

The Role of Job Insecurity on Turnover Intentions and Organizational Commitment as Mediation Variable: An Empirical Study on Factory Employees

Agus Susanto

Institut Bisnis Informasi Teknologi dan Bisnis Medan Indonesia

Abstract: The purpose of this study was to analyze the relationship between job insecurity and factory employee turnover intention, job insecurity on organizational commitment and organizational commitment on factory employee turnover intention. This study applies a quantitative method. Data collection was carried out using the method of observation and distributing questionnaires. The object of this research is factory employees. The sampling technique is accidental sampling. The sample used in this study amounted to 230 employees. The results of data management in this study were supported by smartPLS software and analyzed using Structural Equation Modeling (SEM). Research data was obtained by distributing online questionnaires via social media with a calculation model using a Likert Scale 1-5. The results of this study can be concluded that job insecurity has a significant positive effect on turnover intention. This problem proves that the insecurity at work felt by employees is high to the point that factory employees' intention to leave is also very high. Job insecurity has a negative and insignificant effect on organizational commitment. Organizational commitment has a significant negative effect on turnover intention. Organizational commitment cannot mediate the effect of job insecurity on turnover intention. This means that organizational commitment cannot be an intervening variable between job insecurity and turnover intention. This research has been able to build a theoretical model about the values contained in job insecurity in relation to turnover intensity. The relationship between the three research variables that can be described from the results of the analysis of the closeness of the relationship between each variable has a relationship with other variables. Job insecurity and turnover intentions have a strong, unidirectional and significant degree of affinity. Then job stress and turnover intention have a strong level of closeness, unidirectional and significant relationship. Each variable independently has a symmetrical relationship. The results of this study have implications that can provide an overview of the references used in this study

Keywords: job insecurity; turnover intention; Organizational commitment; Indonesian SMEs

1. Introduction

Technological developments are increasing rapidly due to the industrial revolution 4.0, the use of robotic power will produce lower costs and effective and efficient results. This has an impact on the banking sector whose activities provide services to the community, especially in financial matters. According to [Alyahya et al. \(2022\)](#) Technological advances in the banking industry are an opportunity for banks to innovate more in terms of service to customers. If the development of digital technology is not addressed properly, it will cause disruption, where jobs can be replaced by automation systems and digital technology. This resulted in threats to banking

employees, so that employees felt uncomfortable at work, due to the reduction of employees and being replaced with machines. Employees who are still in the contract period will feel more insecure due to the uncertainty of contract extension and career paths, so this situation must be considered by the company to deal with employee insecurity at work. According to [Aman-Ullah et al. \(2022\)](#) Human resources (HR) are one of the crucial substances for the survival of a company, so the company needs special attention for employees to work and enjoy their work. The quality of human resources determines the management of resources in the company. At this time companies are asked to be more competitive so that goals can be achieved optimally. Apart from using modern technology, companies also need to pay attention to HR management. According to [Brander et al. \(2022\)](#) Employees are one of the most important factors of an organization. The current development, manpower is seen not only as HR, but the main asset in the agency.

According to [Fachria et al. \(2022\)](#); [Güzel et al. \(2022\)](#) Human resources are a valuable asset for a company and are the main pillar as supporting actors in achieving goals within the company. The existence of human resources needs to be managed properly in order to make a positive contribution to the progress of the company. One of them is that companies need to pay attention to things that can make employees stay in the company and create a conducive work environment for employees. Conversely, if human resources are not managed properly, employees will be less enthusiastic at work and feel dissatisfied with their work and a less conducive work environment, which will eventually lead to thoughts of leaving the company from employees. Desire is the intention that arises in individuals to do something. According to [Chen et al. \(2022\)](#); [Elshaer et al. \(2022\)](#) While turnover is the cessation of an employee from his place of work voluntarily or moving from one workplace to another. Turnover intention is a condition where workers have a conscious intention or tendency to look for another job as an alternative in a different organization. Turnover intention must be addressed as a phenomenon and human behavior that is important in the life of a company, both from an individual and social perspective, bearing in mind that the level of employee turnover will have a significant impact on the company and the individual concerned. According to [Aman-Ullah et al. \(2022\)](#); [Brander et al. \(2022\)](#) High turnover can have a negative impact on organizations such as creating instability and uncertainty about the conditions of the existing workforce and the high costs of managing human resources, such as training costs that have been carried out for employees up to recruitment and retraining costs. Several reasons for employees who have a desire that leads to a decision to leave the workplace, are generally caused by several factors such as unfavorable management factors, an unsupportive corporate environment, or dissatisfaction with the performance or results obtained by the employees themselves. One of the variables that can influence turnover intention is work stress. Job stress is a feeling of pressure or pressure experienced by employees in dealing with work. This work stress can be seen from symptoms including emotional instability, feeling uneasy, being alone, difficulty sleeping, excessive smoking, unable to relax, anxiety, tension, nervousness, increased blood pressure and experiencing digestive disorders. So it can be concluded that job stress is a condition that suppresses one's self and soul which creates an imbalance between the physical and psychological so that it can affect one's performance. Thus, the high level of work stress on employees will certainly affect the turnover rate in the company. This is supported by previous research conducted by [Brander et al. \(2022\)](#); [Chen et al. \(2022\)](#); [Elshaer et al. \(2022\)](#) the results of his research show that work stress has a positive and significant effect on turnover intention. But different things were stated by [Elshaer et al. \(2022\)](#); [Elangga et al. \(2021\)](#); [Güzel et al. \(2022\)](#) which shows that work stress has no significant effect on turnover intention, meaning that work stress is not the main cause of turnover intention.

