

THE INFLUENCE OF JOB INSECURITY AND JOB STRESS ON EMPLOYEE TURNOVER INTENTION AT PT. SINAR PURE FOODS INTERNATIONAL DURING THE COVID-19 PANDEMIC

PENGARUH KETIDAKAMANAN KERJA DAN STRESS KERJA TERHADAP TURNOVER INTENTION KARYAWAN PADA PT. SINAR PURE FOODS INTERNATIONAL SELAMA PANDEMI COVID-19

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Abstract: Seeing the number of workers who have been laid off due to COVID-19 makes other employees feel worried about the existence or fate of their current job. There are also those who are worried if there will be a pay cut in the salary because of this pandemic. Not only that, many employees also feel stressed at work in a pandemic situation. According to previous researchers, job stress and job insecurity felt by employees will affect employees' intention to quit their jobs. The purpose of this study is to determine whether job insecurity and job stress influence turnover intention partially and simultaneously. This study uses a quantitative method with questionnaires to collect the primary data and Multiple Linear Regression as the analysis tool. By using Slovin's to determine the sample size and the sampling technique used is simple random sampling, then the research subjects obtained are 171 respondents. The results of this study found that job insecurity has a positive and significant effect on turnover intention partially. Job stress has a positive and significant effect on turnover intention partially. Job insecurity and job stress simultaneously have a positive and significant effect on turnover intention.

Keywords: Job insecurity, job stress, turnover intention, covid-19 pandemic

Abstrak: Melihat banyaknya pekerja yang di-PHK akibat COVID-19 membuat pekerja lainnya merasa khawatir dengan keberadaan atau nasib pekerjaannya saat ini. Ada juga yang khawatir jika akan ada pemotongan gaji karena pandemi ini. Tak hanya itu, banyak juga karyawan yang merasa stres dalam bekerja dalam situasi pandemi. Menurut peneliti sebelumnya, stres kerja dan ketidakamanan kerja yang dirasakan karyawan akan mempengaruhi niat karyawan untuk berhenti dari pekerjaannya. Tujuan dari penelitian ini adalah untuk mengetahui apakah job insecurity dan job stress mempengaruhi turnover intention secara parsial dan simultan. Penelitian ini menggunakan metode kuantitatif dengan kuesioner untuk mengumpulkan data primer dan Regresi Linier Berganda sebagai alat analisis. Dengan menggunakan Slovin untuk menentukan besar sampel dan teknik pengambilan sampel yang digunakan adalah simple random sampling, maka subjek penelitian yang diperoleh sebanyak 171 responden. Hasil penelitian ini menemukan bahwa job insecurity berpengaruh positif dan signifikan terhadap turnover intention secara parsial. Stres kerja berpengaruh positif dan signifikan terhadap turnover intention secara parsial. Job insecurity dan stres kerja secara simultan berpengaruh positif dan signifikan terhadap turnover intention.

Kata Kunci: Ketidakamanan kerja, stress kerja, turnover intention, pandemi covid-19

INTRODUCTION

Research Background

The emergence of COVID-19 in Indonesia makes the government to implement a large-scale social restriction (PSBB) policy in several areas, which is a policy that makes people's mobility limited in order to minimize the spread of the COVID-19 virus. This policy causes social activities of the community, such as transportation, shopping centers, as well as recreation and entertainment areas, to be closed. Large industries such as automobiles or apparel manufacturing companies that rely on global supply chains to produce raw materials are experiencing severe disruptions. One of the impacts that occurred during the pandemic caused many workers to be temporarily laid off or even permanently laid off, and the management of many large companies was affected in the form of salary cuts or reduced benefits (Yapanto, 2020). Seeing the number of workers who have been laid off due to COVID-19 makes other employees insecure, they were worried about the existence or fate of their current job. Increased job insecurity caused by COVID-19 was a strong predictor of higher turnover intentions (Bajrami et al., 2021). Job insecurity occurs due to an employee's insecurity regarding continuing work with a psychological condition, such as anxiety, confusion, and concern due to changing work environment conditions such as the current covid-19 pandemic. Not only job insecurity, this crisis or pandemic also causes stress in all levels of society. Fear and anxiety regarding this COVID-19 pandemic, plus other factors can affect work stress. A study by Prasada, Vaidyab, and Mangipudi (2020) found the causes of stress during the pandemic, including workload, relationships with coworkers, role ambiguity, organizational change, job satisfaction, and workers' psychological well-being. If these two problems job insecurity and job stress continuously faced by employees, it will stimulate the emergence of a desire to change jobs or turnover intentions.

