




## THE EFFECT OF JOB INSECURITY THROUGH WORK ENVIRONMENT ON TURNOVER INTENTION OF OPERATIONAL EMPLOYEES PT. JIVA AGRICULTURE INDONESIA WEST NUSA TENGGARA BRANCH

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### Abstract

This study aims to determine the influence of job insecurity through the work environment on the turnover intention of operational employees of PT. Jiva Agriculture Indonesia, West Nusa Tenggara Branch. This study uses a quantitative approach by taking a population of all PT. Jiva Agriculture Indonesia, West Nusa Tenggara Branch, as many as 112 employees. The sampling technique is by means of saturated samples totaling 112 people, while the data analysis technique uses path analysis. Test results From path I there is an influence of Job Insecurity on the Work Environment, then, in the analysis of path II it is known that there is an influence of Job Insecurity on Turnover Intention and Work Environment on Turnover Intention at PT. Jiva Agriculture Indonesia, West Nusa Tenggara Branch. 

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### Keyword :

Job Insecurity, Work Environment,  
Turnover Intention

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## 1 Introduction

Human resources are a very vital asset of the company where their roles and functions cannot be replaced by other resources. Human resources have a very big role in determining the company's progress and retreat. Therefore, one of the factors for the progress of a company is also determined by the quality of human resources in it.

The work environment is a state around the workplace both physically and non-physically that gives the impression of fun, safe, peaceful and at home working in the environment. Examples of non-physical work environments such as communication built between employees running smoothly can affect employee performance. The work environment is the state that exists around employees in carrying out the entire series of work activities and being responsible for the tasks they carry. The work environment can also have a positive and negative impact on employees in order to achieve their success.

Every employee really wants comfort and security at work. Safety in this case is not only safe from work accidents but also a sense of security from the threat of job loss. The work environment is one of the most

important things, because cleanliness, beauty and harmony between employees will increase motivation and performance at work.

The existence of job insecurity in employees can have an impact on the productivity of the workforce and the company. Job insecurity is suspected to play a role in the lack of control or inability of employees to control events in the work environment. Job insecurity is seen as a gap between the level of security experienced by a person and the level of security he wants to obtain.

Job insecurity is a situation of helplessness in maintaining job continuity expected in a threatening work situation. The feeling of discomfort in doing each job will have an impact on decreasing behavior and work commitment, resulting in a greater desire for turnover.

According to Siagian (2014: 230), various factors that affect employees' desire to leave the organization (turnover intention) include high work stress in the company, low satisfaction felt by employees and lack of commitment to employees to give all their abilities for the company's progress. According to Mondy (2018), even if an organization is fully committed to making its environment a good place to work, employees will still resign. Usually the employee does not see any promotion opportunities, or at least not enough. Employee turnover is a good thing for an organization and is often necessary to provide opportunities for employees to meet their career goals.

However, when turnover is excessive, companies must do something to reduce it. Employees who are often qualified are employees who will resign because they are more free to move. On the other hand, employees who are mediocre qualified seem to stay in the company, so their competitiveness will decrease. So it can be concluded that the factors that most affect turnover intention include the work environment and job insecurity factors.

Research conducted by Septiari and Ardana (2016) shows that job insecurity has a positive and significant effect on turnover intention. Job insecurity has a positive and significant effect on job satisfaction. This means that if job insecurity increases, turnover intention increases. Research conducted by Lee & Jeong (2017) shows that job insecurity is positively related to turnover intention.

PT Jiva Agriculture Indonesia is one of the digital companies engaged in the agricultural sector with a mission to empower millions of farmers around the world with digital solutions made for the specific needs of farmers. Since its launch in Indonesia in 2020, PT Jiva agriculture has helped tens of thousands of farmers increase their yields and income. Based on an initial study conducted by researchers on the number of employees at PT. The NTB branch of Jiva agriculture in 2020 was recorded at 29 people, in 2021 there were 57 people, in 2022 there were 99 people, and in 2023 there were 112 people.