According to [Oberes et al. \(2022\)](#) define turnover intention as a tendency for employees to have a desire to leave the organization voluntarily. According to [Jeong et al. \(2022\)](#) turnover intention is an ambition to move to another different workplace and quit the current job. When the turnover experienced by employees increases significantly, it can trigger big problems for companies that are left behind. According to [Maulidina \(2022\)](#); [Manolopoulos et al. \(2022\)](#) put forward several aspects that encourage employees to want to move from the workplace, namely trust in the company, job satisfaction, company commitment, and insecurity at work. According to [Naig \(2022\)](#) defines job insecurity as a person's inability due to loss of control to maintain the desired continuity in a threatened situation, with changes occurring in the organization, it is likely that

employees will feel worried, anxious, and shaky due to potential changes that affect working conditions. According to [Khan et al. \(2022\)](#); [Nikolova et al. \(2022\)](#); [Oberes et al. \(2022\)](#) Job insecurity has four essential aspects, namely desired continuity of work, threats, risky parts of work, and powerlessness. Job insecurity felt by employees will reduce work productivity and this will have an impact on the running of the company. Some employees also feel like leaving due to insecurity at work, with job demands that are too high and salaries that don't match employee performance. According to [Mawei \(2016\)](#), [Karomah \(2020\)](#), [Wiguna \(2018\)](#), [Ezra et al., \(2019\)](#), stated that job insecurity has a significant positive effect on turnover intention. In contrast to [Putri & Rivai \(2019\)](#) who argued that job insecurity did not have a significant effect on turnover intention. According to [Oberes et al. \(2022\)](#) describes organizational commitment which means a condition in which individuals side with the organization and aim to remain members of the organization. Organizations that are able to pay attention and are able to make their employees believe in the organization will get attachment from employees. According to [Jeong et al. \(2022\)](#); [Karatepe \(2022\)](#) suggests that the attachment that exists can create a sense of loyalty and work well for the progress of the institution. In addition to job insecurity, organizational commitment is also an accurate predictor for assessing how willing workers are to leave a company. According to [Jeong et al. \(2022\)](#) work will make employees feel quite proud and feel they are treated fairly, so that workers will provide positive returns for the organization and in the end the commitment of workers will be higher. According to [Manolopoulos et al. \(2022\)](#); [Naig \(2022\)](#); [Nikolova et al. \(2022\)](#); [Oberes et al. \(2022\)](#) stated that job insecurity has a significant negative effect on organizational commitment. In contrast to Yunita & Masdupi's research (2014) where job insecurity has no significant effect on organizational commitment. So that no matter how big the threat that causes job insecurity still cannot affect the commitment of employees, so the response obtained is positive. According to [Nikolova et al. \(2022\)](#); [Oberes et al. \(2022\)](#) employee turnover intention can be strongly controlled by organizational commitment. This is presumably because there are several factors that influence it, one of which is high employee commitment in the company so that the desire to leave will be low. This is supported by the statement of an employee who considers organizational commitment as a work culture and has become the basis of work principles. According to [Jeong et al. \(2022\)](#); [Karatepe \(2022\)](#); [Oberes et al. \(2022\)](#) organizational commitment, namely the extent to which employees feel oneness and a shared desire with the organization. From the phenomena and research gaps found, this study aims to determine the effect of job insecurity on turnover intention through organizational commitment.

According to [Waruwu et al. \(2020\)](#); [Yilmaz et al. \(2022\)](#) high turnover intensity can cause companies to be unable to obtain benefits and benefits from employee performance improvement programs because they incur greater costs for programs for the recruitment, selection and training of new employees. For this reason, it is very important for companies to maintain and control the rate of turnover in their companies, and suppress the turnover rate as small as possible so as not to disrupt the stability and performance of the company. Therefore it is necessary to detect as early as possible the causes and influences (variables) that support employees leaving or moving from their workplace. According to [Rakatu et al. \(2022\)](#); [Serhan et al. \(2022\)](#) stated that turnover intention is the best predictor for identifying turnover behavior that will occur in employees of an organization. By detecting the influence variable, the company can utilize the data to correct the deficiencies contained in the variable. So that intentional turnover rate can be minimized for the stability and efficiency of the company. According to [Ilmaz et al. \(2022\)](#) said that there are several reasons for an employee leaving his job, including: moving to another workplace, uncomfortable work environment, high work stress, income that is not in accordance with his field, poor health, and promotion. According to [Rakatu et al. \(2022\)](#); [Ugwu et al. \(2022\)](#); [Waruwu et al. \(2020\)](#); [Yilmaz et al. \(2022\)](#) the desire to end a task or leave the company is negatively related to job satisfaction. Perceived job satisfaction can influence a person's thinking of leaving. Evaluation of various job alternatives, will ultimately result in turnover. Besides job satisfaction, one of the factors that influence turnover intention is job insecurity. Job insecurity is the perception of a person's powerlessness to maintain continuity of work in a threatening situation. According to [Rakatu et al. \(2022\)](#); [Yilmaz et al. \(2022\)](#) Job insecurity is a feeling of tension, anxiety, worry, stress, and feeling uncertain in relation to the nature and existence of the next job that is felt by employees. These feelings can have an effect on the employee's desire to change jobs. This condition arises due to the large number of jobs with contract status or outsourcing which

are quite widespread by companies. The increasing number of jobs with temporary or non-permanent durations, causes more employees to experience job insecurity. According to [Suganda \(2022\)](#); [Suárez et al. \(2022\)](#); [Sunarsi et al. \(2020\)](#); [Ugwu et al. \(2022\)](#); [Waruwu et al. \(2020\)](#); [Yilmaz et al. \(2022\)](#) Another factor that is no less important is organizational commitment. According to the results of interviews with several employees in industrial companies, the low level of employee commitment is due to the fact that many are still contract employees, even though the employees have worked for the company for quite a long time. In addition, the reason for low employee commitment is because employees feel they are not fully part of the company, so that the sense of hard work of employees in achieving company goals is lacking, employees also receive less support from co-workers.

2. Literature Review and Hypothesis Development

Job insecurity

Job insecurity can be defined as a feeling of powerlessness to maintain the continuity of the desired job, based on subjective experiences resulting from individual perceptions and interpretations of the actual work environment. Job insecurity is a phenomenon that focuses on the future. Meanwhile, according to [Fachria et al. \(2022\)](#); [Güzel et al. \(2022\)](#) insecurity is overall concern about an employee's job position, this describes an event that results in losses and may occur in the future. Furthermore, job insecurity is multidimensional, which can be distinguished between quantitative (threats to continuing work or loss of the job itself), and qualitative (threats to the continued existence of valued job features). According to [Güzel et al. \(2022\)](#) explained job insecurity as an emotional reaction to perceived threats to employees' jobs such as worry or anxiety, this will lead to feelings of being unable to maintain the desired job in a threatened situation. Although each of the experts differs in defining job insecurity, these various definitions have the same conceptual components.