A high turnover rate in a company can disrupt the company's productivity and in turn, will affect the targets achieved, reduce job satisfaction for employees who still stay in the company, and lead to a negative view of companies experiencing turnover (Feinstein and Harrah, 2013). Several companies have imposed Work from Home (WFH) on their workers in a precautionary measure to prevent transmission. However, some people still have to work full-time in factories and offices. At least 37% of companies are still operating during this pandemic and are not laying off their employees (Lestari, 2020). The companies that continue to operate are companies engaged in the consumer goods, food, and health industry sectors. This, of course, causes workers in this sector to be very vulnerable to being affected by the COVID-19 virus. PT. Sinar Pure Foods International is one of the companies still operating during this pandemic. This company is one of the international companies engaged in the tuna fish canning business located in Bitung city, North Sulawesi. The company where this research was conducted, in 2018 and 2019 had a high annual turnover rate, while during the pandemic, the annual turnover rate decreased in 2020. The following is the data for the in and out of employees at PT. Sinar Pure Foods International.

Based on the data, PT. Sinar Pure Foods International often experiences a high turnover rate. As stated by Gillies (1989), employee turnover is said to be normal if it ranges from 5-10 percent per year and is said to be high if it is more than 10 percent per year. As can be seen in the table above, the highest turnover occurred in 2018, which was 23%, the table above also shows that in 2020 there was a 3.5% decline in the turnover rate. It is known that COVID-19 entered Indonesia in early 2020, based on interviews with several casual employees who stayed at the company during the pandemic, the reason that they did not want to quit or leave the company was that they felt it was difficult to get a job during the pandemic, considering that most of the casual employees only graduated from high school. They thought that if they got a new job, the situation would not be much different from where they work now.

Research Objectives:

The objective in conducting this research are as follows:

1. To know the simultaneous influence of job insecurity and job stress on employees' turnover intention of PT. Sinar Pure Foods International during pandemic.
2. To know the partial influence of job insecurity on employees' turnover intention of PT. Sinar Pure Foods International during the pandemic.
3. To know the partial influence of job stress on employees' turnover intention of PT. Sinar Pure Foods International during pandemic.

THEORETICAL FRAMEWORK**Human Resource Management**

Human Resources Management is one of the branch managements that have a responsible on a staff basis for concentrating on those aspects of operations which are primarily concerned with the relationship of management to employees, employees to employees, and with the development of the individual and the group (Scott, Clothier, and Spriegel, 1977).

Turnover Intention

Turnover intention is the desire to change jobs (turnover intention) is the tendency or intention of employees to quit from their jobs voluntarily from one workplace to another according to their own choice (Robbins, 2006). Dess and Shaw (2001) divide turnover into two, namely voluntary turnover and involuntary turnover. Involuntary turnover is when a company fires its employees, which is uncontrollable for individuals who experience dismissal. In contrast, voluntary turnover is when an employee decides to leave a job because of his wishes or voluntarily.

Job insecurity

Smithson and Lewis (2000) define job insecurity as the psychological condition of a person (employee) who shows confusion or insecurity due to changing environmental conditions. Another definition of job insecurity is perceived powerlessness to maintain desired continuity in a threatened job situation (Greenhalgh and Rosenblatt, 1984).

