

# THE INFLUENCE OF JOB INSECURITY AND WORKLOAD ON TURNOVER INTENTION MEDIATED BY JOB STRESS

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## ABSTRACT

This research examines the influence of job insecurity and workload on turnover intention mediated by job stress. Seven research hypotheses were developed based on theoretical concepts and the results of previous empirical research. The research sample was employees at CV Langit Kuliner Sejahtera with a sample size of 98 people. The questionnaire instrument was used to collect research data. Data analysis in the form of partial least squares (PLS) analysis was applied to test the research hypothesis. The test results showed that the five hypotheses regarding direct influence showed significant results and in the appropriate direction. It was found that job insecurity and workload had a positive and significant effect on employee intention and job stress. Likewise, it was found that job stress had a positive effect on turnover intention. Additional testing shows that job stress has a mediating effect on the influence of job insecurity and workload on turnover intention.

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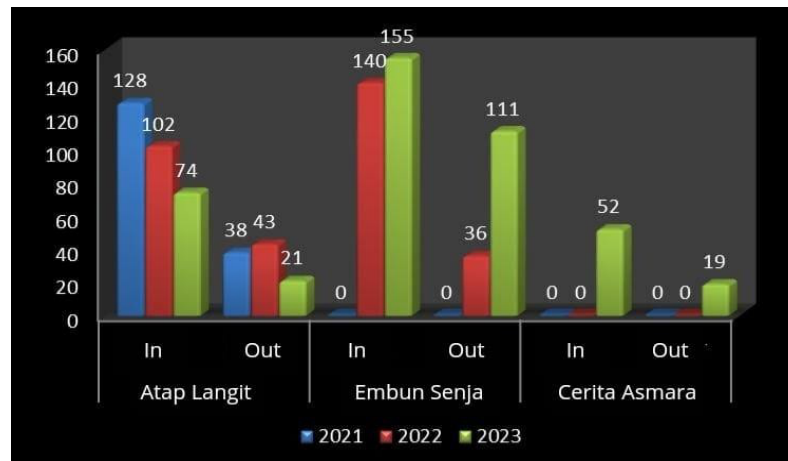
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## 1. Introduction

Globally, the world economy has become increasingly dynamic and has brought various pressures to bear on economic actors. Business success in any environment often thrives in a positive atmosphere; this results in higher productivity, increased employee retention, and better teamwork and collaboration. A positive work atmosphere can provide many benefits, such as increased productivity, creativity and reduced stress. In addition, it can foster strong company loyalty, increase staff confidence and enthusiasm, and make employees give their best performance, knowing that they will be recognized and appreciated, thus making employees feel valued. But on the other hand, there are some elements such as high workload, job discomfort, job stress or burnout that have a negative impact on organizational outcomes such as loss of productivity, decreased performance, lower organizational commitment or increased turnover intention.

**Figure 1.** Employee Turnover Data of CV Langit Kuliner Sejahtera 2021 - 2023



Source: CV Langit Kuliner Sejahtera, 2024

The condition of CV Langit Kuliner Sejahtera based on observation data and initial surveys experiences high employee turnover. Further research is needed on what factors influence the employee turnover rate at CV Langit Kuliner Sejahtera. Be it factors from within humans themselves such as job insecurity and stress or from outside individuals such as workload. A large number of models to predict turnover have been conducted, and researchers generally acknowledge and support that several variables are related to turnover intention involving organizational and individual such as leadership, workload, job insecurity, job stress, burnout, organizational commitment and job dissatisfaction (Ran et al., 2020). Previous literature illustrates that job insecurity and workload are predictors of turnover intention (Tabur et al., 2022). Job insecurity is defined as the perception of threat or risk to one's job (Vieira dos Santos et al., 2022). Basically, job insecurity is the realization that one's job is in danger. Job insecurity is an increasing threat to the health and well-being of workers around the world. Job insecurity is divided into quantitative and qualitative, namely whether a person's job as a whole is good or not threatened or there are certain aspects of the job that are in danger, thus hampering the quality of individual work relationships (Marzuqi, 2021).