Job insecurity is a psychological condition of an employee who feels threatened or worried about the continuity of his work in the future. According to [Erlangga et al. \(2021\)](#) stated that job insecurity is work anxiety, namely as a condition of work that is continuous and unpleasant. Employees who experience job insecurity can interfere with work enthusiasm so that effectiveness and efficiency in carrying out tasks and result in decreased work productivity. The indicators used: the meaning of work for individuals, the level of perceived threat to employees, the level of threats that may occur, the individual's perceived powerlessness, the level of threat to work in the following year. Job insecurity is a condition where employees feel pressured by the uncertainty in working continuously in an organization. According to [Alyahya et al. \(2022\)](#); [Erlangga et al. \(2021\)](#); [Fachria et al. \(2022\)](#); [Güzel et al. \(2022\)](#) argue that job insecurity is a condition in which employees have a feeling of increasing under pressure due to the instability of the employee's employment status. [Elshaer et al. \(2022\)](#) define job insecurity as an employee's impression of threatening things and the feeling of helplessness that employees experience in their current job. According to [Elshaer et al. \(2022\)](#); [Erlangga et al. \(2021\)](#) job insecurity is a psychological form of an employee which is manifested in a sense of confusion due to the dangers of climate change in the work environment, which has an influence on the continuity of employee work. The job insecurity indicator used in this study comes from the research by [Aman-Ullah et al. \(2022\)](#); [Brander et al. \(2022\)](#) namely feelings of threatening total work, feelings of threat to job performance, and helplessness.

Organizational commitment

Work commitment is another term for organizational commitment. Work commitment is a behavioral dimension that can be used to assess employee tendencies. Work commitment is a state of an employee who sided with a particular organization, as well as his goals and desire to maintain his membership in the organization. work commitment is a condition of organizational members who are bound by their activities and beliefs, while their function is to maintain their activities and involvement in the organization. According to [Parmar et al. \(2022\)](#) Affective organizational commitment is generally defined as an individual attitude towards the organization which consists of three aspects, including: a strong belief and acceptance of the goals and values that exist in the organization, being willing to make considerable efforts on behalf of the organization, and having strong desire to maintain organizational membership Organizational commitment is a behavior that

reflects employee loyalty and a process of sustainability in which the organization demonstrates concern, success, and continuous progress According to [Rave et al. \(2022\)](#) defines organizational commitment as a psychological construction which is a characteristic of the relationship between members of the organization and their organization which has implications for individual decisions to remain in the organization, so that members of the organization who are committed will be more able to survive, compared to members who do not have organizational commitment. According to [Pramezwarly et al. \(2022\)](#) employees will be committed to their organization as long as they receive many benefits, and it is a regret if they leave their organization. Rasheed Olawale et al. (2016) states that the sense of loyalty that employees have towards the organization depends on values, involvement in the organization, norms, and orientation of the company, in line with [Rave et al. \(2022\)](#) that a person's involvement in an organization generally has characteristics such as strong faith in accepting the goals, values of an organization, and the willingness to uphold all efforts for the sake of the organization. Indicators in measuring organizational commitment refer to research by [Purwanto et al. \(2021\)](#) namely affective commitment, continuance commitment, and normative commitment.

Turnover Intention

According to [Fachria et al. \(2022\)](#); [Güzel et al. \(2022\)](#) define turnover intention as an employee's willingness to accelerate a company's search for new employees. Turnover intention is a chronological stage that begins with an inactive employee looking for another job and ends with the employee's choice to leave an organization. Although actual turnover and turnover intention are different concepts, turnover intention is the strongest anticipation of actual turnover. Actual turnover is described as a step to actually leave the organization, while turnover intention is an employee's intention to leave a job or organization voluntarily. According to [Fachria et al. \(2022\)](#); [Güzel et al. \(2022\)](#) Desire is the intention that arises in individuals to do something. While turnover is the cessation of an employee from his place of work voluntarily or moving from one workplace to another. Turnover intention is a condition where workers have a conscious intention or tendency to look for another job as an alternative in a different organization. Turnover intention is the tendency or intention of employees to voluntarily leave work or move from one workplace to another according to their own choice. Indicators used: thoughts of leaving the organization, desire to find a new job, desire to leave the organization in the coming months.

Turnover intention according to [Chen et al. \(2022\)](#); [Elshaer et al. \(2022\)](#); [Erlangga et al. \(2021\)](#); [Fachria et al. \(2022\)](#); [Güzel et al. \(2022\)](#) is interpreted as a person leaving an organization due to voluntary (voluntary turnover) or involuntary turnover (involuntary turnover). Voluntarily leaving due to the availability of other livelihood alternatives and sympathy for other jobs that exist at this time. In contrast to leaving involuntarily which is illustrated by the superior's decision to terminate the employment relationship and is uncontrollable for employees who experience it. According to [Erlangga et al. \(2021\)](#); [Fachria et al. \(2022\)](#); [Güzel et al. \(2022\)](#) stated that intention to leave is the level of desire to leave the company, and of the many things behind turnover intentions, what employees feel the most is the desire to get a better workplace. Meria (2019) defines turnover intention as an employee's thought of leaving the organization, it is still a plan that has not been carried out with actual action for the organization. The indicator of turnover intention used in this study refers to research. According to [Alyahya et al. \(2022\)](#); [Aman-Ullah et al. \(2022\)](#), namely the desire to find another job, plans to leave the workplace, and thoughts of leaving the organization.

Hypothesis Development

The relationship between job insecurity and turnover intention.

According to [Alyahya et al. \(2022\)](#); [Aman-Ullah et al. \(2022\)](#); [Fachria et al. \(2022\)](#); [Güzel et al. \(2022\)](#) explained that job insecurity has a positive effect on turnover intention, this condition comes from the existence of contracted or outsourced work, so many employees experience job insecurity and trigger high rates of turnover intention. According to [Chen et al. \(2022\)](#) stated that a soul that lacks security at work will lead to higher intentions to leave. Hidayat (2018) states that turnover intention is a dominant positive determinant of employee turnover. According to [Elshaer et al. \(2022\)](#); [Erlangga et al. \(2021\)](#) stated that turnover intention is one of the bad consequences of an employee's job insecurity in the company, this is a very important issue for a

business at this time and must be controlled by the company so that the company can save time, budget, and maintain the continuity of the company's operations. According to [Brander et al. \(2022\)](#); [Chen et al. \(2022\)](#); [Güzel et al. \(2022\)](#) explained that employees who feel insecure at work prefer to look for other livelihoods that are able to support development, provide a sense of calm, and have peace of mind about their work. Unlike the research by [Fachria et al. \(2022\)](#); [Güzel et al. \(2022\)](#) stated that job insecurity has no significant effect on turnover intentions, because threats and employee disempowerment will not influence employees to leave the company.