## **2 Research Method**

The strategy used in this study uses an associative research strategy. According to Sugiyono (2018: 92), associative strategy is a study that seeks an influence between two or more variables. The strategy that supports this study uses the survey sample method, namely by collecting and analyzing data by seeking opinions from the subjects being researched (respondents) using questionnaires, which aims to find out whether or not there is an influence between the variables X (Job Security), Y (Work Environment) and Z (Turnover Intention). This

research will be carried out at PT. Jiva Agriculture Indonesia West Nusa Tenggara Branch. This research will be conducted in October-November 2024. Population is the entire object of research in the form of people, objects, events and symptoms that occur, which is a variable needed to solve research problems. Therefore, the population in this study is all PT. Jiva Agriculture Indonesia West Nusa Tenggara Branch has 112 employees. The sampling technique used is a saturated sample. Saturated sampling is a sampling technique that uses all members of the population as a sample. In this study, the techniques and instruments used for data collection are direct interviews.

### 3 Result and Discussion

The validity test was carried out to find out the extent to which the questionnaire prepared was able to measure the indicators to be measured or analyzed by using measuring tools. This validity test uses Pearson Correlation, which is by calculating the correlation between the score of each question item and the total score. To obtain the reliability of the measuring tool as a whole from the questionnaire, the correlation coefficient is searched using r table with a significance level of 5% or 0.05, from here the values  $df=n-2$ ,  $df=112-2=110$  are obtained. In the distribution table of the value of the r table for 5% significance, the number r table = 0.1857 is obtained then compared to the r value obtained from the r table with the r calculation result. If r in the r table < r the result of the calculation, then the statement is valid:

**Tabel 4.1**  
**Uji Validitas Variabel**

Variabel	Indikator	Corrected Item-Total Correlation	r Tabel	Sig	Keterangan
<i>Job Insecurity</i> (X1)	X1	0.928	0.1857		Valid
	X2	0.906			Valid
	X3	0.739			Valid
Lingkungan Kerja (Y)	Y1	0.798			Valid
	Y2	0.839			Valid
	Y3	0.564			Valid
<i>Turnover Intention</i> (Z)	Z1	0.532			Valid
	Z2	0.895			Valid
	Z3	0.664			Valid
	Z4	0.835			Valid

Source : Primary Data processed, 2024

From the table above, each statement item in the variables Job Insecurity, Work Environment, and Turnover Intention, obtained the value of Corrected Item-Total Correlation > the value of R Product Moment. This shows that all indicators used in the variable are declared valid.

This study uses path analysis to find the influence of independent variables on dependent variables by regressing X, Y to Z as dependent variables. The regression results like this can be seen in the table below:

**Tabel 4.2**  
**Hasil Pengujian Jalur I**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.257	.874		8.301	.000
TOTALX	.343	.075	.399	4.564	.000

a. Dependent Variable: Lingkungan Kerja

Source : SPSS 2024

Based on the SPSS output table, the available analysis results are then arranged into the following equations:

$$Y = P1 X + e1$$

Based on the regression equation, the following results are obtained:

$$Y = P1 0,399 + e1$$

Means :

The regression coefficient value of the Job Insecurity variable is + 0.399, if the Job Insecurity variable increases, the Work Environment variable will also increase, and vice versa.

**Tabel 4.3**  
**Hasil Pengujian Jalur II**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.625	1.142		3.174	.002
Job Insecurity	.377	.084	.338	4.489	.000
Lingkungan Kerja	.630	.098	.485	6.447	.000

a. Dependent Variable: *Turnover Intention*

Source : SPSS 2024

Based on the SPSS output table, the available analysis results are then arranged into the following equations:

$$Z = P2 X + P3 Y + e2$$

Based on the regression equation, the following results are obtained:

$$Z = P2 0,338 + P3 0,485 + e2$$

Means :

1. The coefficient value of the regression value of *the Job Insecurity* variable is + **0.338**, if the *Job Insecurity* variable increases, the *Turnover Intention* variable will also increase, and vice versa.

2. The coefficient value of the regression value of the Work Environment variable is + **0.485**, if the Work Environment variable increases, the *Turnover Intention* variable will also increase, and vice versa.