Job Stress

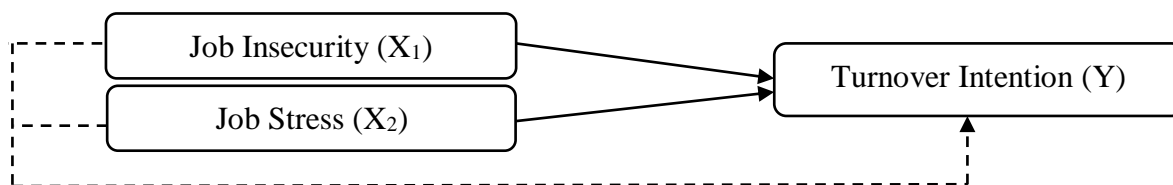
According to The Health and Safety Executive (2017), job stress is the adverse reaction people have to excessive pressures or other types of demand placed on them. 'Work-related stress occurs when there is a mismatch between the demands of the job and the individual worker's resources and capabilities to meet those demands.

Previous Research

Putra and Adnyani (2018) explained the effect of work stress and job insecurity on the intense out on the employees of Peppers Seminyak. This research was conducted at Peppers Seminyak. The number of samples of this study were 143 respondents. The method of determining the sample using proportional random sampling. Data collection was done through interview and questionnaire distribution. The data collected were analyze using multiple linear regression analysis technique. The result of this study shows that job stress and work insecurity have positive and significant effect to intense out.

Sopiah and Etta Mamang Sangadji (2020) explained the effect of job stress on turnover intention directly or indirectly through job satisfaction. The population in this study were all. This study uses a quantitative approach with the type of explanatory research. Employees of 4 government commercial banks in East Java, Indonesia. With a multi stage sampling technique obtained a sample of 600 people. Data collection in this study was conducted using questionnaires, interviews, and documentation. Data analysis techniques used descriptive analysis and path analysis. The findings of the study prove that job stress has a positive and significant effect directly or indirectly on job satisfaction.

Obeng, Quansah, and Boakye (2020) investigated the relationship between job insecurity and turnover intention with the mediating mechanism of psychological strain and employee morale. With 341 valid responses received through a structured questionnaire, hierarchical multiple regression was employed to validate the hypotheses. Based on empirical data from Ghana and drawing on social exchange theory the results show that, job insecurity positively and significantly influenced turnover intention. Moreover, employee morale as a motivator partially mediated job insecurity and turnover intention relationship. Also, psychological strain as a form of stress fully mediated the relationship between job insecurity and turnover intention.

Conceptual Framework**Figure 1. Conceptual Framework***Source: Data Processed (2021)***RESEARCH METHOD****Research Approach**

The type of this research is quantitative research with an associative approach. Quantitative research is a research method based on the philosophy of positivism, used to examine specific populations or samples, data collection using research instruments, data analysis is quantitative/statistical, intending to describe and test predetermined hypotheses (Sugiyono, 2019). Moreover, research associative is a study that aims to determine the relationship between two or more variables (Sugiyono, 2019).

Population, Sample Size, and Sampling Technique

The population in this study were all casual employees PT, Sinar Pure Foods International. The sampling technique in this research is using simple random sampling. Sugiyono (2019) states that simple random sampling is the taking of sample members from the population randomly without regard to the strata that exist in the population, and this can be done if the members of the population are considered homogeneous. And to determine the size of the samples, this study used the Slovin's formula. Based on the calculation using Slovin's formula and error rate of 5% the sample size in this research is 171 respondents.

Data Collection Method

There are two types of data in this research which are primary and secondary data. Primary data refers to the first-hand data gathered by the researcher himself. The questionnaires with five-point Likert Scale and interview were used as the data primary collection method, this was done by distributing a questionnaire with a list of questions or written statements to respondents to be answered, and interview respondents. The interview technique is a dialogue carried out by the interviewer to obtain information from the interviewee. Secondary data collected for some purpose other than the problem at hand (Malhotra, Nunan and Birks, 2017) such as journals, scientific writings, books and the internet that have relevant research.