H1: Job insecurity has a significant positive effect on turnover intention.

Relationship between job insecurity and organizational commitment.

According to [Rakatu et al. \(2022\)](#); [Serhan et al. \(2022\)](#); [Yilmaz et al. \(2022\)](#) Every employee has different conditions of job security, if the feeling of insecurity is very high, it will trigger low motivation and low involvement in work. It found a negative relationship between job insecurity and organizational commitment. According to [Waruwu et al. \(2020\)](#); [Yilmaz et al. \(2022\)](#) stated that job insecurity is an employment pressure that has a broad impact from a psychological and physiological perspective. Job insecurity is described by feelings of anxiety, indecision, and uncertainty about where the next job is experienced by employees. Job insecurity will have an impact on low employee engagement and performance. Unlike the research by [Sunarsi et al. \(2020\)](#); [Ugwu et al. \(2022\)](#); [Waruwu et al. \(2020\)](#); [Yilmaz et al. \(2022\)](#) stated that job insecurity and organizational commitment had a positive effect.

H2: Job insecurity has a significant negative effect on organizational commitment.

The relationship between organizational commitment and turnover intention.

According to [Suárez et al. \(2022\)](#); [Sunarsi et al. \(2020\)](#); [Ugwu et al. \(2022\)](#) Organizational commitment is related to employee emotion and involvement with activities in the organization, if the commitment of employees is high, employees will continue to remain members of the organization, thus making the organization a home and reluctant to leave it, if the commitment is low, the tendency to move will be high. According to [Suárez et al. \(2022\)](#); [Sunarsi et al. \(2020\)](#); [Ugwu et al. \(2022\)](#) stated that there are factors that cause an employee to leave or settle in a company, namely organizational commitment and a sense of joy at work. Organizational commitment is a key factor that allows workers to stay and work for long periods of time. [Mawei \(2016\)](#) states that there is a negative relationship between organizational commitment and intention to leave, if employees are happy with their work, then the attitude shown at work by employees will be good and lead to a greater sense of loyalty, so that the intention to leave the company will be getting smaller. In contrast to [Waruwu et al. \(2020\)](#) stated that organizational commitment has a significant positive effect on employee turnover intentions.

H3: Organizational commitment has a significant negative effect on turnover intention.

According to [Rakatu et al. \(2022\)](#); [Ugwu et al. \(2022\)](#); [Waruwu et al. \(2020\)](#); [Yilmaz et al. \(2022\)](#) found that the organizational commitment variable was able to mediate the relationship between job insecurity and intention to leave, which was characterized by the emergence of insecurity at work which resulted in a decrease in an employee's commitment. Employees with high commitment to the company will be less likely to find another job or leave the organization. Especially in jobs that have high consequences, an employee will need job security, if ignored it will trigger insecurity at work. According to [Ugwu et al. \(2022\)](#); [Waruwu et al. \(2020\)](#); [Yilmaz et al. \(2022\)](#) explained that feeling threatened and insecure can reduce commitment, if employees are often involved with the organization regarding corporate values, the willingness to leave the company will be low. In contrast to the research results according to [Suárez et al. \(2022\)](#); [Sunarsi et al. \(2020\)](#); [Ugwu et al. \(2022\)](#); [Waruwu et al. \(2020\)](#); [Yilmaz et al. \(2022\)](#) states that job insecurity through organizational commitment has no significant effect on turnover intentions.

H4: Organizational commitment mediates the effect of job insecurity on turnover intention.

3. Method

This study applies a quantitative method. Data collection was carried out using the method of observation and distributing questionnaires. The calculation model uses a Likert Scale 1-5. The object of this research is factory employees. The sampling technique is accidental sampling. The sample used in this study amounted to 230 employees. The results of data management in this study were supported by smartPLS software and analyzed using Structural Equation Modeling (SEM). Research data was obtained by distributing online questionnaires via social media. The stage of data analysis is the convergent validity test, the indicator is considered valid if the relationship it has is more than 0.7. If the research is explanatory, the indicators used are 0.6 to 0.7 (Amalia & Budiono, 2021). The outer loading size used in this study ranges from 0.6 to 0.7 because the research is explanatory in nature. The results of outer loading in each of the questionnaire indicators prove that the numbers that match the criteria are considered to have good validity, if there is a larger outer loading value, the role of loading has a greater influence on the interpretation of the factor matrix, and indicates the indicator is correct and logical. The Discriminant Validity test is a comparison of the results of the Average Variance Extracted (AVE) in each variable subjected to a discriminant test. AVE is a value that describes the version in an indicator that can be explained due to common factors. The AVE value can be said to be good if the value per variable is > 0.5 . The hypothesis test explains that the magnitude of the t-statistic is ≥ 1.96 , indicating that there is a significant positive effect between variables

The research model is as follows

H1: Job insecurity has a significant positive effect on turnover intention.

H2: Job insecurity has a significant negative effect on organizational commitment.

H3: Organizational commitment has a significant negative effect on turnover intention.

H4: Organizational commitment mediates the effect of job insecurity on turnover intention.

