



The Influence of Job Insecurity and Workload on Turnover Intention Through Work Stress as an Intervening Variable at PT. Semen Padang

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ARTICLE INFO	ABSTRACT
ISSN: 2723-1097	<p>Research Aims: This research aims to find out how much influence Job Insecurity and workload have on Turnover Intention through work stress as an intervening variable at PT. Semen Padang.</p> <p>Design/methodology/approach: This research uses multiple regression analysis with the Structural Equation Modeling method with Partial Least Square. By distributing questionnaires to 64 respondents</p> <p>Research Findings: The results of this research show that (1) there is a positive and significant influence between Job Insecurity and Job Stress at PT. Semen Padang. (2) There is a positive and significant influence between Workload and Job Stress at PT. Semen Padang. (3) There is a positive and significant influence between Job Insecurity on PT Turnover Intention. Semen Padang. (4) There is a negative and insignificant effect between Work Load and Turnover Intention at PT. Semen Padang. (5) There is a positive and significant influence between Job Stress on Turnover Intention at PT. Semen Padang. (6) Job insecurity has a positive and significant effect on Turnover Intention through work stress at PT Semen Padang. (7) Workload has a positive and significant effect on Turnover Intention through Job Stress at PT Semen Padang.</p> <p>Theoretical Contribution/Originality: This research contributes to the understanding of how Job Insecurity and Workload impact Turnover Intention through Work Stress, particularly in the industrial sector. Additionally, this study provides empirical evidence specific to PT. Semen Padang, contributing to a better understanding of employee retention strategies in similar industrial settings.</p> <p>Keywords: Job Insecurity, Workload, Job Stress, Turnover Intention, Structural Equation Modeling, Human Resource Management</p>

Introduction

As time progresses, companies in the era of globalization require various changes, both at the corporate level and for individuals within them. A company is

expected to continuously innovate, remain active, and respond quickly to its needs in order to develop and grow. Human resources play a crucial role in a company and hold a strategic position among other resources. The positive contributions made by employees will lead to positive outcomes for the company. However, this is largely influenced by how the company supports its employees.

A company is expected to provide facilities and a comfortable working environment for its employees to prevent confusion and excessive workload, which may cause stress and negatively impact their job performance. This can ultimately lead to employees developing the desire to leave the company. Additionally, the support and services provided by the company can help reduce employees' workload and work-related stress, allowing them to perform better in their roles.

In any job, ensuring security and comfort is essential to prevent excessive workload and work-related stress. A lack of these factors can lead to job insecurity, making employees feel uncertain about their future within the company. If this continues, employees may experience prolonged uncertainty, increasing the likelihood of them wanting to leave their jobs (turnover intention).

Table 1. Employee Termination Data at PT Semen Padang (2020-2023)

Termination	2020	2021	2022	2023
Entrepreneurship	5	9	11	3
Family	4	0	3	1
Got a New Job	2	0	4	3
Health Condition	1	1	1	0
Received a Warning	1	2	1	2
Resigned Due to...	1	0	0	0
Career Opportunity	0	1	0	0
Health	0	0	0	1
Total	14	13	20	10

(Source: PT. Semen Padang)

Based on employee data from PT. Semen Padang, employee turnover has fluctuated over the past few years. In 2020, there were 14 employees who experienced turnover, which then decreased to 13 employees in 2021. However, in 2022, turnover significantly increased to 20 employees before eventually declining again to 10 employees in 2023. Although there was a decrease in the last year, this trend indicates that employee turnover remains an issue that needs attention. Turnover intention, which refers to an employee's intention to resign from the company, is often influenced by various factors such as job insecurity, workload, and work stress (Astuti & Surya, 2020)



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Job insecurity can increase employees' anxiety regarding job stability, especially for those with contract-based employment or those experiencing job-related changes (Al Amin & Pancasasti, 2022). Meanwhile, a high workload can lead to both physical and mental exhaustion, which negatively impacts employee motivation and performance (Widyasti et al., 2021). In the long term, excessive work pressure can cause work stress, which not only affects employees' mental and physical health but also increases the likelihood of them leaving the company (Mawadati & Saputra, 2020).