### **The Influence of Job Insecurity on the Work Environment at PT. Jiva Agriculture Indonesia West Nusa Tenggara Branch**

Based on the results of SPSS research, it is known that Job Insecurity has a positive effect and significance on the work environment of employees at PT. Jiva Agriculture Indonesia West Nusa Tenggara Branch.

According to Greenhalgh & Rosenblatt (1984), job insecurity is the inability of employees to maintain the continuity of their work due to something that threatens their work. If employees face great pressure at work, it can give rise to the desire to stop working and switch to another job.

Job insecurity, or a feeling of uncertainty about one's job future, has become a growing problem in the modern world. This insecurity can arise from a variety of factors, including economic recessions, automation, and changes in the work landscape. Job insecurity has been shown to have a significant negative impact on employees' well-being, including their mental and physical health, as well as their productivity and performance.

One of the main ways in which job insecurity affects the work environment is by increasing stress and anxiety levels among employees. When employees feel insecure about their jobs, they tend to feel anxious about their future, which can lead to them having trouble concentrating on their work. This stress and anxiety can also affect relationships between employees, as employees may become more competitive and less cooperative (Saputri, Hidayati, & Lestari, The Effect of Job Insecurity on Job Stress, Performance and Employee Turnover Intention., 2020).

Job insecurity can also lead to a decrease in employee motivation and commitment. When employees don't feel confident about the future of their jobs, they may be less motivated to work hard or give their best. They may also be less committed to their organization, as they are not confident that they will continue to work there in the long term. This can lead to a decrease in productivity and overall performance of the organization.

Additionally, job insecurity can lead to a decrease in creativity and innovation. When employees feel stressed and insecure, they may be less likely to take risks or think outside the box. They may be more focused on maintaining their jobs than on developing new ideas or improving work processes. This can hinder an organization's ability to adapt to changes and compete in the market.

Job insecurity can also affect the relationship between employees and their managers. Employees who feel insecure may be more likely to challenge managers' decisions or question their leadership. They may also be less inclined to provide input or participate in decision-making. This can lead to increased conflict and tension in the work environment (Meda, FoEh, & Niha, 2022).

To address the negative impact of job insecurity, organizations must take steps to create a safer and more supportive work environment. This can include providing employees with training and development opportunities, offering employee wellbeing programs, and promoting open and transparent communication. By creating a safer and more supportive work environment, organizations can help employees feel more secure about their future and improve their well-being, motivation, and productivity (Suwardi, Shabri, Sakir, & Siregar, 2024).

This is in line with research conducted by Indra Wahyudi (2023) that job insecurity has a significant negative impact on the work environment. Employees who feel insecure at work tend to be less satisfied, less committed, and more likely to leave the company. It is important for companies to understand and overcome the factors that cause job insecurity in order to create a positive and productive work environment.

### **The Effect of Job Insecurity on Turnover Intention at PT. Jiva Agriculture Indonesia West Nusa Tenggara Branch**

Based on the results of the study, it is known that the Job Insecurity variable has a positive effect and significance on Turnover Intention at PT. Jiva Agriculture Indonesia West Nusa Tenggara Branch.

Job insecurity or job uncertainty is one of the significant factors in increasing turnover intention, or the intention of employees to leave their jobs. Job uncertainty occurs when employees feel that their jobs are unstable or threatened, either due to economic factors, changes in company policies, or organizational

restructuring. These feelings can trigger dissatisfaction and anxiety that lead to a desire to find another job that is safer and more stable. A study conducted by Ashford, Lee, and Bobko (1989) found that the higher the level of job uncertainty that employees feel, the more likely they are to have the intention to leave the company (Audina & Kusmayadi, 2018).

Employees who feel unsure about their job security often experience higher levels of stress and anxiety, which can negatively impact their performance and mental well-being. This feeling of insecurity makes employees feel that their career future is unpredictable, so they tend to be more active in looking for other job opportunities that offer higher stability. Turnover intention is higher when job insecurity is felt for a long time, because employees feel that working in such a place does not provide the sense of security they need for long-term career planning.