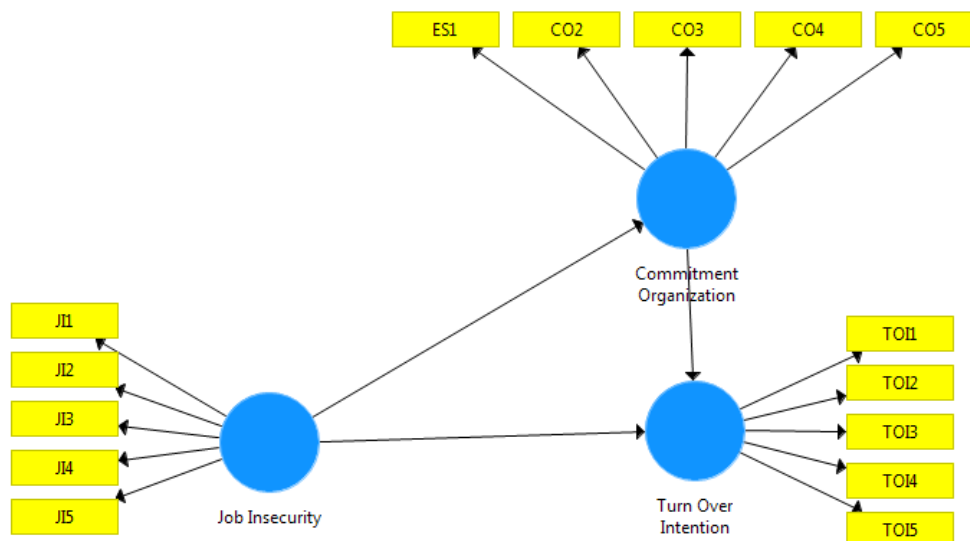


Fig 1. Research Model

4. Result and Discussion

Hasil Uji *Convergent Validity*

The indicator is considered valid if the relationship it has is more than 0.7. If the research is explanatory, the indicators used are 0.6 to 0.7 (Purwanto et al, 2021). The outer loading size used in this study ranges from 0.6 to 0.7 because the research is explanatory in nature. The results of outer loading in each of these questionnaire indicators prove that the numbers in accordance with the criteria are considered to have good validity, if there is a larger outer loading value, the loading role has a greater influence on the interpretation of the factor matrix, and indicates if the turnover intention indicator is correct. and logical

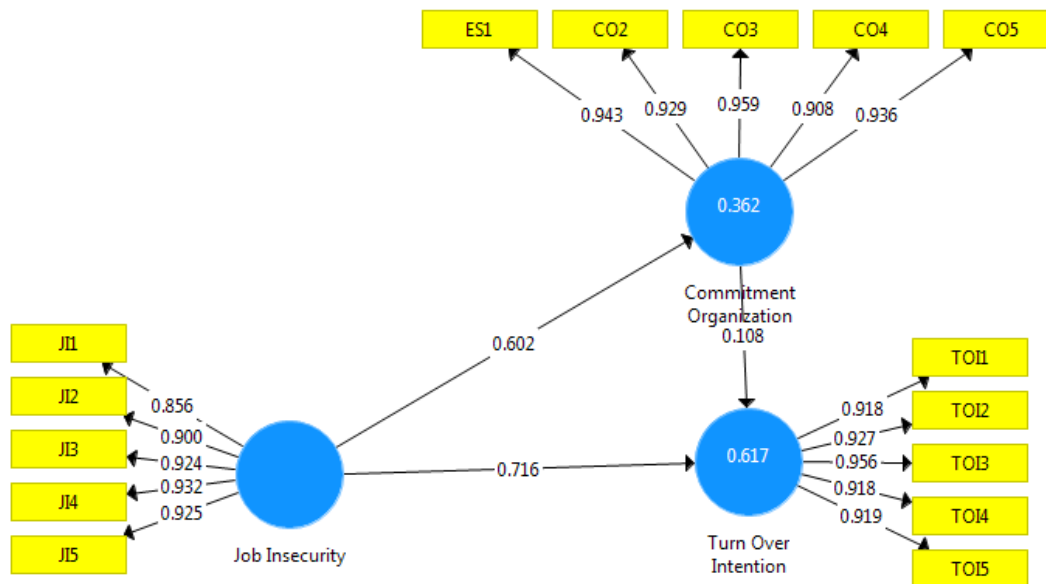


Fig 2 Validity and Reliability testing

Discriminant Validity Test Results

Comparison of the results of the Average Variance Extracted (AVE) in each variable was carried out with a discriminant test. AVE is a value that describes the version in an indicator that can be explained due to common factors. The AVE value can be said to be good if the value per variable is > 0.5 . Table 1. Shows discriminant validity has met the AVE value.

Table 1. Validity and Reliability testing

Variabel	Cronbcah Alpha	Rho A	CR	AVE
Commitment Organization	0.964	0.968	0.972	0.874
Job Insecurity	0.946	0.948	0.959	0.824
Turnover Intention	0.960	0.962	0.969	0.961

The recommended discriminant validity has an AVE value > 0.5 , with a construct of job insecurity of 0.824, organizational commitment of 0.874, and turnover intention of 0.961 which means that it has met the discriminant validity criteria.

Cronbach's Alpha Test Results

Cronbach's alpha is called good if the value is ≥ 0.7 . Job insecurity has a Cronbach's alpha value of 0.946, organizational commitment of 0.964, and turnover intention variable of 0.960. Based on Table 1 above, the results show that the form of the variables above meets Cronbach's alpha and means that the reliability is strong.

Composite Reliability Test Results

Composite reliability is said to be good if the value is ≥ 0.7 . The composite reliability value of the job insecurity variable is 0.959 for the organizational commitment variable is 0.972, and for the turnover intention variable is 0.969. Similarly, the test results shown in Table 1. have good reliability because they have reached the criteria of composite reliability.

Table 2. R Square

Dependent Variabel	R Square	R Square Adjusted
Commitment Organization	0.362	0.355
Turnover Intention	0.617	0.609

R-Square Analysis Test Results

The R-Square value on the effect of job insecurity on organizational commitment is equal to 0.362. It can be interpreted that the job insecurity variable is able to explain the construct variable of organizational commitment by 36.2%, other variables not mentioned by this study can explain organizational commitment to employees, namely 63.8%. The R-Square value of the effect of job insecurity on turnover intention is as much as 0.617, so it is interpreted if the independent variable job insecurity can reveal the construct variable turnover intention as much as 61.7%, in this study there are other variables as much as 38.7% which are not mentioned in explaining turnover intention in factory employees