Operational Definition of Research Variable

1. Job insecurity is a sense of powerlessness to maintain desired continuity in a threatened job situation. (Indicators: Perceived threats to the job features, importance of the total job, perceived threats to the total job, and feelings of powerfulness/powerlessness)
2. Job stress is an adverse reaction people have to excessive pressures or other types of demand placed on them. (Indicators: Role Demands, task demands, interpersonal demands, organizational structure, and organizational leadership).
3. Turnover intention is an employee's tendency or intention to quitting his job voluntarily from one workplace to another workplace of his choice. (Indicators: Thinking of being out of work, having intention to look for another job, and intention to stop working).

Validity and Reliability Test

Valid and reliable instruments are an absolute requirement to obtain valid and reliable research results (Sugiyono, 2019). A questionnaire is said to be valid if the questions on the questionnaire can reveal whether there is an effect of Job Insecurity and Job Stress on Turnover Intention. Meanwhile, reliability is a tool for measuring a questionnaire which is an indicator of a variable or construct. A reliable instrument is an instrument that can be used several times to measure the same object, will produce the same data results (Sugiyono 2019). This study uses the product-moment correlation technique from Karl Pearson to test the validity, and the Cronbach's Alpha to test the reliability of the questionnaire.

Multiple Linear Regression

Sugiyono (2019) suggests that multiple regression analysis is used to make predictions, how changes in the value of the dependent variable if the value of the independent variable is increased or decreased in value. Multiple linear regression explains the relationship between one dependent variable and two independent variables as predictive analysis. The equation of multiple linear regression as follow:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Y = Dependent Variable (Turnover Intention).

a = Constant.

$\beta_1, \beta_2, \beta_3$ = Regression coefficient X1, X2, X3

X1 = Job Insecurity

X2 = Job Stress

e = Error

RESULT AND DISCUSSION

Validity and Reliability Test

The validity test of this study is carried out by using SPSS 25. If $r\text{-count} > r\text{-table}$ (at a significance level of 5%), the item is declared valid. The result of the validity test shows that each item of the variables X1, X2, and Y has an r value greater than the r-table, with a 5% significance level (0,151). Therefore, it can be concluded that all of the item of the variable job insecurity (X1), job stress (X2), and turnover intention is valid. The reliability test of this study is carried out by using SPSS 25 with the Cronbach's Alpha formula. If the item value of Cronbach's Alpha is > 0.6 , the data can be stated as reliable or consistent. The result of the reliability test shows that the Cronbach's Alpha value of the variable job insecurity (X1), job stress (X2), and turnover intention (Y) is more than 0.6. Therefore, it can be declared that the data is reliable.

Classical Assumption Test

Multicollinearity Test

Table 1. Multicollinearity

Model		Coefficients ^a		Collinearity Statistics	
		Sig.		Tolerance	VIF
1	(Constant)	.820			
	TOTAL.X1.JOB.INSECURITY	.002	.812	1.232	
	TOTAL.X2.JOB.STRESS	.001	.812	1.232	

Source: Data Processed SPSS 25 (2021)

Table 1 shows that the tolerance value of the independent variables is more than 0.100 and the VIF value is below than 10.00, so it can be concluded that there is no multicollinearity problem in the regression model.

Heteroscedasticity Test

Table 2. Heteroscedasticity

		Correlations		Unstandardized Residual	
Spearman's rho	X1.JOB.INSECURITY	Correlation Coefficient			-.031
		Sig. (2-tailed)			.690
		N			171
	X2.JOB.STRESS	Correlation Coefficient			-.022
		Sig. (2-tailed)			.778
		N			171
Unstandardized Residual	Correlation Coefficient			1.000	
	Sig. (2-tailed)			.	
	N			171	

Source: Data Processed SPSS 25 (2021)

The heteroscedasticity test was conducted using Spearman Rho. If the value of sig 2-tailed (> 0.05), then the conclusion is there is no heteroscedasticity symptom. The table above shows that the value of Sig 2-tailed variable X1 is 0.690 and X2 is 0.778 greater than the value of Sig 2-tailed is 0.05 (95% confidence level). So, the conclusion is there is no symptom of heteroscedasticity in the regression model.