Although various studies have discussed the factors influencing turnover intention, there is still a research gap in understanding the interaction between job insecurity, workload, and work stress as interrelated factors affecting turnover intention. Most previous studies have only analysed the direct relationship between these factors and turnover intention without considering the role of work stress as an intervening variable. Additionally, there are still limited studies discussing turnover intention in the cement industry, particularly at PT. Semen Padang. The company has a physical workload that may differ from other sectors, potentially leading to a different impact compared to other industries.

Therefore, this study examines the effect of job insecurity and workload on turnover intention, both directly and through work stress as a mediating variable. This research is expected to provide a deeper insight into the factors causing turnover intention and assist the company in developing strategies to reduce employee turnover rates.

Literature Review

Theory of Planned Behavior

The Theory of Planned Behavior (TPB) was developed to address the limitations of the Theory of Reasoned Action (TRA), which is unable to fully explain behaviors that are not entirely under individual control. Ajzen (1991) introduced the factor of perceived behavioral control (PBC), which refers to an individual's perception of the ease or difficulty of performing a behavior, influenced by external factors such as opportunities and available resources. Thus, TPB explains that an individual's intention to act is influenced by three main factors: attitude toward the behavior, subjective norms, and perceived behavioral control (Ajzen, 1991).

The Effect of Job Insecurity on Job Stress

According to Jung et al. (2021) job insecurity refers to an unstable work condition that triggers fear of job loss and unemployment. When employees feel they lack control over job security, job stress tends to increase. Research by Choi & Kim (2020) indicates a significant positive effect of job insecurity on job stress.



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H1 : It is suspected that Job Insecurity has a significant positive effect on Job Stress.

The Effect of Workload on Job Stress

Wibowo et al. (2021) define workload as the process or activities that must be completed within a specified time frame. Within the Theory of Planned Behavior by Ajzen (1991), job stress can increase when employees feel they lack control over their workload. When tasks become overwhelming and difficult to manage, perceived control decreases, leading to increased stress. This aligns with Wibowo et al. (2021) who found that workload has a significant positive effect on job stress.

H2 : It is suspected that Workload has a significant positive effect on Job Stress.

The Effect of Job Insecurity on Turnover Intention

Jung et al. (2021) explain that job insecurity, as an unstable work condition, leads to fear of job loss and unemployment. According to the Theory of Planned Behavior Ajzen (1991), when employees feel they have no control over their career future, they are more likely to develop an intention to seek alternative employment. This is supported by studies from Lee & Jeong Lee & Jeong (2017) who found a clear relationship between job insecurity and turnover intention, while Akgunduz & Eryilmaz (2018) highlighted the importance of reducing job insecurity to retain high-quality employees. Urbanaviciute et al. (2018) highlighted the importance of reducing job insecurity to retain high-quality employees.

H3 : It is suspected that Job Insecurity has a significant positive effect on Turnover Intention.

The Effect of Workload on Turnover Intention

Wibowo et al. (2021) state that workload consists of processes or tasks that must be completed within a given time frame. Excessive workload can drive employees to leave the company. When employees are assigned too many tasks, they may experience anxiety and pressure, ultimately reducing their performance. If the workload continues to exceed their capacity, job stress increases, making work less efficient. Studies by Holland et al. (2019) dan Ratnasari & Lestari (2020) found that higher workload leads to a greater likelihood of employees wanting to leave. This means that when employees feel overburdened and stressed, they may be more inclined to seek employment elsewhere.

H4 : It is suspected that Workload has a significant positive effect on Turnover Intention

The Effect of Job Stress on Turnover Intention

Kaswan (2019) defines job stress as a condition that arises from interactions between individuals and their work, characterized by changes that force individuals



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to deviate from their normal functions. Job stress can foster negative attitudes toward work and reduce job satisfaction, thereby strengthening the intention to leave. Research by Choi & Kim (2020) and Imaroh et al. (2023) demonstrates that job stress has a significant positive effect on turnover intention.