Hypothesis Testing

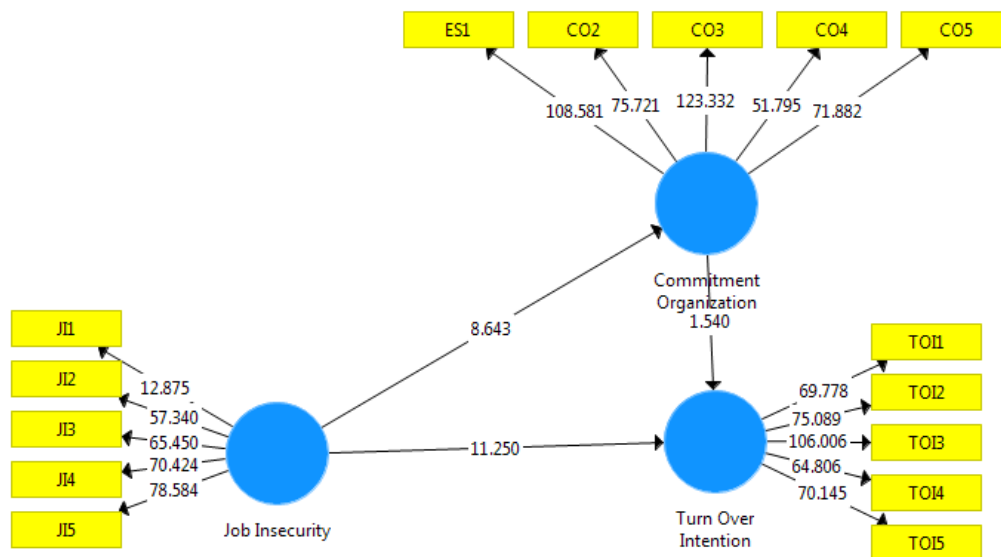


Fig 3. Hypohthesis Testing

Table 3. Hypothesis Testing

Correlation	Original Value	T Value	P Value
Job Insecurity -> Turnover Intention	0.716	11.250	0.000
Job Insecurity -> Commitment Organization	-0.602	8.643	0.000
Commitment Organization-> Turnover Intention	-0.108	2.540	0.124

Table 3 above explains that the magnitude of the t-statistic on the effect of job insecurity on turnover intention is $11,250 \geq 1.96$, and for a positive estimate coefficient value of 0.716. This shows that the job insecurity variable has a significant positive effect on turnover intention. The effect of job insecurity on organizational commitment has a t-statistic that is $8,643 \leq 1.96$, and for a negative estimate coefficient value of -0.602. This situation proves that the job insecurity variable has a negative effect on organizational commitment. The effect of organizational commitment on turnover intention has a t-statistic that is $2,540 \geq 1.96$, and for a negative estimate coefficient value of -0.108. This situation indicates that the organizational commitment variable has a significant negative effect on turnover intention. The indirect effect coefficient on job insecurity on turnover intention through organizational commitment obtained from the relationship of the variables in Table 3 above is 0.034, and the results of the t-statistic are $0.230 \leq 1.96$ which is not significant. This proves that the organizational commitment variable is unable to mediate the effect of job insecurity on turnover intention.

Effect of job insecurity on factory employee turnover intention

The results of the job insecurity test have a significant positive effect on the employee's desire to leave the organization, so that at the factory the results are obtained if the level of job insecurity among employees is high, the intention to turn over is also high, and hypothesis 1 is accepted. Supported by [Pramezwarly et al.](#)

(2022); Purwanto et al. (2021); Rave et al. (2022) when insecurity at work increases, turnover intentions will increase, so companies need to create peace in the working atmosphere of the bank environment, the work space also needs to be made comfortable like a home to increase employee creativity. Agree with this result that Sunarsi et al. (2020); Ugwu et al. (2022); Waruwu et al. (2020); Yilmaz et al. (2022) which states that job insecurity has a significant positive effect on turnover intention. The results of this study were also supported by the results of the research questionnaire which contained three indicators for measuring job insecurity, namely threatening responses to total work, threatened responses to job features, and helplessness. The implication is that the thing that most influences the high level of employee insecurity is the unwillingness of employees to be moved to work locations far from their domicile, high workloads due to discrepancies with job descriptions, fear of new employees who might be able to replace old employees, and anxiety terminated from work due to wrongdoing. For this reason, employees feel insecure within their scope of work, causing them to want to leave the company and look for a better job. Job insecurity is an anxiety felt by employees when working where they are faced with unpleasant conditions. Job insecurity can be divided into two, namely cognitive and affective. Cognitive job insecurity is an insecure thought of an employee while the insecurity experienced by employees at work is affective job insecurity

The Effect of Job Insecurity on Factory Employees' Organizational Commitment

The results of this study indicate that the effect of job insecurity on organizational commitment is negative and not significant. That is, the level of job insecurity does not affect the turnover intention of factory employees, so hypothesis 2 is rejected. Suganda (2022); Suárez et al. (2022); Sunarsi et al. (2020); Ugwu et al. (2022); Waruwu et al. (2020); Yilmaz et al. (2022) stated that job insecurity has no effect on organizational commitment, and there are many variables that affect organizational commitment besides job insecurity which are not mentioned in their research. Reinforced by the results of the questionnaire on the job insecurity variable, the first trigger that causes job insecurity has no effect on the organizational commitment variable due to uncertainty surrounding future jobs related to years of service, and anxiety at work that is persistent and unpleasant. The implication is that even though this has resulted in a decrease in employee commitment, there are still many employees whose sense of commitment is high even though their sense of insecurity is also high. This proves that even though the work environment is not safe and there is uncertainty regarding career paths, it still does not change the dedication and loyalty of employees to their company. Job insecurity reflects an individual's set of views about the likelihood of negative events occurring at work. Negative changes that occur in aspects of work and threaten the whole job, make employees' organizational beliefs or commitment weak and there is rejection of organizational values and goals.

