. Turnover intention is a critical issue as it often leads to higher recruitment costs, loss of experienced personnel, and decreased service quality, particularly in healthcare settings where employee consistency is vital. Therefore, understanding the underlying psychological and organizational factors influencing turnover intention becomes essential.

This research applies a quantitative approach with a survey method to examine the relationship between job insecurity, workload, and job stress with turnover intention. Data were collected from 80 employees using a structured, closed-ended questionnaire and analyzed through multiple linear regression using SPSS software. The theoretical framework integrates concepts from human resource management, organizational behavior, and psychological stress theory.

The findings reveal that job insecurity and workload positively and significantly influence turnover intention, meaning that employees who perceive instability in their jobs and experience high work demands are more likely to consider leaving the organization. Interestingly, job stress shows a negative yet significant effect, implying that stress, although present, might lead to adaptation rather than resignation. This unexpected result suggests that not all stress is detrimental, and some employees may develop coping mechanisms that allow them to remain in their roles.

Overall, the study emphasizes the importance of managerial strategies to enhance job stability and maintain balanced workloads in hospital environments. It also calls attention to the nuanced role of stress, advocating for workplace support systems that help employees manage pressure without triggering withdrawal behaviors. This research contributes valuable insights into employee retention efforts within Indonesia's healthcare industry.

**Keywords:** Job Insecurity, Workload, Job Stress, Turnover Intention, Healthcare Employees

## INTRODUCTION

Human resources are one of the most critical elements in achieving organizational goals. However, one of the most pressing challenges faced by organizations today is the high level of turnover intention among employees. Turnover intention, according to Mathis and

Jackson (2011) in (Manajemen & Tricom (2019) , refers to an individual's internal desire or intention to leave their current job. Mobley (2011) in (Manajemen & Tricom (2019) further defines it as an individual's evaluation of their future relationship with their employer that has not yet manifested in actual resignation behavior.

This phenomenon has become increasingly concerning in the healthcare sector, including at Hermina Hospital Sukabumi. According to internal HR data, the hospital targets a turnover rate below 6% per year. Nevertheless, in the last four years, the turnover rate has fluctuated and exceeded this target: 6.78% in 2021, 6.91% in 2022, 6.5% in 2023, and rising to 7% in 2024. High turnover potentially disrupts healthcare service quality and operational stability due to loss of experienced medical staff and increased workload for remaining employees (Pamungkas et al., 2023).

A preliminary study involving 70 hospital employees revealed that 60% were considering changing jobs due to perceived financial instability of the hospital, 26% due to threat of layoffs, and 14% due to excessive workloads. These findings point to job insecurity, workload, and job stress as key factors influencing turnover intention.

Job insecurity is defined as an employee's perceived uncertainty regarding job continuity. According to (Ivan Mayora & Sihombing, 2023), such insecurity can stem from various sources, such as age, gender, employment status, or organizational performance. Employees experiencing job insecurity are more likely to feel anxious and ultimately develop intentions to leave in search of stability.

Workload, defined by Dhania (2010), refers to the series of tasks that must be completed within a specific timeframe, often involving both mental and physical exertion. Excessive workload has been linked to employee fatigue, job dissatisfaction, and reduced organizational commitment (Priyono & Tampubolon, 2023).

Job stress is a psychological condition characterized by tension and imbalance in an individual's emotional and cognitive state. Robbins (in Oemar, 2017) and Hasibuan (2014) describe job stress as having a significant impact on performance, especially when left unmanaged. Continuous stress may lead to disengagement, burnout, and eventual withdrawal behavior such as resigning.

While several prior studies have examined the effects of these variables on turnover intention, their findings remain inconsistent. (Tambunan, 2023) found that job insecurity and workload have a positive and significant effect on turnover intention, whereas job stress was not significant. On the contrary, Syahronica and Ruhana (2015) in (Aisyah, dkk., (2024).

found that job stress had a positive and significant relationship with turnover intention among healthcare workers. Other studies (Wulandari, dkk., (2020); (Azizaturahma, dkk., 2020) also highlighted the role of job satisfaction and work conditions as mediating or moderating variables in these relationships.

Research by (Syamsul, dkk., (2022) discusses the influence of job insecurity and workload on turnover intention at PT. Telkom Akses Gorontalo. The variables in this study include the independent variables: job insecurity and workload, and the dependent variable: turnover intention. The research used path analysis, and the results show that job insecurity and workload simultaneously have a positive and significant effect on turnover intention at PT. Telkom Akses Gorontalo. Partially, job insecurity has a positive and significant effect on turnover intention, and workload also has a positive and significant effect on turnover intention at the same company.