Job insecurity can reduce employees' contribution and initiative towards their work. The risk or uncertainty of what might happen in the future job flow is psychologically vulnerable for employees, so employees must rationalize that they have job insecurity which will further change their attitude towards the company (Baquero, 2022). Workload factors are also associated with turnover intention. In recent decades, workload assessment has also occurred in academic studies related to organizational behavior and work psychology. According to Masta & Riyanto (2020) workload is a work condition where the job description must be completed in a short time. When workload increases, this can lead to an increase in employee responsibility in completing their work for the same unit of time. This condition can put greater pressure on employees when carrying out their duties. As a result of increased workload, employees may want to leave their jobs, and exceeding the limits of one's ability can result in an increase in working time, causing work to be done easily causing boredom and making employees will leave their jobs.

There are many studies that have looked at job insecurity and workload and linked them to increased turnover intention, although there are still inconsistent results. However, from the results of previous studies, some of them provide different effects and show the existence of research

gaps. Akçin's research (2023) found that job insecurity is associated with increased turnover intention, but Jung et al.'s research (2023) reported insignificant results. On the effect of workload, research by Hariyanto et al. (2022) reported a positive and significant effect, but on the contrary, Wibowo et al. (2021) reported insignificant results.

Job stress is conceptualized as a multifaceted phenomenon, encompassing feelings of inadequacy, negative emotions, and a sense of overwhelm, which can be triggered by work-related factors and is characterized by a psychological state of dependence. Given its profound impact on turnover intention, the incorporation of job stress variables as mediating factors is crucial (Salama et al., 2022). Moreover, work-related stress has been linked to a range of behavioral problems, including strained relationships with colleagues, increased absenteeism, and a persistent decline in job satisfaction and morale (B. Chen et al., 2022).

Based on this background, it can be concluded that the problem of this research cannot be separated from the relatively high turnover rate or the entry and exit of CV Langit Kuliner Sejahtera employees. This can result in the need for additional time for new employees to learn so that sometimes new employees are still suited to adjust themselves. Such conditions are a real problem and will theoretically be associated with the existence of factors that influence turnover intention. Some previous studies that discuss cases similar to this research still provide very mixed results so that there is a lack of clarity about the factors that influence turnover intention. In addition, a study can be a unique thing where the same research conducted at different research locations can provide different results so this research needs to be done to get empirical results.

## 2. Literature Review

### a) Turnover

Turnover intention denotes the probability of an individual leaving their current job in the near future. In essence, it represents an employee's desire to switch jobs (Salama et al., 2022). Rangrez et al. (2022) define turnover intention as the inclination of employees to abandon their organization, with turnover itself being the actual act of quitting. Conversely, Hariyanto et al. (2022) view turnover intention as the outcome of an individual's evaluation of their ongoing relationship with their employer, although this intention has not yet been actualized. The process of turnover intention, as outlined by Saridakis and Cooper (Cole & Castro, 2023), involves four key stages: (1) assessing the current job, (2) evaluating job satisfaction and organizational commitment, (3) weighing the costs and consequences of leaving, and (4) exploring alternative job opportunities to compare the advantages and disadvantages of each.

Rahman (2020) revealed that turnover intention is measured using 5 indicators, namely:

1. Spending less effort in my job than necessary.
2. Postponing important tasks for an unspecified time.
3. Trying to get another job in the organization.
4. Attempting to leave this organization.
5. Start looking for another job.

### b) Turnover

Based on different investigations, the thought of stress has been anticipated and demonstrated with various qualities. The World Health Organization (2020) defines work-related stress as a response to work demands and pressures that surpass an individual's knowledge,

abilities, and coping capacity. Similarly, the National Institute for Occupational Safety and Health (NIOSH) characterizes job stress as a harmful physical and emotional reaction that occurs when job demands exceed a worker's abilities, resources, or needs. Occupational stress can have detrimental effects on health and even lead to injury. Alternatively, job stress can be understood as a condition that emerges from the interaction between individuals and their jobs, marked by changes that force individuals to deviate from their normal functioning (Chathuranga & Wijesooriya, 2021). Ultimately, job stress involves physical and emotional responses that arise when there is a mismatch between job demands and an individual's capabilities and resources.