In addition, job insecurity can affect employees' perception of the organization as a whole. When employees feel that the company is not able to provide job security or does not have a strong commitment to their well-being, they begin to doubt the organization's values and fairness in decision-making. This exacerbates turnover intention, as employees who lose trust in the company tend to be more likely to decide to leave. Greenhalgh and Rosenblatt (1984) argue that the perception of job insecurity is not only influenced by the economic situation, but also by company management that fails to maintain good communication and relationships with employees (Januartha & Adnyani, 2019).

However, it is also important to consider that the impact of job insecurity on turnover intention can be influenced by various individual factors, such as the level of resilience or coping strategies of employees. Some employees may be better able to deal with job uncertainty without feeling the need to leave work immediately, while others may be more vulnerable and quick to make the decision to leave. However, job insecurity is generally recognized as one of the main factors that increase turnover intention, especially when combined with a work environment that is not supportive or has no career development prospects.

Research by De Cuyper and De Witte (2006) confirms that job insecurity is strongly correlated with turnover intention, especially in contexts where employees feel they have no alternative but to leave the company to find job security elsewhere. Therefore, companies need to understand the importance of creating a sense of security for employees to reduce turnover intention, by providing job security, clear communication, and supporting long-term career development.

This is in line with research conducted by Hazrulta Aulia (2021) Job insecurity has a positive and significant effect on turnover intention with a coefficient value of 0.259 with a probability value of 0.045 and a t-count value of 2.043.

### **The Influence of the Work Environment on Turnover Intention at PT. Jiva Agriculture Indonesia West Nusa Tenggara Branch**

Based on the results of the study, it is known that the Work Environment variable has a positive effect and the significance of Turnover Intention at PT. Jiva Agriculture Indonesia West Nusa Tenggara Branch.

The work environment has a very important role in influencing turnover intention, or the intention of employees to leave the organization. An unsupportive work environment, such as a stressful atmosphere, lack of support from management, or disharmony between employees, can make individuals feel uncomfortable at work. As a result, employees may find it easier to decide to leave their jobs, looking for better opportunities elsewhere. This feeling of discomfort can come from various aspects of the work environment, ranging from physical to psychological (Putra & Utama, 2017).

An uncondusive work environment, such as inadequate facilities or excessive work pressure, tends to increase employee stress. Employees who work under uncomfortable conditions often feel depressed and less productive. The sense of dissatisfaction that arises from the work environment can trigger the desire to find a job that offers better working conditions. Research by Mobley (1977) shows that a negative work environment, such as conflicts between employees or lack of respect from superiors, can directly increase turnover intention.

Conversely, a supportive work environment can reduce employees' intention to leave the company. When employees feel comfortable in their work environment, with good relationships between employees as well as adequate managerial support, they tend to be more committed to the organization. Factors such as rewards for achievements, involvement in decision-making, and opportunities for growth, can strengthen

employee loyalty. A positive environment creates a harmonious work atmosphere, which ultimately lowers the turnover intention rate.

On the other hand, relationships between employees are also an important aspect of the work environment. An environment that supports open communication and good working relationships between individuals within the company can strengthen employees' sense of community and attachment. When relationships in the workplace are harmonious, employees are more likely to survive despite the challenges they face at work. On the other hand, an environment full of conflict or disagreement tends to encourage employees to leave because they feel no emotional comfort in daily interactions (Tambunan, 2018).

Other research by Allen and Meyer (1990) also supports the importance of a good work environment in reducing turnover intention. They show that employee commitment to the organization can be enhanced through a positive work environment and emotional support from colleagues and superiors. A psychologically and physically healthy environment not only increases productivity, but also reduces the desire to leave the organization. Therefore, creating a conducive work environment is one of the key strategies to reduce turnover intention and retain high-performing employees.

This is in line with research conducted by Erwinda Hesti Pertiwi (2024) with significance values of  $0.024 < 0.05$  and  $2.311 > 1.66515$ , so the work environment has a positive and significant effect on turnover intention in CV employees. Sollu Citral Muslim. So in reality, the Work Environment is able to reduce Turnover Intention.