The Effect of Organizational Commitment on Factory Employee Turnover Intentions

The results of this study indicate that the effect of organizational commitment on turnover intention is negatively significant. That is, with increasing organizational commitment to factory employees, it will further reduce the level of turnover intention. The impact obtained from employees who have high organizational commitment is marked by the organization showing success and sustainable progress. According to Nikolova et al. (2022); Oberes et al. (2022) This is evidenced by the targets that can be achieved by employees and the achievements obtained by the company. This proves that high loyalty will reduce the intention to quit work. This study supports research conducted by Sunarsi et al. (2020); Ugwu et al. (2022); Yilmaz et al. (2022) strengthens the results of hypothesis testing, namely organizational commitment has a significantly negative effect on turnover intention. The implication is that the thing that most influences the high level of employee commitment is the great benefits that employees get when working in the company where they work. So that there is a willingness of employees to help the company when they have problems, and the company provides employee rights as a worker, as well as the willingness of employees to try above normal limits to improve an institution. Turnover intention is a situation where workers have a conscious intention or tendency to look for another job as an alternative in a different organization and turnover is the driving force behind workforce departure from work. Job insecurity is a concern for the safety of employees in continuing their work at the company, this condition will impact or affect the level of job satisfaction, organizational commitment, and trust in the organization. A further impact is that employees will look for alternative jobs outside the company. There

is an effect of job insecurity which consists of working conditions, role conflict, career development and control center together on employee turnover intentions. [Sunarsi et al. \(2020\)](#); [Ugwu et al. \(2022\)](#) states that there is an influence between job insecurity and the intention to change jobs. Thus, the higher the job insecurity, the higher the desire to change jobs. [Waruwu et al. \(2020\)](#); shows that job insecurity has a significant effect on turnover intention.

The Effect of Job Insecurity on Turnover Intentions through Organizational Commitment to Employees

The results of this study indicate that organizational commitment cannot mediate the effect of job insecurity on turnover intention, so that hypothesis 4 is rejected. Reinforced by [Sunarsi et al. \(2020\)](#); [Ugwu et al. \(2022\)](#); [Waruwu et al. \(2020\)](#); [Yilmaz et al. \(2022\)](#) that commitment to organization is unable to mediate the effect of job insecurity on turnover intention. Organizational commitment cannot influence job insecurity on turnover intention. Even though the sense of insecurity felt by employees is high, employee involvement in the organization is also high, the thing that influences it is that employees perceive commitment as something that must be done by employees, because when companies provide wages and worker rights, employees must also provide dedication and loyalty to the company, besides that employees also get great benefits when working in the company. The implication of this research is that with benefits such as being able to learn many things about work, additional benefits that are very tempting, opportunities for development, and opportunities for innovation and bonuses at the end of the year will be things that strengthen employees to stay in the company even though they feel insecure. also high. Job insecurity is the uncertainty that accompanies a job that causes fear or insecurity about the consequences of the job, which include uncertainty about placement or uncertainty over salary issues and opportunities to get promotions or training. The condition and behavior of employees greatly determine the performance of an organization. The problems that arise in resource management include the intention of employee turnover at the company which is one of the important things that must be considered by the company, because it is not easy for companies to minimize the level of turnover intention. Entry and exit of employees from the company becomes an important phenomenon in the life of the company. Low enthusiasm for work and discomfort at work will encourage potential workers to take a step out of the company (intent to leave) and look for work in another company that can fulfill their desire to reach their potential and match their abilities at work. High exit from the company will have a negative impact on the organization, this is like creating instability and uncertainty about labor conditions and increasing human resource costs, namely in the form of training and recruitment costs.

According to [Ugwu et al. \(2022\)](#); [Waruwu et al. \(2020\)](#); [Yilmaz et al. \(2022\)](#) Intention is an employee's intention to voluntarily leave his job. However, this desire can also be triggered by both non-organizational factors and a number of organizational factors. In this case, turnover intention means that there is an employee's intention to voluntarily quit due to several factors. Furthermore, [Sunarsi et al. \(2020\)](#) turnover intention is an employee's intention to voluntarily leave the organization. Employees want to leave the organization because they feel there is a better job. According to [Serhan et al. \(2022\)](#); [Syafitri et al. \(2022\)](#); [Suganda \(2022\)](#) stated that turnover intention is a process for employees to leave an organization with the excuse of getting a better job. This statement is also supported by [Rakatu et al. \(2022\)](#); [Waruwu et al. \(2020\)](#); [Yilmaz et al. \(2022\)](#) Turnover intention is the desire of an employee to leave the organization and try to find another job that is better than before. So in this case one of the reasons employees want to leave the organization is because of the urge to get a better job. From the definition above, it can be concluded that turnover intention is a condition within or the intention of an employee who wants to leave the organization because of supporting factors such as wanting to get a better job than before. According to [Akatu et al. \(2022\)](#); [Serhan et al. \(2022\)](#) states that there are 3 dimensions to turnover intentions, including; 1) Thinking of quitting, with indicators Thinking of leaving work and wanting to leave the organization in the near future. Intention to search, with indicators Actively looking for other job information and Always reading job advertisements. 3) Intention to quit, with indicators Intention to leave the company if there is a better opportunity and Intention to leave the company if there is an offer from another company that provides a higher salary.

Job insecurity is a concern about the loss of one's job in the future. In this case job insecurity is something that can make an employee worry about the future of his job. According to [Parmar et al. \(2022\)](#); [Primary et al. \(2022\)](#) stated that job insecurity is the psychological condition of employees and the existence of threats that an employee feels about his current job. Similar to [Purwanto et al. \(2021\)](#); [Rave et al. \(2022\)](#) also stated that job insecurity is a psychological condition where employees feel threatened or worried about the continuity of their work in the future. Furthermore, [Parmar et al. \(2022\)](#); [Purwanto et al. \(2021\)](#); [Rave et al. \(2022\)](#) argued that job insecurity is the powerlessness to maintain the desired continuity in a working condition that is starting to be threatened. In this case, job insecurity means that there is a psychological feeling felt by employees because they feel threatened that the work they are doing will end soon.