Among the most well-known questionnaires are: Occupational Stress Indicator (OSI), a self-report questionnaire that evaluates various aspects of job stress. Occupational stress indicators based on the OSI include (Torvisco et al., 2022):

- 1) Load level
- 2) High demand
- 3) Tight competition
- 4) Extrinsic Time Pressure
- 5) Exposure to Hostile/Hazardous
- 6) Vigilance against threats[disaster potentials
- 7) Conflict/uncertainty

**c) Job Insecurity**

Job insecurity is characterized as an individual's perceived threat to the stability of their current employment situation (Nawrocka et al., 2023). The Job Insecurity Scale (JIS), developed by De Witte (Zammitti et al., 2023), comprises four key indicators: the possibility of job loss, inability to maintain one's job, feelings of insecurity about the job's future, and concerns about losing one's job in the near future. Job insecurity is often viewed as a two-dimensional construct, closely tied to job change. The first dimension, quantitative job insecurity, encompasses the perceived threat of job loss and the associated anxiety, including the likelihood and worry of losing one's job in the near future. The second dimension, qualitative job insecurity, pertains to the perceived threat to the continuity of essential job features, such as career prospects, wage growth, or specific job tasks, and includes the likelihood and concern of losing these valuable job characteristics (Nawrocka et al., 2023).

The global job insecurity measurement scale created by De Witte (Zammitti et al., 2023) called the Job Insecurity Scale (JIS) has four indicators as follows:

- a. The possibility of losing a job,
- b. Not being able to keep my job
- c. Feeling insecure about the future of work
- d. Thinking about losing my job in the near future

**d) Workload**

Workload is defined as the amount of work performed during a specific period (Creagh et al., 2023). Sjöberg et al. (2020) define workload as demands related to the amount of work and demands on the quality of work. According to Nasrul et al. (2023), workload is a series of activities that must be carried out by an employee or organizational unit within a certain period of time. From some of the concepts mentioned earlier, workload basically refers to a series of tasks or activities assigned to an employee or organizational unit to be completed within a certain period of time by utilizing the knowledge and skills they have. Workload measures differ depending on whether they use objective or subjective operationalizations. Objective measures,

which are usually independent of employee perceptions, can use several assessment approaches. First, they can ask participants to report the amount of work they have completed within a certain period of time, for example through self-report questions. Another approach to objective measurement involves using data collected from company records, such as when researchers use time sheets to count the number of hours an employee works in a week, or when a hospital evaluates the workload of nurses by counting the number of patients treated. Still other objective approaches use information from supervisor ratings, or ratings from observers to assess workload.

Mental workload is commonly evaluated through primary and secondary tasks measurement techniques, psycho-physiological methods, and mental assessment methods. Among the mental measurement methods, the NASA-TLX approach is a widely recognized and validated tool for assessing mental workload (Mohammadian et al., 2022; Restuputri et al., 2019). This method employs six subscales, including.

- 1) Mental Demands,
- 2) Physical Demands,
- 3) Temporal Demands,
- 4) Performance,
- 5) Effort, And
- 6) Frustration.

### 3. Method, Data, and Analysis

This research is a type of quantitative research. Quantitative research is used in situations where statistical inference to gain applicable insights is crucial. Numbers provide a clearer perspective in making significant business decisions. Quantitative research methods are important for the growth of any organization. The information gained from data and complex numerical analysis proves to be very effective when making decisions regarding the direction the business will take. This type of research design is an explanatory research design. Explanatory design involves using the researcher's concepts and views on a topic to further investigate the theory. This research tries to explain aspects of the subject that have not been documented and in detail describes research questions about what, how, and why (Sugiyono, 2017). The population in this study were employees at CV Langit Kuliner Sejahtera, totaling 130 people. The sample was calculated using the slovin formula with an error rate of 5%.

$$n = \frac{N}{1 + N d^2}$$
$$n = \frac{130}{1 + 130(0,05)^2}$$
$$= \frac{130}{1 + 0,325}$$
$$= 98,11 \text{ rounded up to } 98.$$

Thus, the number of samples taken was 98 people.

This study employed a questionnaire to collect data, which was subsequently analyzed using the Partial Least Squares (PLS) method, a variance-based approach for testing structural equation models. The data analysis was facilitated by SmartPLS 4 software. In PLS-SEM, model estimation involves combining indicators through linear methods to form composite variables, which are assumed to be comprehensive representations of the underlying constructs and valid proxies of the conceptual variables being examined (Sarstedt et al., 2021). Although the composite-based approach is consistent with the measurement philosophy of formative measurement, it is essential to distinguish between the estimation perspective (i.e., forming composites to represent conceptual variables) and the measurement theory perspective (i.e., specifying measurement models as reflective or formative). The PLS-SEM method's estimation of model parameters should not be confused with measurement theoretical considerations regarding construct operationalization.