H5: It is suspected that Job Stress has a significant positive effect on Turnover Intention.

The Effect of Job Insecurity and Workload on Turnover Intention Through Job Stress as an Intervening Variable

Job stress resulting from job insecurity and workload can influence employees' emotions and thought processes, ultimately increasing their desire to resign. Bashori & Meiyanto (2017) found that job insecurity plays a significant role in triggering job stress. Similarly, Chung (2017) stated that high job stress reduces job satisfaction, which in turn encourages employees to leave. Wibowo et al. (2021) also demonstrated that job stress strengthens the relationship between workload and the intention to leave a job.

Research by Medysar et al. (2019) shows that job insecurity has a significant positive effect on turnover intention through job stress as an intervening variable. Additionally Setyawati & Setyowati (2021) found that workload significantly and positively affects turnover intention through job stress as an intervening variable.

H6: It is suspected that Job Insecurity has a significant positive effect on Turnover Intention through Job Stress as an intervening variable at PT. Semen Padang.

H7: It is suspected that Workload has a significant positive effect on Turnover Intention through Job Stress as an intervening variable at PT. Semen Padang.

Methods

This study aims to analyse the effect of job insecurity and workload on turnover intention through job stress as an intervening variable at PT. Semen Padang. The research employs a quantitative design with a descriptive and causal approach. This approach is chosen because the study seeks to identify and explain the relationships between variables while analysing the extent to which these variables influence turnover intention.

The study focuses on the Inventory Unit of PT. Semen Padang, located on Jl. Raya Indarung, Padang City, West Sumatra. As one of Indonesia's oldest cement factories, PT. Semen Padang has a significant workforce. The population in this study consists of all employees working in the Inventory Unit of PT. Semen Padang, totalling 64 individuals. Due to the relatively small population size, the study adopts a census sampling technique, meaning that the entire population is used as the research sample.



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Consequently, the sample consists of 64 employees from the Inventory Unit of PT. Semen Padang.

The data collection technique used in this study is a survey method, utilizing questionnaires as the primary data collection tool. The questionnaire consists of several questions covering indicators for each variable studied. The research variables include job insecurity (X1), workload (X2), job stress (Z) as an intervening variable, and turnover intention (Y) as the dependent variable. Job insecurity is measured by indicators such as job uncertainty and concerns about job loss, while workload is assessed based on the volume and intensity of tasks perceived by employees. Job stress is evaluated through the pressure experienced by employees in carrying out their duties. Turnover intention is measured by indicators reflecting employees' intention to leave their jobs.

After data collection, statistical analysis is conducted using Structural Equation Modelling (SEM) with the Partial Least Squares (PLS) method. First, instrument feasibility tests are conducted by assessing convergent validity through factor loading values and Average Variance Extracted (AVE), and composite validity tests through Cronbach's alpha and composite reliability, ensuring values exceed 0.7, though values above 0.5 are still acceptable. Next, classical assumption tests, including normality, multicollinearity, and heteroscedasticity, are performed before conducting path analysis.

Once all assumptions are met, hypothesis testing is carried out to assess the significance of the relationships between variables. This analysis is based on the output of Path Coefficients and Indirect Effects, considering coefficient values and the significance of t-statistics at a 5% alpha level. Additionally, an analysis of variable relationships is conducted by evaluating the structural model through R-squared calculations. The objective is to determine the extent to which independent variables influence the dependent variable and the intervening variable.

Results and Discussion

1. Outer Model Testing (Structural Model)

Based on the results of the outer model testing using SmartPLS, the correlation values between the statement items of the research variables are as follows:



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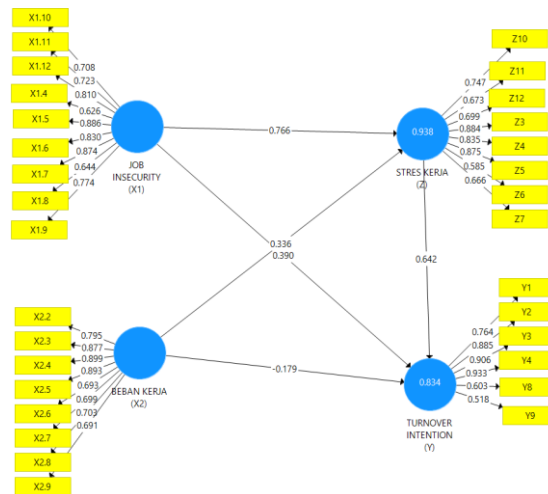