### **Job insecurity and its influence on the turnover intention of operational employees of PT. Jiva Agriculture Indonesia West Nusa Tenggara Branch through the work environment as an intermediary**

Based on the results of the study, it is known that the Job Insecurity variable has a positive effect on Turnover Intention through the Work Environment.

Job insecurity or job uncertainty is one of the factors that has a significant impact on turnover intention (intention to leave work). Job uncertainty occurs when employees feel that their job is unstable or at risk of being lost. This condition can trigger dissatisfaction and discomfort, which in turn increases the employee's desire to find another job. One of the aspects that plays an important role in strengthening or reducing the impact of job insecurity is the work environment. A positive work environment can serve as a counterweight that reduces the negative effects of work uncertainty, while a poor work environment can exacerbate these feelings of insecurity (Saputri, Hidayati, & Lestari, The Effect of Job Insecurity on Job Stress, Performance and Employee Turnover Intention, 2020).

An unsupportive work environment, such as less harmonious interactions with colleagues, uncomfortable physical conditions, or authoritarian management styles, can amplify the negative impact of job insecurity. When employees feel uncomfortable in their work environment, then the feeling of uncertainty related to job security becomes more dominant. This happens because employees not only feel threatened by external factors, such as changing company policies, but also by internal situations that make them increasingly uncertain about their future work. As a result, employees are more likely to consider leaving their jobs.

On the other hand, a positive work environment can help reduce the impact of job insecurity. A supportive work environment creates a sense of community, where employees feel valued and recognized for their contributions. Support from superiors and colleagues, good communication, and rewards for achievements can make employees more resistant to uncertainty. In situations where job insecurity occurs, a conducive work environment can provide a sense of emotional and social stability, so turnover intention can be suppressed. Employees who feel supported in the workplace will tend to be more loyal and committed despite facing uncertainty (Syaharudin, Utami, & Andini, 2018).

In addition, the relationship between job insecurity, work environment, and turnover intention can also be influenced by individual factors such as employee perception of the situation faced. Some employees may be more susceptible to uncertainty and a poor work environment, while others may be better able to cope with stress and stay afloat. However, in general, research shows that job insecurity accompanied by a poor work environment significantly increases turnover intention. Employees who feel insecure and uncomfortable at work are more likely to look for opportunities elsewhere that provide a better sense of security and well-being (Irawati, 2021).

Studies conducted by De Witte (1999) and Greenhalgh & Rosenblatt (1984) supported these findings, in which they found that high job uncertainty often correlates with increased employee intentions to leave the company. A supportive work environment can be a protective factor, but if working conditions deteriorate, the negative effects of job insecurity will make the situation worse. Thus, companies need to pay attention to how they create a healthy and supportive work environment to reduce the impact of job insecurity on turnover intention.

Research by Solehah and Maricy (2021) shows that workload has a significant effect on turnover intention. This shows that a high workload can be a major factor that encourages employees to leave the company, especially for those who feel insecure at work.

#### 4. Conclusions

Based on the results of the analysis and discussion in the research that has been carried out, it can be concluded in this study that: From path I there is an influence of Job Insecurity on the Work Environment, then, in the analysis of path II it is known that there is an influence of Job Insecurity on Turnover Intention and Work Environment on Turnover Intention at PT. Jiva Agriculture Indonesia West Nusa Tenggara Branch. In the sobel test, it can be seen that there is a positive influence of Job Insecurity on Turnover Intention through the Work Environment at PT. Jiva Agriculture Indonesia West Nusa Tenggara Branch. The implication of this study is to help management understand how much job insecurity affects employees' desire to leave (turnover intention) through existing work environment conditions. If it is found that high job insecurity contributes significantly to turnover intention, then the company needs to consider policies that reduce employee insecurity. In addition, aspects of the work environment that act as mediation need to be considered, because a positive and supportive work environment can reduce the negative impact of job insecurity. These implications can not only lower turnover rates, but also increase job satisfaction, productivity, and employee retention, which will ultimately contribute to the stability and efficiency of the company's operations.

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