The study by (Wulandari, dkk., (2020) examines the effect of job insecurity and work stress on turnover intention with job satisfaction as an intervening variable (a study on employees of PT. MNC Sky Vision Tbk Kebumen). The independent variables are job insecurity and work stress, the dependent variable is turnover intention, and the intervening variable is job satisfaction. The study used path analysis and found that all items for each variable were valid and reliable. Based on the t-test analysis, job insecurity positively and significantly affects job dissatisfaction but has no significant effect on turnover intention. Work stress also positively and significantly affects job dissatisfaction but does not significantly affect turnover intention. Job dissatisfaction has a positive and significant effect on turnover intention. Furthermore, job dissatisfaction does not mediate the effect of job insecurity on turnover intention but does mediate the effect of work stress on turnover intention.

Research by (Azizaturahma, dkk., 2020) discusses the effect of job insecurity, work stress, and workload on turnover intention at PT. Agro Prima Sejahtera Lampung. The independent variables are job insecurity, work stress, and workload, while the dependent variable is turnover intention. This study used multiple linear regression analysis and found that job insecurity, work stress, and workload significantly and positively affect turnover intention at PT. Agro Prima Sejahtera Lampung.

The study by Saputri, dkk., (2020) discusses the effect of job insecurity on work stress, performance, and turnover intention among employees at PT. Bank Mandiri (Persero) Tbk. The independent variable is job insecurity, while the dependent variables are work stress,

performance, and turnover intention. This study used SEM-PLS analysis and found that job insecurity positively and significantly affects work stress and turnover intention and negatively and significantly affects performance.

Research by (Sholikhah, dkk.,2024) discusses the influence of workload, job insecurity, and work environment on turnover intention mediated by work stress as an intervening variable (a case study at PT. Daehan Global, Brebes Regency). The independent variables are workload, job insecurity, and work environment, while the dependent variable is turnover intention. The study used multiple linear regression analysis via SPSS. The results show that workload and work environment significantly affect turnover intention and work stress, while job insecurity does not significantly affect work stress. Simultaneously, all three independent variables significantly affect turnover intention and work stress. Work stress mediates the influence of workload, job insecurity, and work environment on turnover intention of employees in the Cutting Building B department.

The study by (Setyawati, dkk.,2021) discusses the mediating role of work stress on the influence of job insecurity and workload on employee turnover intention (a case study on outsourcing employees at PT. DVN). The study used SEM-PLS analysis and found that job insecurity and workload positively and significantly affect work stress. Job insecurity, workload, and work stress positively and significantly affect turnover intention. Job insecurity has a positive effect on turnover intention through work stress, and workload also positively affects turnover intention through work stress.

The study conducted by Edo Adin Nugraha Tambunan titled “The Mediating Role of Work Stress on the Effect of Job Insecurity and Workload on Employee Turnover Intention” found that job insecurity positively and significantly affects turnover intention (Tambunan, 2023).

Research by Komang Ayu Indah Pratiwi, Ni Nyoman Suryani, and I Nyoman Mustika (2021) titled “The Effect of Workload and Work Stress on Turnover Intention at CV. Yamaha Waja Motor Denpasar” states that workload has a positive but not significant effect on employee turnover intention (Ayu *et al.*, 2021).

The study by Hallo et al. (2022) discusses the effect of job insecurity and work stress on turnover intention among Gojek drivers. The independent variables are job insecurity and work stress, while the dependent variable is turnover intention. The study used multiple linear regression analysis and found that job insecurity does not significantly affect turnover intention.

The research conducted by Syahronica and Ruhana titled “Analysis of Factors Influencing Employee Turnover Intention at Hospital X in Sangatta, East Kutai Regency” shows a positive and significant relationship between work stress and turnover intention (Aisyah et al., 2024).

Given the inconsistency in prior research and the rising turnover trend in the healthcare sector, this study aims to comprehensively analyze the influence of job insecurity, workload, and job stress on turnover intention among employees at Hermina Hospital Sukabumi. The objective is to provide empirical evidence and practical insights for human resource management in the healthcare industry, especially in creating interventions that enhance employee retention.

## METHODOLOGY

This study employed a quantitative research approach to investigate the influence of job insecurity, workload, and job stress on turnover intention among employees of Hermina Hospital Sukabumi. The urgency of this research lies in the hospital's increasing turnover rate, which exceeded its target of 6% per year. Therefore, understanding the predictors of turnover intention is essential for improving employee retention and organizational stability in the healthcare sector.