Figure 1. Outer Loadings After Elimination

In the correlation development stage, a value between 0.50 and 0.60 is still considered adequate or acceptable. In this study, the threshold for convergent validity is set above 0.5. (Citra et al., 2024)

2. Reliability

After determining the validity of the data, the next step is to assess the reliability level of each construct or variable. This evaluation is based on composite reliability and Cronbach's alpha values. A construct is considered reliable if the Cronbach's alpha value is greater than 0.70.

Table 2. Value Construct Reliabilty and Validasy

Indicator	Crombac's Alpa	Rho_A	Composite Reliability	Average Variance Extracted (EVE)
<i>Turnover Intention (Y)</i>	0,879	0,942	0,902	0,615
<i>Job Insecurity (X1)</i>	0,914	0,934	0,928	0,592
Work load (X2)	0,920	0,958	0,928	0,618
Work stress (Z)	0.889	0,913	0,911	0,567

Sources : SmartPLS Results

Based on the table above, the Cronbach's alpha values are above 0.90, indicating that the data reliability level is good or reliable. Additionally, the composite reliability values for each construct are also above 0.90, which further confirms that the data reliability level is good or reliable.

3. Classical Assumption Test



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This study applies the Classical Assumption Test, which includes normality test, multicollinearity test, and heteroscedasticity test. Based on the results of the normality test using the Kolmogorov-Smirnov method, the significance value for both models is 0.2, which exceeds the minimum threshold of 0.05. This indicates that the residual data from both regression models are normally distributed, thus fulfilling the normality assumption. The multicollinearity test shows that Model I and Model II have tolerance values above 0.10 and VIF values below 10.0, indicating the absence of multicollinearity among the independent variables in the regression model. Meanwhile, the heteroscedasticity test, analysed through a scatterplot graph, shows that the data points are randomly scattered above and below the Y-axis in both models. This suggests that the research model is free from heteroscedasticity. Therefore, the regression model used in this study meets the necessary assumptions to predict the dependent variable based on the existing independent variables.

4. Testing the Inner Model (Structural Model)

The next testing process is the inner model or structural model testing, which aims to determine the relationship between constructs as hypothesized. The structural model is evaluated by considering the R-Square value for the endogenous construct based on the influence it receives from the exogenous constructs. The following is the structural model test result using SmartPLS.

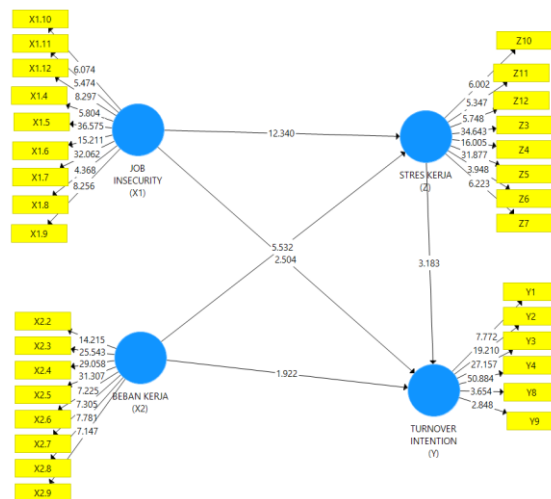


Figure 2. Structural Model Inner

Next, as previously explained, the evaluation of the inner model will be assessed through the R-Square value to determine whether a specific exogenous latent construct has a substantive influence on the endogenous latent construct. The following is the R-Square estimation:

Table 3. Evaluation R square



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Variable	R Square	R Square Adjusted
Work stress (Z)	0,938	0,936
Turnover Intention (Y)	0,834	0,826

Source: Inner Model Test Results

Table 3 shows that the R² value for the Work Stress construct is 0.938 or 93.8%, indicating the extent of influence received from the Job Insecurity and Workload constructs. The remaining 6.2% is influenced by other variables outside this study. Meanwhile, the R² value for the Turnover Intention construct is 0.834 or 83.4%, reflecting the influence of Job Insecurity, Workload, and Work Stress in explaining or affecting Turnover Intention. The remaining 16.6% is influenced by other variables beyond this study. The higher the R-Square value, the greater the ability of exogenous constructs to explain the endogenous variable, leading to a stronger structural equation model.