Normality Test

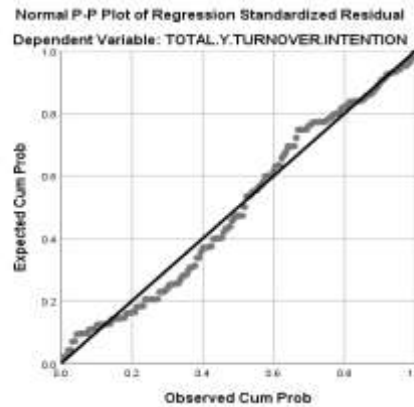


Figure 2. Normality Test

Source: Data Processed SPSS 25 (2021)

The results of the normality test above shows that all data are normally distributed. The data distribution is around the diagonal line and follows the diagonal line so that the regression model meets the assumption of normality.

Multiple Linear Regression Analysis

Table 3. Multiple Linear Regression Analysis

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	Sig	T
	B	Std. Error	Beta		
1 (Constant)	.355	1.556		.820	.228
TOTAL.X1.JOB.INSECURITY	.288	.091	.245	.002	3.172
TOTAL.X2.JOB.STRESS	.278	.080	.267	.001	3.467

Source: Data Processed SPSS 25 (2021)

From the table above, the results of the calculation of the independent variables can be arranged in the following model:

$$Y = 0.355 + 0.288X1 + 0.278X2 + e$$

The interpretation of the multiple linear regression equation above are as follows:

1. The constant value is positive, with a value of 0.355. This number indicates that if X1 (job insecurity) and X2 (work stress) are constant or X=0, then the turnover intention is 0,355.
2. The regression coefficient value for job insecurity is 0,288. Meaning that if the other independent variable (X2) is constant and job insecurity (X1) has increased by 1%, then the value of turnover intention will increase by 0,288. The job insecurity coefficient is positive and the p-value is 0.002 less than 0.05, meaning that there is a positive relationship between job insecurity and turnover intention.
3. The regression coefficient value for job stress is 0.278. Meaning that if the other independent variable (X1) is constant and job stress (X2) has increased by 1%, then the value of turnover intention will increase by 0,278. The job stress coefficient is positive and the p-value is 0.001 less than 0.05, meaning that there is a positive relationship between job stress and turnover intention.

Table 4. R and R2

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.434 ^a	.188	.179	3.464	1.927

Source: Data Processed SPSS 25 (2021)

Based on the table 4, the value of the correlation coefficient is 0,434. It can be stated that there is a positive relationship between the job insecurity and work stress variables with the turnover intention variable. The table above also shows the magnitude of the coefficient of determination (R Square) is 0.188 or equal to 18.8%. It means that the ability of the job insecurity (X1) and job stress (X2) variables in explaining the variance of the turnover intention variable (Y) is 18.8%. While the rest (100% - 18.8% = 81.2%) is influenced by other factors outside this regression equation or variables not examined.

Hypothesis testing

Table 5. F-Test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	467.381	2	233.691	19.476	.000 ^b
	Residual	2015.788	168	11.999		
	Total	2483.170	170			

Source: Data Processed SPSS 25 (2021)

Based on the table 5, the F count value is 19.476; this value is greater than the F-table 3.05 and the Sig value is 0.000 less than 0.05. Therefore, it can be concluded that both job insecurity and job stress variables simultaneously have a positive and significant effect on employee turnover intention of PT. Sinar Pure Foods International.