The object of this research was the employees of Hermina Hospital Sukabumi, including medical, nursing, administrative, and support staff. These employees were selected because they represent a diverse group within the organization and are directly affected by issues such as workload and job insecurity.

The target population consisted of 400 employees. The sample size was determined using the Slovin formula with a 10% margin of error, yielding a final sample of 80 respondents:

$$n = \frac{N}{1+(N \times e^2)} = 80$$

The study used probability sampling, giving every employee an equal chance of being selected (Sugiyono, 2017).

### Data Collection Techniques

The study relied on both primary and secondary data:

- Primary Data was collected through a structured closed-ended questionnaire, using a Likert scale ranging from :

NO	JAWABAN RESPONDEN	SKOR
1	Sangat Setuju (SS)	5
2	Setuju (S)	4
3	Ragu-Ragu (RG)	3
4	Tidak Setuju (TS)	2
5	Sangat Tidak Setuju (STS)	1

This tool was chosen to measure perceptions related to job insecurity, workload, job stress, and turnover intention (Sujarweni, 2015).

- Secondary Data was obtained through literature review and documentation from relevant studies, books, and institutional reports (Sugiyono, 2018).

Additionally, structured interviews were conducted with several employees to enrich the understanding of each variable's impact and to validate findings from the questionnaire.

### Operational Definitions and Indicators

The variables and their indicators were developed based on previous literature:

#### Independent Variables:

- Job Insecurity (X1) : Measured by indicators such as aspects of work (salary increase, promotion opportunity, and risk of job loss), negative changes in job conditions (discomfort, feeling incapable, and uncertainty about future employment), and job characteristics (age, gender, education, and work experience) (Hvinden et al., 2019 in Melati, 2024).
- Workload (X2) : Measured through external factors (physical tasks, job organization, and work environment) and internal factors (health condition, motivation, trust, and perception) (Achyana, 2016 in Melati, 2024).
- Job Stress (X3) : Measured by intrinsic factors (physical pressure, task demands, and workload levels) and organizational role factors (personal role conflict, intra-sender role conflict, and role overload) (Umama, 2019 in Melati, 2024).

#### Dependent Variable:

- Turnover Intention (Y) : Includes employee's thoughts about leaving (increased absenteeism, lack of motivation, and rule violations) and alternative job-seeking behavior (job dissatisfaction, salary concerns, and low motivation) (Tika Nur Halimah et al., 2016 in Melati, 2024).

## Data Analysis Techniques

Data were analyzed using SPSS version 26.0 with the following steps:

### 1. Validity Reliability Tests

According to Sujarweni (2015:108), validity testing is used to determine the appropriateness of each item in a questionnaire in defining a variable. Validity testing should be conducted on every question item to assess its validity. The calculated  $r$ -value ( $r$ -count) is compared with the  $r$ -table value, where the degrees of freedom ( $df$ ) =  $n - 2$  at a 5% significance level. If the  $r$ -table value is less than the  $r$ -count, then the item is considered valid.

The method used for the validity test in this study is the **Product Moment Correlation** technique. According to Sujarweni (2015:110), the reliability test is a measure of the stability and consistency of respondents in answering items related to the constructs of questions, which represent the dimensions of a variable and are arranged in the form of a questionnaire. The reliability test can be conducted collectively on all question items. If the Alpha value is greater than 0.60, the instrument is considered reliable.

### 2. Classical Assumption Tests

- Normality Test: According to Billy Nugraha (2022:17), the purpose of the normality test is to determine whether the data follows a normal distribution. A normal distribution means that the data conforms to the shape of a normal curve. In this test, one way to detect whether the residuals are normally distributed or not is by using the **Kolmogorov-Smirnov statistical test** (Sujarweni, 2022:187), with the criterion that if the significance value (Sig) > 0.05, the data is normally distributed; whereas if Sig < 0.05, the data is not normally distributed.
- Multicollinearity Test: According to Sujarweni (2015:158), the multicollinearity test is necessary to determine whether there is a similarity among independent variables within a model. Similarities between independent variables can result in a very strong correlation. Additionally, this test is used to avoid biases in the decision-making process regarding the influence of each independent variable on the dependent variable in partial tests. If the resulting Variance Inflation Factor (VIF) value is between 1 and 10, it indicates that multicollinearity does not occur.

- Heteroscedasticity Test: Ghozali (as cited in Muhana, 2023) stated that the heteroscedasticity test aims to examine whether there is a variance inequality of the residuals from one observation to another within the regression model. If the significance value is greater than 0.05, it indicates that heteroscedasticity does not occur, meaning the independent variables do not affect the residuals.