4. Hypothesis Testing

Hypothesis testing aims to address the research problem by examining the influence of specific exogenous latent constructs on specific endogenous latent constructs, either directly or indirectly through a mediating variable. In this study, hypothesis testing is assessed based on the t-statistic or t-value, which is compared to the t-table value of 1.99 at a 5% alpha level. If the t-statistic/t-value is less than the t-table value of 1.99 at a 5% alpha level, then H₀ is rejected. Conversely, if the t-statistic/t-value is greater than the t-table value of 1.99 at a 5% alpha level, then H_a is accepted (Citra et al., 2024)

Table 4. Result For Inner Weight00

Hubungan Langsung	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T-Statistic	P-Values	Keterangan
Job Insecurity =>Stres Kerja	0,766	0,792	0,067	11,394	0,000	Hipotesis diterima
Beban Kerja => Stres Kerja	0,336	0.302	0,076	4,448	0,000	Hipotesis diterima
Job Insecurity =>Turnover Intention	0,882	0,898	0,038	23,062	0,000	Hipotesis diterima
Beban Kerja => Turnover Intention	0,037	0,034	0,055	0,678	0,500	Hipotesis ditolak



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Stres Kerja =>Turnover Intention	0,642	0,597	0,263	2,439	0,0017	Hipotesis diterima
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Source: Inner Model Test Results, SmartPLS 2025

Based on the SmartPLS test results in Table 4, the hypothesis testing results are shown, starting from the first to the fifth hypothesis, which examine the direct influence of Job Insecurity and Workload on Work Stress, as well as the influence of Job Insecurity and Work Stress on Turnover Intention through Work Stress.

Indirect Influence

Based on data testing using the SmartPLS software, the path analysis results can be seen in the following table:

Table 5. Result Path Analysis

Indirect Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic	P-Values	Description
Job Insecurity => Work Stress => Turnover Intention	0.492	0.476	0.226	2.177	0.033	Hypothesis Accepted
Workload => Work Stress => Turnover Intention	0.216	0.178	0.086	2.496	0.015	Hypothesis Accepted

Source: Inner Model Test Results, SmartPLS 2025

Based on the path diagram, the t-statistic or t-value is used to assess whether a hypothesis is accepted or rejected by comparing the t-statistic or t-value with the t-table value of 1.99 (at a 5% error rate for rejecting data).

Table 6. Hypothesis Testing Results

Hypothesis	Statement	Coefficient Value	T-Statistic	P-Value	Description
H1	Job Insecurity affects Job Stress at PT Semen Padang	0.766	11.394 > 1.99	0.000 < 0.05	Accepted



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Hypothesis	Statement	Coefficient Value	T-Statistic	P-Value	Description
H2	Workload affects Job Stress at PT Semen Padang	0.336	4.448 > 1.99	0.000 > 0.05	Accepted
H3	Job Insecurity affects Turnover Intention at PT Semen Padang	0.882	23.062 > 1.99	0.000 < 0.05	Accepted
H4	Workload affects Turnover Intention at PT Semen Padang	0.037	0.678 < 1.99	0.500 > 0.05	Rejected
H5	Job Stress affects Turnover Intention at PT Semen Padang	0.642	2.439 > 1.99	0.0017 < 0.05	Accepted
H6	Job Insecurity affects Turnover Intention through Job Stress at PT Semen Padang	0.492	2.177 > 1.99	0.033 < 0.05	Accepted
H7	Workload does not affect Turnover Intention through Job Stress at PT Semen Padang	0.216	2.496 > 1.99	0.015 > 0.05	Accepted