## 4. Result and Discussion

### 4.1. Result

Prior to hypothesis testing, it is essential to establish the validity and reliability of the data. The following results present the outcomes of the validity and reliability assessments of the research instruments. To ensure transparency and credibility, the author must provide a detailed account of the statistical analyses conducted, including the rationale behind each test, so that readers can follow the methodology and subsequently understand the basis for the conclusions drawn.

#### a) Validity Analysis

**Table 1.** Loading Factor *Outer Loading*

	Workload	Job Insecurity	Job Stress	Turnover Intention	AVE
x11		0.798			0.739
x12		0.702			
x13		0.840			
x14		0.799			
x21	0.861				0.618
x22	0.854				
x23	0.857				
x24	0.897				
x25	0.829				
y11			0.810		0.598
y12			0.718		
y13			0.790		
y14			0.704		
y15			0.791		
y16			0.819		
y21				0.823	0.762
y22				0.876	

y23	0.887
y24	0.908
y25	0.869

Source: Primary data processed, 2024

The results show that the numbers in each column show the loading factor values of the 4 latent variables used, none of which are below 0.70. This indicates that all latent variable constructs already have good convergent validity.

## b) Reliability Analysis

**Table 2.** Reliability Test

	<i>Cronbach's alpha</i>	<i>Composite reliability (rho_c)</i>
Workload	0.913	0.934
Job Insecurity	0.797	0.866
Job Stress	0.865	0.899
Turnover Intention	0.922	0.941

Source: Primary data processed, 2024

All latent variables show composite reliability values above 0.70 from a range between 0.866 to 0.941. These values are for an acceptable estimate of reliability consistency. The Alpha Cronbach values also show values greater than 0.60 in the range of 0.797 to 0.922. The results therefore indicate that the measurement items are appropriate for each latent variable and can be relied upon.

After the instrument passes validity and reliability testing, it can proceed to hypothesis testing.

## a. Direct Influence Test

**Table 3.** Hypothesis Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Workload -> Job Stress	0.462	0.468	0.074	6.219	0.000
Workload -> Turnover Intention	0.259	0.261	0.125	2.079	0.038
Job Insecurity -> Job Stress	0.414	0.422	0.090	4.574	0.000
Job Insecurity -> Turnover Intention	0.210	0.222	0.084	2.499	0.012
Job Stress -> Turnover Intention	0.322	0.317	0.130	2.473	0.013

Source: Primary data processed, 2024

The results of the bootstrapping analysis reveal a significant positive influence of job insecurity on turnover intention ( $p = 0.012$ ,  $p < 0.05$ ), thereby supporting Hypothesis 1. Similarly, the analysis shows a significant positive effect of workload on turnover intention ( $p = 0.038$ ,  $p < 0.05$ ), supporting Hypothesis 2. Furthermore, the results indicate a significant positive influence of job stress on turnover intention ( $p = 0.013$ ,  $p < 0.05$ ), also supporting Hypothesis 3. Additionally, the analysis reveals a significant positive effect of job insecurity on job stress ( $p = 0.000$ ,  $p < 0.05$ ), supporting Hypothesis 4. Lastly, the results show a significant

positive influence of workload on job stress ( $p = 0.000$ ,  $p < 0.05$ ), supporting Hypothesis 5.

**b. Indirect Influence Test**

**Table 4.** Test the Mediating Effect of Job Stress

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Workload -> Job Stress -> Turnover Intention	0.149	0.150	0.070	2.126	0.034
Job Insecurity -> Job Stress -> Turnover Intention	0.133	0.131	0.057	2.331	0.020

Source: Primary data processed, 2024

The results of the mediation analysis reveal that job stress plays a significant role in the relationships between job insecurity and turnover intention, as well as between workload and turnover intention. Specifically, the analysis yields a significance value of 0.020 ( $<0.05$ ) for the effect of job insecurity on turnover intention through job stress, indicating that job stress mediates the impact of job insecurity on turnover intention. Similarly, the analysis shows a significance value of 0.034 ( $<0.05$ ) for the effect of workload on turnover intention through job stress, suggesting that job stress also mediates the effect of workload on turnover intention.