### 3. Multiple Linear Regression Analysis

Regression analysis was conducted to measure the effect of each independent variable on the dependent variable. The regression equation used:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$

### 4. Hypothesis Testing

- T-test was applied to assess the partial effect of each independent variable on turnover intention.
- Coefficient of Determination ( $R^2$ ) measured how much variance in turnover intention could be explained by the independent variables.

This rigorous methodological approach ensures the validity, reliability, and generalizability of the findings regarding the predictors of turnover intention in the healthcare sector.

## RESULTS AND DISCUSSION

### Respondents' Profile

This study involved 80 employees of Hermina Hospital Sukabumi, predominantly aged between 25–30 years (71.25%) and mostly female (58.75%). These demographics reflect a young, productive workforce segment prone to experiencing job instability and high workloads, thereby making them relevant for examining turnover intention.

**Job Insecurity :** job insecurity is a feeling of job uncertainty that is experienced differently by each individual within an organization. This sense of insecurity can trigger various negative effects which, if prolonged, may lead to a decline in employee quality, reduced commitment, decreased job satisfaction, suboptimal performance, and even a significant risk of turnover.

**Workload :** Workload refers to the duties or tasks assigned to employees that must be completed within a specified time frame, utilizing the skills and potential of each worker. Based on various perspectives, it can be concluded that workload is a series of responsibilities



assigned to workers to be carried out according to the schedule set by the organization, while taking into account each individual's abilities and potential.

**Job Stress :** Job stress is a condition in which an individual experiences tension due to influencing factors.

**Turnover Intention :** Turnover intention is an action taken by an employee to resign from the company, either voluntarily due to certain factors.

### **Results of Classical Assumption Tests**

To ensure the robustness of the regression model, classical assumption tests were performed:

- **Normality Test (Kolmogorov-Smirnov) :** The researcher used statistical analysis software (SPSS) with the Kolmogorov-Smirnov test to examine the normality of the data. The normality test results showed that the Asymp. Sig. (2-tailed) value was .200, which is greater than .005, indicating that the residual data in this study follow a normal distribution.
- **Multicollinearity Test :** This test aims to determine whether there is an influence between the independent variables and the regression model. The table showing the Tolerance and Variance Inflation Factor (VIF) values can be used to analyze the results of this test. A regression model is considered good if it meets the multicollinearity test criteria, which is indicated by a Tolerance value  $> .10$  or a VIF value  $< 10$ . After conducting the test, the data obtained showed no multicollinearity. This is evident from the Tolerance values of each variable being greater than 0.10 and the VIF values being less than 10.00, indicating that the results can be considered good.
- **Heteroscedasticity Test (Glejser) :** The Glejser test is used to examine heteroscedasticity. If signs or symptoms of heteroscedasticity appear, it may raise doubts or uncertainty about the results of the regression analysis. Data indicating no signs of heteroscedasticity can be identified by a significance value greater than 0.05. Based on the test, the results show that variable X2 exhibits signs of heteroscedasticity, as the significance value obtained is less than 0.05. Meanwhile, variables X1 and X3 show no signs of heteroscedasticity, as their significance values are greater than 0.05.

### **Multiple Linear Regression Analysis**

Multiple linear regression analysis was conducted to determine the extent to which the independent variables—Job Insecurity (X1), Workload (X2), and Work Stress (X3)—influence the dependent variable Turnover Intention (Y) partially, as well as to construct a regression equation that can be used to predict the value of Y based on X1, X2, and X3. This analysis also helps identify the direction and magnitude of the influence of each independent variable. Based on the results, variables X1 and X2 have a positive and significant effect on the dependent variable. In contrast, variable X3 has a negative and significant effect on the dependent variable.

### **Coefficient of Determination (R<sup>2</sup>)**

The R<sup>2</sup> value was 0.506, which means that 50.6% of the variance in turnover intention could be explained by the combined effects of job insecurity, workload, and job stress. The remaining 49.4% is influenced by other variables not examined in this study.

## **DISCUSSION**

### **The Effect of Job Insecurity on Turnover Intention**

Job insecurity was found to have a positive and significant influence on turnover intention ( $p < 0.05$ ). This implies that the more employees feel uncertain about the future of their job, the stronger their desire to leave the organization. Factors such as perceived threats of layoffs, lack of promotion opportunities, and unstable organizational conditions can trigger feelings of insecurity.