Sources: Inner Model Testing Result, SmartPLS 2025

Discussion

The influence of job insecurity on work stress

The influence of job insecurity on work stress is 0.766, indicating that the direction of the relationship between job insecurity and work stress is positive. The P-Value of 0.000 is smaller than the 5% alpha ($0.000 < 0.05$), showing a significant effect, with a t-statistic value of 11.394. To determine whether this hypothesis is accepted or rejected, a comparison between the t-statistic value and the t-table (1.99) is made. Since the t-statistic value is greater than the t-table value ($11.394 > 1.99$), H0 is rejected and H1 is accepted. Thus, it can be concluded that job insecurity has a positive and significant effect on work stress at PT Semen Padang. These findings align with Choi & Kim (2020) who state that job insecurity has a positive and significant impact on work stress. Uncertainty in employment, such as the threat of layoffs, unclear contracts, or uncertain career prospects, increases employees' psychological pressure



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and triggers work stress. If not managed properly, this condition may lead to decreased performance, reduced job satisfaction, and declining employee well-being.

The Influence of Workload on Work Stress

The influence of workload on work stress is 0.336, indicating a positive relationship. The P-Value of 0.000 is smaller than the 5% alpha ($0.000 < 0.05$), showing a significant effect, with a t-statistic value of 4.448. A comparison between the t-statistic value and the t-table (1.99) shows that the t-statistic value is greater than the t-table value ($4.448 > 1.99$), leading to the rejection of H_0 and the acceptance of H_2 . Thus, it can be concluded that workload has a positive and significant effect on work stress at PT Semen Padang. These findings align with Wibowo et al. (2021), who found that workload significantly and positively affects work stress. A high workload increases employees' psychological and physical pressure, ultimately triggering work stress if not balanced with good work management, such as proper task distribution.

The Influence of Job Insecurity on Turnover Intention

The influence of job insecurity on turnover intention is 0.882, indicating a positive relationship. The P-Value of 0.000 is smaller than the 5% alpha ($0.000 < 0.05$), showing a significant effect, with a t-statistic value of 23.062. Since the t-statistic value is greater than the t-table value ($23.062 > 1.99$), H_0 is rejected and H_3 is accepted. Thus, it can be concluded that job insecurity has a positive and significant effect on turnover intention at PT Semen Padang. This finding is consistent with studies by Lee & Jeong (2017), who stated that job insecurity has a clear relationship with turnover intention, and Akgunduz & Eryilmaz (2018) who emphasized the need to reduce job insecurity to prevent the loss of qualified employees. Urbanaviciute et al. (2018) revealed that job insecurity affects turnover intention by hindering employees' basic needs. However, Jung et al. (2021) found different results, indicating that job insecurity does not directly influence turnover intention. This may occur because, in a limited job market, employees tend to stay despite feeling insecure about their jobs. Conversely, when job opportunities are abundant, job insecurity increases turnover intention as employees can easily seek more stable employment.

The Influence of Workload on Turnover Intention

The influence of workload on turnover intention is 0.037, indicating a positive relationship. The P-Value of 0.500 is greater than the 5% alpha ($0.500 > 0.05$), showing no significant effect, with a t-statistic value of 0.678. Since the t-statistic value is smaller than the t-table value ($0.678 < 1.99$), H_0 is accepted and H_4 is rejected. Thus, it can be concluded that workload does not have a positive and significant effect on turnover



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intention at PT Semen Padang. These findings align with Wibowo et al. (2021), who found no significant effect of workload on turnover intention at PT Bentoel Prima Malang. However, they contrast with studies by Holland et al. (2019) dan Ratnasari & Lestari (2020), which found that heavier workloads increase employees' likelihood of leaving. When employees are given excessive workloads, they may feel overwhelmed and stressed, prompting them to seek other jobs. In general, excessive workloads can drive employees to leave a company. If tasks exceed their capacity, work stress increases, reducing efficiency. However, more experienced employees may better handle workloads than new employees, resulting in different impacts on turnover intention.