Job insecurity can be conceptualized as the existence of uncertainty and lack of control over the future continuation of an employee's employment in the organization. The theory above explains that job insecurity is an uncertainty about the future of work. Furthermore, according to [Fachria et al. \(2022\)](#); [Güzel et al. \(2022\)](#) stated that job insecurity is an anxiety felt by employees at work, where they are faced with unpleasant conditions. This explains that job insecurity is a feeling of anxiety that employees feel about their working conditions. From the theory above, it says that job insecurity causes a feeling of pressure over the sustainability of the job. From the definition above, it can be concluded that job insecurity is a psychological condition of employees who feel pressured or threatened by the continuity of their work. According to [Elshaer et al. \(2022\)](#); [Erlangga et al. \(2021\)](#); [Fachria et al. \(2022\)](#); [Güzel et al. \(2022\)](#) Job insecurity has two dimensions, namely; 1) The Affective Dimension, with indicators Having a certain interest in the potential of every event that occurs within the company and feeling that this job has an important meaning in career development. 2) Cognitive Dimensions, with Threat indicators regarding work aspects, Threats that are likely to occur and affect work, and Threats to work in the following year. Organizational Commitment According to [Fachria et al. \(2022\)](#); [Güzel et al. \(2022\)](#) organizational commitment is the level at which a worker identifies an organization, its goals, and hopes to remain a member. According to [Alyahya et al. \(2022\)](#); [Aman-Ullah et al. \(2022\)](#); [Brander et al. \(2022\)](#) organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. An individual who has a high commitment will likely see himself as a true member of the organization. In this case organizational commitment is how an employee can bond with the company and have loyalty to the company. Furthermore, [Rave et al. \(2022\)](#) Organizational commitment is a psychological condition felt by employees which can be seen based on loyalty, and focus on the goals set by the organization. Likewise [Pramezwary et al. \(2022\)](#); [Purwanto et al. \(2021\)](#); [Rave et al. \(2022\)](#) stated that organizational commitment is a psychological bond between employees in an organization which is characterized by trust and acceptance of the goals and values of the organization, the willingness to use genuine effort for the benefit of the organization, and the desire to maintain membership in the organization. In this case organizational commitment means a psychological condition felt by employees which can be seen from how loyalty and seriousness of employees in achieving organizational goals. According to [Pramezwary et al. \(2022\)](#); [Purwanto et al. \(2021\)](#); [Rave et al. \(2022\)](#) organizational commitment is a psychological condition of employees who have responsibility, loyalty, and feel real truly in achieving organizational goals. According to [Chen et al. \(2022\)](#); [Elshaer et al. \(2022\)](#); [Erlangga et al. \(2021\)](#); [Fachria et al. \(2022\)](#); [Güzel et al. \(2022\)](#) there are 3 dimensions of organizational commitment, namely; 1) Affective Commitment, with indices ator Proud of the organization, Feeling the best company and Emotional attachment. 2) Continuance Commitment, with indicators of feelings of loss leaving the organization, working for this organization is a necessity and the best opportunity to be in the organization. 3) Normative Commitment, with indicators Only want to work in this organization, Want to spend a career in this organization and Loyalty.

According to the results of the research that the researchers found, in the job insecurity variable, there are statements that have a high value, namely the dimensions of work conditions. This can be used as evaluation material and solutions in improving the working conditions of employees so that they feel right at work in the organization, pay attention to any advantages that have been achieved late, provide job training so that they can be effective and efficient in carrying out their duties and authorities, give awards every time achievement of excellence in the tasks they have completed, create good communication and make them like family in the

work environment. Thus adjustments to the dimensions of unclear roles and work conflicts will also improve along with the process of controlling the work environment.

According to the results of the research, the researchers found that in the turnover intention variable, there was a statement that had a high value, namely the emergence of a desire to find a new job. After the researchers conducted interviews regarding the three dimensions of this variable, most of the employees did not really want to leave the organization, but the employees needed the right tasks with their competence and an environment that makes them feel safe in completing every jobdesk given by the organization, thus here the company must pay more attention in checking conditions and more often carry out evaluations between superiors and employees. According to the results of the research that the researchers found, in the Work Commitment variable, there are statements that have a low value, namely on the dimension of sustainable commitment. This can be used as material for improvement for employees to be able to commit to surviving according to a predetermined working period. For other researchers to develop research on job insecurity and turnover intention, it is even better to see the shortcomings in this research, because given job insecurity, turnover intention and work commitment it is very important for company leaders and employees in the company. So it is advisable to continue to carry out tests on job insecurity, turnover intention and work commitment to enrich existing research by choosing a much larger company object.

5. Conclusion

The results of this study can be concluded that job insecurity has a significant positive effect on turnover intention. This problem proves that the insecurity at work felt by employees is high to the point that factory employees' intention to leave is also very high. Job insecurity has a negative and insignificant effect on organizational commitment. This problem is explained if high or low employee job insecurity still does not affect the organizational commitment of factory employees. Organizational commitment has a significant negative effect on turnover intention. This proves that high organizational commitment will minimize the intention to leave factory employees. Organizational commitment cannot mediate the effect of job insecurity on turnover intention. This means that organizational commitment cannot be an intervening variable between job insecurity and turnover intention. Practical implications that can be applied by factories for management policies, namely companies can maintain their commitment to employees by creating a harmonious atmosphere in the work environment, especially leaders and subordinates, maintaining work motivation by providing rewards when there is a target achievement in each evaluation. Not only that, companies should also share an opportunity for their employees to participate in company activities such as decision making, because if employees take part in the company, they will feel themselves as an important component of the organization. The limitation of this study is that it only examines the variables of job insecurity and organizational commitment that affect turnover intention in factory employees. Future research can conduct a re-examination of turnover intentions by using variables outside of this study, such as work stress, workload, and job satisfaction.

This research has been able to build a theoretical model about the values contained in job insecurity in relation to turnover intensity. The relationship between the three research variables that can be described from the results of the analysis of the closeness of the relationship between each variable has a relationship with other variables. Job insecurity and turnover intentions have a strong, unidirectional and significant degree of affinity. Then job stress and turnover intention have a strong level of closeness, unidirectional and significant relationship. Each variable independently has a symmetrical relationship. The results of this study have implications that can provide an overview of the references used in this study. Theoretical implications are developed to strengthen the support of several previous studies which explain job insecurity. Theoretical concepts and empirical support regarding the relationship between variables are reflected in the research results which show that job insecurity has a significant positive effect on turnover intention and job stress has a significant positive effect on turnover intention. . Practical implications The results of this study contribute to decision making regarding turnover intention. The results of this study are expected to be input for companies to be able to control the level of job security and work stress of employees in order to reduce the risk of turnover of employees who have expertise and are competent at work. can generalize to all employees.

6. References

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INFO

Corresponding Author: **Agus Susanto**, Institut Bisnis Informasi Teknologi dan Bisnis Medan Indonesia.

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