This result aligns with the studies of (Tambunan, 2023) and (Pakaya dkk., 2022), which found that job insecurity significantly increases employees' intention to resign. In the context of Hermina Hospital, internal instability—particularly financial concerns—was identified in the preliminary survey as a primary trigger of job insecurity, with 60% of employees considering alternative employment for this reason.

### **The Effect of Workload on Turnover Intention**

Based on the results of the regression analysis, the Workload variable also shows a positive and significant influence on Turnover Intention, with a significance value of 0.000 ( $< 0.05$ ). This indicates that perceived excessive workload is correlated with an increased intention to leave the job. The magnitude of this effect is further supported by a positive regression coefficient, meaning that any increase in workload will lead to a higher likelihood of turnover intention.

These findings suggest that a high workload—both in terms of task quantity and time pressure—can cause mental and physical fatigue. This condition may lead to feelings of burnout, job dissatisfaction, and the desire to seek employment with more reasonable demands. In such situations, employees often perceive a disruption in the balance between their personal and professional lives.

This result is consistent with the studies by (Ivan Mayora & Sihombing, 2023) and (Setyawati dkk., 2021), which identify workload as one of the main factors driving turnover intention. However, it contrasts with the findings of (Ayu dkk., 2021), who argue that workload does not always have a significant effect on turnover intention, as it may vary depending on the organizational work culture and workload management system.

### **The Effect of Job Stress on Turnover Intention**

In contrast to the previous two variables, the t-test results indicate that Job Stress has a negative and significant effect on Turnover Intention, with a significance value of 0.048 ( $< 0.05$ ). This means that although there is an influence between job stress and turnover intention, the relationship is statistically significant within the context of this study.

This finding suggests that although employees may experience stress in their work, it does not necessarily lead them to resign. Other factors—such as organizational commitment, social support, or economic conditions—may serve as barriers that prevent employees from acting on their intention to leave. In other words, job stress does not automatically trigger turnover intention as long as employees still have strong reasons to stay.

This result is consistent with the studies by (Tambunan, 2023) and (Wulandari dkk., 2020), which state that job stress does not always significantly affect turnover intention. However, it contradicts the findings of (Aisyah dkk., 2024), who reported a positive and significant relationship between job stress and turnover intention in the healthcare sector. These discrepancies highlight that organizational context and respondent characteristics can influence how job stress impacts employees' intention to leave.

## **CONCLUSION AND RECOMMENDATIONS**

This study was conducted to analyze the influence of job insecurity, workload, and job stress on turnover intention among employees of Hermina Hospital Sukabumi, driven by the urgent issue of rising turnover rates in the healthcare sector. Using a quantitative approach with multiple linear regression analysis on data from 80 respondents, the study produced several key conclusions:

1. **Job Insecurity** has a **positive and significant** impact on turnover intention. Employees who feel uncertain about their job stability—due to issues such as threats of layoffs, lack of career advancement, or financial instability within the organization—tend to have stronger intentions to resign.
2. **Workload** also demonstrates a **positive and significant** influence on turnover intention. High workloads, whether physical or mental, contribute to fatigue, dissatisfaction, and ultimately push employees to seek employment elsewhere.
3. **Job Stress** was found to have a **negative but significant** effect on turnover intention. While stress does exist, it does not necessarily serve as a direct motivator for employees to resign. In some cases, employees may tolerate stress or perceive it as part of their professional responsibility, particularly in the healthcare environment.

The combined influence of job insecurity, workload, and job stress accounts for **50.6% of the variance** in turnover intention, indicating that these variables are critical yet not exhaustive. Other unmeasured factors such as compensation, leadership style, and organizational culture may also contribute significantly.

Based on the findings, several **practical recommendations** are proposed to address the ongoing turnover issue at Hermina Hospital and similar healthcare institutions:

1. **Enhancing Job Security:** The hospital management should implement clear employment contracts, transparent promotion systems, and proactive communication to reduce employees' perceived job insecurity.
2. **Improving Workload Distribution:** Managers should evaluate task allocation strategies and consider hiring additional support staff to ensure workload is balanced and does not exceed employee capacity. Providing training and time management support can also reduce unnecessary job strain.
3. **Managing Job Stress:** While stress may not directly drive resignation, it still impacts employee well-being. Establishing psychological support systems, stress management workshops, and wellness programs can create a more supportive environment.
4. **Further Research:** Future studies should consider incorporating mediating variables such as job satisfaction, organizational commitment, or leadership style to gain deeper insights into the mechanisms behind turnover intention in healthcare settings. By addressing these areas, hospital management can build a

healthier organizational climate, reduce employee turnover, and enhance service quality and patient care outcomes.

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