Table 6. T-Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.355	1.556		.228	.820
	TOTAL.X1.JOB.INSECURITY	.288	.091	.245	3.172	.002
	TOTAL.X2.JOB.STRESS	.278	.080	.267	3.467	.001

Source: Data Processed SPSS 25 (2021)

Table 6 shows that:

1. The t-count of Job Insecurity is 3.172 greater than the t-table 1.97419. The significance value is less than Alpha (0.002 < 0.05). Thus, it can be concluded that the job insecurity has a positive effect and significant on employee turnover intention of PT. Sinar Pure Foods International.
2. The t-count of Job Stress is 3.467 greater than the t-table 1.97419. The significance value is less than Alpha (0.001 < 0.05). Thus, it can be concluded that the job stress has a positive effect and significant on employee turnover intention of PT. Sinar Pure Foods International.

Discussion

Job Insecurity and Job Stress on Turnover Intention

Job Insecurity and Job Stress have a positive and significant effect on the turnover intention of employees of PT. Sinar Pure Foods International. It means that the lower the job insecurity and stress employees have, the lower the desire to quit a job. Vice versa, the higher Job Insecurity, and Job Stress felt by the employees at PT. Sinar Pure Foods International then increasingly causes tension, anxiety, worry, and stress for employees. So that it can affect the way employees think in the company who thought they want to leave the company to get a better job. The intention to leave work is usually based on a mismatch between workers and management policies.

Management that cannot provide security for its employees will make employees feel threatened and ultimately result in employees experiencing stress. Stress that is not handled correctly will result in turnover intention.

Job Insecurity on Turnover Intention

Job insecurity affects the way employees think in the company to think about wanting to leave the company looking for a more comfortable place because of the lack of security that is received by both the leader and his co-workers. Employees will see their job insecurity based on the experience they get while working at the company. How employees view their responsibilities, positions, and authority will affect the level of turnover intention. Obeng, Quansah and Boakye (2021) supported this result that job insecurity positively and significantly influenced turnover intention.

Job Stress on Turnover Intention

Job stress variable has a positive and significant effect on the turnover intention of PT. Sinar Pure Foods International. The higher the level of work stress experienced by the employees, the higher the possibility of employees' turnover intention and vice versa. Work stress influences the employee's desire to move or leave from the company where they work, both stresses arising from workloads, inappropriate environmental conditions, and their leaders' style. If employees face work stress and do not have an appropriate way of dealing with work stress, it can generate employee desire to leave the company. Arshadi and Damiri (2013) supported this research that there is a positive relationship between job stress and turnover intention.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results finding and discussing, the conclusion as follows:

1. This study shows that the Job insecurity and Job Stress simultaneously have a positive effect and significant on turnover intention of PT. Sinar Pure Foods International.
2. Job insecurity has a positive effect and significant on turnover intention of PT. Sinar Pure Foods International. The higher job insecurity experienced by employees, increases the intention to leave of employees. Conversely, if employees feel safe at work, there is no reason for them to quit the job.
3. Job stress has a positive effect and significant on turnover intention of PT. Sinar Pure Foods International. If employees have an excessive workload, excessive time pressure at work, et cetera., they will prefer to leave the company. However, if employees do not feel pressured and their superiors can support them, they will prefer to stay in the company rather than look for another workplace.

Recommendation

Based on the findings obtained in this study, here are some suggestions made as a complement to the research results:

1. From the research results show that the employees of PT. Sinar Pure Foods International have low job insecurity and low job stress. Companies should be able to maintain this low employee job insecurity and stress by maintaining a good work environment, maintaining close relationships with employees, providing attention, good facilities, and benefits, and empowering them to regard their jobs as an essential part of the company so that employees feel at home and low job insecurity and stress still maintain. If employees feel safe at work, do not feel pressured and their superiors can support them, there is no reason for them to quit the job, they will prefer to stay in the company rather than look for another workplace.
2. It is hoped that future researchers can develop or explore this research through another research approach or use different research subjects such as hotel employees, et cetera. Conduct research by adding other factors/variables that may affect turnover intention. Future researchers can also use other indicators from different books or journal sources. Most of the respondents are female in this study. Future research is expected to reach more male respondents or equal so that the answer to the research will be more diverse.

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