The Influence of Work Stress on Turnover Intention

The influence of work stress on turnover intention is 0.642, indicating a positive relationship. The P-Value of 0.017 is smaller than the 5% alpha ($0.017 < 0.05$), showing a significant effect, with a t-statistic value of 2.642. Since the t-statistic value is greater than the t-table value ($2.642 > 1.99$), H_0 is rejected and H_5 is accepted. Thus, it can be concluded that work stress has a positive and significant effect on turnover intention at PT Semen Padang. This finding aligns with Choi & Kim (2020), who found that work stress significantly affects turnover intention. High work pressure, such as complex infection control tasks, heavy administrative burdens, and lack of support from supervisors or colleagues, increases employees' stress. If left unchecked, this stress can make them want to leave their jobs, increasing turnover intention.

The Influence of Job Insecurity on Turnover Intention Through Work Stress as an Intervening Variable

The influence of job insecurity on turnover intention through work stress is 0.492, indicating a positive relationship. The P-Value of 0.033 is smaller than the 5% alpha ($0.033 < 0.05$), showing a significant effect, with a t-statistic value of 2.177. Since the t-statistic value is greater than the t-table value ($2.177 > 1.99$), H_0 is rejected and H_6 is accepted. Thus, it can be concluded that job insecurity has a positive and significant effect on turnover intention through work stress at PT Semen Padang, meaning hypothesis H_6 is accepted or mediated. This finding aligns with Medysar et al. (2019) who found that job insecurity significantly and positively affects turnover intention through work stress as an intervening variable. High turnover rates in the service sector are caused by various workplace issues, such as low salaries and limited career development opportunities (Saleem et al., 2021).



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The Influence of Workload on Turnover Intention Through Work Stress as an Intervening Variable

The effect of workload on turnover intention through job stress is 0.165, indicating that the relationship between workload and turnover intention through job stress is positive. The P-Value is 0.015, which is greater than the 5% alpha level ($0.015 > 0.05$), indicating a significant effect. The t-statistic value is 2.496, and to determine whether this hypothesis is accepted or rejected, it is compared with the t-table value of 1.99. Since the t-statistic value is greater than the t-table value ($2.496 > 1.99$), H_0 is rejected, and H_7 is accepted. Therefore, it can be concluded that workload has a positive and insignificant effect on turnover intention through job stress at PT Semen Padang. Hypothesis H_7 in this study is accepted or mediated.

This study aligns with the research by Setyawati & Setyawati (2021) which shows that workload has a positive and significant effect on turnover intention through job stress as an intervening variable. Job stress caused by job insecurity and workload can influence employees' emotions and mindset, increasing their intention to resign. Chung (2017) states that high job stress reduces job satisfaction, which ultimately encourages employees to leave. Wibowo et al. (2021) also indicate that job stress strengthens the relationship between workload and the intention to leave the job.

Conclusion

Referring to the research findings, several conclusions can be drawn. First, job insecurity has a positive and significant effect on job stress at PT Semen Padang. Second, workload has a positive but insignificant effect on job stress. Third, job insecurity positively and significantly affects turnover intention. Fourth, there is no significant positive effect of workload on turnover intention. Fifth, job stress has a positive and significant effect on turnover intention in the Inventory Unit. Sixth, job insecurity significantly influences turnover intention through job stress. Lastly, workload also has a positive and significant effect on turnover intention through job stress.

Based on these findings, several recommendations are proposed. PT Semen Padang should focus more on job security, workload, and job stress experienced by employees to prevent an increase in turnover intention. This can be achieved by providing adequate facilities, support, motivation, and training to help employees manage their workload and job stress, ultimately reducing turnover intention. Ensuring that employees feel secure and do not experience excessive workload and stress is crucial for maintaining a stable workforce.



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Additionally, future researchers are encouraged to expand upon this study by including other relevant variables related to job insecurity and workload on turnover intention through job stress as an intervening variable. By doing so, the research findings can be more accurate and provide greater benefits in understanding and addressing employee retention challenges.

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