**4.2. Discussion**

**a) Effect of Job Insecurity on Turnover Intention**

The results showed that job insecurity has a positive influence on turnover intention. This means that the greater the job insecurity felt by employees will increase the value of leaving work. Empirical data from the research results show that job insecurity felt by employees is in the medium category. This result illustrates that although not large, the sense of discomfort in their current job is still considered quite disturbing. Feelings of job insecurity are indicated by employees' pessimism that they can keep their jobs. Another feeling that is still quite disturbing to employees is that they also feel the possibility of losing their jobs. Feeling uncomfortable and insecure from their current jobs can be a trigger for their desire to leave and quit their jobs. This is evident from their choice that they are trying to leave this job because it is not suitable. In addition, they have also thought about leaving the workplace. The relationship between job insecurity and turnover intention is supported by social exchange theory, where job insecurity can lead to decreased work attitudes (Salama et al., 2022). Feelings of job insecurity will allow employees to tend to look for alternative opportunities elsewhere (Santi et al., 2020).

**b) Effect of Workload on Turnover Intention**

The results showed that workload has a positive and significant influence on turnover intention. The existence of a large workload felt by employees, then it can trigger the emergence of a desire to leave work.

The empirical results of this study found that the self-assessment of the workload of their work showed a high category (large). This explains that employees feel they have a large workload in their current jobs. They feel that their work requires them to have a strong physical condition because the quantity is quite dense. In addition, the company always emphasizes every employee to work optimally and continue to pursue targets. Such conditions seem to make employees unable to feel satisfaction with their work because of the great work

demands.

According to The Unfolding Model of Voluntary Turnover explains that job dissatisfaction is one of the reasons employees leave their jobs. In addition, social exchange theory also explains that excessive workload will be able to become the basis for employees in determining their behavior towards the organization, one of which is negative behavior in the form of turnover intention. These results support previous research conducted by Hariyanto et al. (2022).

#### **c) Effect of Job Stress on Turnover Intention**

The results showed that job stress has a positive influence on turnover intention. This result illustrates that an increase in job stress experienced by employees will trigger an increasing desire to leave work.

The results showed that the condition of work stress experienced by employees was quite high. The high demands and demands often make employees' minds tired. In addition, the existence of unfavorable conditions between employees makes hostility with fellow coworkers a bad working atmosphere.

Equity theory explains that the imbalance between individual inputs and outputs in accepting work can be a starting point for triggering turnover intention (Chen et al., 2023). Job dissatisfaction will form job stress and turnover intention increases due to high job stress due to negative emotions at work (Imaroh et al., 2023).

The overwhelming stress on employees increases their desire to leave the workplace. Although each employee may have a desire to leave the job to varying degrees, job stress is an important factor behind the intention to quit, and it increases the likelihood of resigning from the job.

#### **d) The Effect of Job Insecurity on Job Stress**

The results showed that job insecurity has a positive influence on job stress. These results indicate that in the presence of job insecurity, individuals can face poor working conditions and will result in increased job stress in employees.

This illustrates that workers who do not have job security and the threat of job loss will trigger the emergence of frustration and related fatigue because they find it more difficult to work. Job anxiety makes workers less effective at work and their attention may be diverted to finding a new job.

Workplace insecurity can have a paradoxical effect on employee behavior. On one hand, it may motivate employees to adhere to rules and norms, such as punctuality, in an effort to avoid job loss. On the other hand, feelings of insecurity can actually increase the likelihood of rule-breaking behavior, despite employees' best intentions to comply. This phenomenon creates a self-reinforcing cycle, where job insecurity leads to unintentional misbehavior, which in turn further erodes perceptions of job security, ultimately exacerbating job stress. The mental burden of job insecurity can thus increase psychological stress, as uncertainty and anxiety intensify (Chaturanga & Wijesooriya, 2021). These findings are consistent with previous research by Naru & Rehman (2020), which demonstrates a positive correlation between job insecurity and job stress levels.

#### **e) Effect of Workload on Job Stress**

The study's results indicate that workload has a positive correlation with employee performance, implying that an excessive workload can lead to heightened work stress among

employees, a finding consistent with previous research by Naru & Rehman (2020). Excessive workload is a pervasive stressor in the workplace (Hassanie et al., 2022), which can result in physical discomfort, mental illness, anxiety, and frustration. The impact of workload appears to be exacerbated by technological advancements.

When job demands are high and work resources are scarce, the work environment becomes increasingly stressful, ultimately leading to burnout. According to the Job Demands- Resources (JD-R) theory, employees who invest high energy in their work will attempt to optimize their job demands and resources through job crafting. However, a heavy workload can lead to job strain, causing employees to weaken their functioning at work.

Conversely, employees experiencing job strain will also weaken their functioning at work. The accumulation of work stress and increased risk of burnout are more likely when employees have limited access to stable organizational resources and few personal resources. As Bakker et al. (2021) suggest, increased workload can put pressure and strain on work, leading to job stress.

**f) The mediating effect of job stress on the effect of job insecurity on turnover intention**

The findings of this study demonstrate that job insecurity has a profound impact on turnover intention, exerting both direct and indirect effects through the mediating role of job stress. Furthermore, job insecurity can have a corrosive effect on work attitudes, eroding commitment and trust in the organization, and leading to a decline in work-related behavior. Consistent with previous research (Akçin, 2023), job insecurity has been shown to consistently increase turnover intention, which is a concerning outcome given that turnover intention is a strong predictor of actual turnover.

In the world of work there is a contract between the worker and the employer. Workers offer high productivity, dedication, and effort, while employers provide adequate wages and secure employment. With perceived job insecurity, this informal psychological contract appears to be breached, and as such, employees react to this breach by being more likely to actively seek a new job.

The Job Demands-Resources (JD-R) model suggests that prolonged exposure to excessive job demands, such as job insecurity, can activate a chain reaction of negative consequences, including job stress, emotional exhaustion, and ultimately, harm to individuals and work-related outcomes. Consistent with the health distress process, chronic experiences of job insecurity can culminate in persistent states of emotional exhaustion, characterized by symptoms such as fatigue, which can have devastating effects on individuals and their work environment, leading to deteriorated performance and increased turnover intention.

**g) The mediating effect of job stress on the effect of job insecurity and workload on turnover intention**

The findings of this study reveal that workload has a dual impact on turnover intention, exerting both direct and indirect effects through the mediating role of work stress. The excessive workload, characterized by inadequate labor, limited autonomy, and prolonged working hours, can lead to stress, fatigue, and physical health risks for workers. Consistent with previous research (Imaroh et al., 2023), which identified excessive workload as a primary contributor to work stress and subsequent turnover intention, this study's results suggest that workload and work stress pose a significant threat to individuals' physical well-being. Moreover, the findings

of this study, in conjunction with existing literature, underscore the critical role of work stress and excessive workload in driving turnover intention..

Based on Social exchange theory explains that a large workload can be one of the determining factors of work stress and turnover intention. While equity theory reveals that unfavorable working conditions for employees will be a trigger for work stress which can further develop and increase the decision to leave the company is one thing that can be done (Chen et al., 2023).

## 5. Conclusion and Suggestion

Two variables were used as the main predictors in this study, namely: job insecurity and workload on the turnover intention variable. In addition, the study also used job stress as a mediator Seven hypotheses were developed for this study. Partial Least Square (PLS) was used to test the hypotheses. The results of the research show that all hypotheses in this research are accepted. So it can be concluded that job insecurity, workload and job stress are factors that influence employee turnover at CV Langit Kuliner in Semarang City.

The current study provides a basis for further empirical research on how employee workload and job insecurity impact the occurrence of job stress and turnover intention. The research findings will be an important foundation for researchers or academics in basing future research on several basic theories such as social exchange theory, JD-R and equity theory. This study provides valuable insights into the influence of problems with workload and job insecurity as factors that shape turnover intention. This research also raises implications for the importance of good organizational support for every employee in living their working life. Organizational support in the form of job support, value recognition, concern for employee interests, emotional support and developmental support should always be part of company policy.

In this study, several limitations have been identified. First, the study was conducted on employees working in the same company, but in different locations. Second, other variables that can reduce the relationship of workload and job insecurity to turnover intention need to be developed such as compensation or organizational commitment. Third, the data was collected with the help of a self-administered online questionnaire, allowing participants to provide answers to questions that are less consistent with their personal perceptions.

Based on the limitations of this study, it is suggested that future findings should be applied specifically to using more variables. Perhaps, future research can examine how employees can compare with other types of companies. In addition, future research may be able to provide a better understanding if it is conducted using both quantitative and qualitative methods.

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