



THE EFFECT OF JOB INSECURITY, WORK STRESS, AND ROLE CONFLICTS ON TURNOVER INTENTIONS IN EMPLOYEES

Fadhila Dhia Malihah¹⁾, C. Catur Widayati²⁾, L. Atika Novianty³⁾

¹⁾Faculty of Economics and Business, Universitas Mercu Buana, fadhilamalihah@gmail.com

²⁾Faculty of Economics and Business, Universitas Mercu Buana, catur.widayati@mercubuana.ac.id

³⁾Faculty of Economics and Business, Universitas Mercu Buana, lailaatika24@gmail.com

Correspondent author: C. Catur Widayati²⁾

Abstract: This study was to determine the effect of *Job Insecurity*, Work Stress and Role Conflict on *Turnover Intention* in employees. The object of this research is *accounting* employees who work at PT Optik. The study was conducted on 58 respondents using a quantitative descriptive approach. The approach used in this study is *the Variance Based Structural Equation Model* (SEM) with Smart-PLS analysis tools. The results of this study showed that *job insecurity* variables have a significant positive effect on *turnover intention*, work stress has a significant positive effect on *turnover intentions*, and conflicts. The role of a significant positive influence on *turnover intention*.

Keywords: Job Insecurity, Work Stress, Role Conflict, Turnover Intention

INTRODUCTION

Entering the current era of globalization, competition between companies is getting tighter in dealing with these situations and conditions, companies must determine their management strategies and policies, especially in the field of human resources (Darmawati in Fadzilah and Martono, 2016). Human resources become an important factor in the company that determines the success or failure of a company in achieving its goals. Human resources are very important because of the most valuable assets or assets owned by an organization, because the success of the organization is largely determined by the human element (Ardana *et al.*, 2012).

But the achievement of company goals can be disrupted, either directly or indirectly by various employee behaviors that cannot be prevented. One form of employee behavior that interferes with the achievement of company goals is the employee's desire to quit and lead to the decision to leave his job (Manurung, 2012).

The existence of employees in the company is very important in increasing the effectiveness and efficiency of the company, so the company will try as much as possible to maintain its employee membership in the company to increase company productivity and prevent costs from turnover (Oracle, 2012).

High turnover can also be bad for the organization such as creating instability and uncertainty about existing labor conditions and the high cost of managing human resources such as training costs that have been carried out on employees up to recruitment and

retraining costs (Sartika, 2014).

In Okurame and Osuzoka's research (2014) turnover intentions can be caused by job insecurity. Employees experience an increasing sense of job insecurity due to instability in their staffing status and increasingly unpredictable income levels, as a result of which the intention of moving jobs (turnover) tends to increase, as well as factors of age, length of work, and organizational culture. Also played an important role in the occurrence of turnover intention (Hanafiah, 2014).

In addition to job insecurity factors, work stress can also affect turnover intentions. The results of research conducted by Siddiqui and Raja (2015) showed that work stress is one of the main factors affecting employee turnover intentions. Stress is a major issue of concern, as it has become a part of employees' lives, and it is difficult to avoid stress at work (Parvaiz *et al.*, 2015).

Another factor that causes turnover intention is role conflict. Research conducted by Sintaasih (2015) shows that role conflict has a direct relationship to turnover intention. The number of employees involved in the company can cause conflict due to the presence of conflict as a result of interaction with others (Ardana, 2012).

The issue of turnover *intention* has been done a lot of research. One of the turnover *intention* phenomena that occur in PT Optik can have a negative impact that will interfere with employee performance. Companies are required to improve their abilities in terms of facing competition. PT Optik, often known as Optik, is one of the companies engaged in *retail* that produces vision aids and hearing aids.

Based on data obtained in the last four years from 2015 to 2018, it shows that there are indications of increased *turnover* intentions in PT Optik, especially in the *Accounting* section. The high turnover rate *of intention* is an important concern for the company because it can cause problems in the work situation and cause problems for the company because it needs additional costs to hire and provide employee training.

Table 1. Accounting employee turnover data Era 2015 – 2018

Year	Number of Employees	Number of Incoming Employees	Number of Employees Out	Percentage %
2015	55	8	6	10,90 %
2016	57	7	6	10,52 %
2017	58	5	8	13,79 %
2018	55	6	10	18,18 %

Source: PT Optik Human Resources Section

Based on Table 1 shows that the *turnover* rate of *Accounting* employees at PT Optik from 2015 to 2018 has increased every year. In 2015 it had 55 employees with eight employees and six outbound employees. In 2016, there were 57 employees with seven employees and six employees out. The increase in 2017 with the number of employees 58 people of whom five people entered and the increase in the number of employees out, namely eight people. And the last one there was a fairly high increase in 2018 where the number of employees who came out was ten people while the number of employees entered six people with the number of employees 55 people. The data shows that there is an increase in *turnover intentions* every year. The company's efforts to retain its employees have been made to reduce the number of employees out of the company. However, these efforts are not enough or optimal to reduce the level of employee displacement because the *turnover intention* rate is still relatively high in the company.

Based on the background of the above problems, the formulation of the problems in

this study is as follows: (1) does *Job Insecurity* affect *turnover intentions* in employees? ; (2) Does Work Stress affect *turnover intentions* in employees? ; (3) does role conflict affect *turnover intentions* in employees?

The purpose of this study is to find out the influence of *Job Insecurity*, work stress and role conflicts on employee *turnover intentions*.

LIBRARY REVIEW

Job Insecurity

Greenhalgh & Rosenblatt in Sora *et al.*, (2010) defines *job insecurity* as a feeling of powerlessness to maintain the continuation of work due to the threat of the situation from the job. While Sanny and Kristanti (2012) defines job insecurity is a condition in which employees feel threatened by the uncertainty of sustainability in working in their organizations. Andrinirina *et al.*, (2015) mean that work insecurity is a psychological condition of a person (employee) who shows confusion or feeling insecure due to changing environmental conditions (perceived impermanence). From some of the theories above it can be concluded that *job insecurity* or job insecurity is a situation of threat, anxiety, worry, helplessness experienced by employees to have responsibility for the situation in place. work and for the continuity of work in the future.

According to Modrek and Cullen (2013) *job insecurity* has an impact on the onset of work stress which has a detrimental effect on health. Nomaguchi, K., & Johnson, W. (2016)., argue that job insecurity has an impact on health such as work stress and also has an impact on employee welfare, because work is the center of many people's lives because it meets needs as income and social contact.

Work Stress

According to (Putra and Wibawa, 2014), work stress is a condition of employees who experience pressure in work both from the task, leadership and work environment in which the employee works. According to Mangkunegara (2012) stated that work stress is a feeling of pressure or feeling depressed that employees experience in the face of work. According to Rivai (2011), stating that "Overwork stress can threaten a person's ability to deal with the environment. As a result, employees develop a variety of stress symptoms that will interfere with the implementation of their work." According to Robbins and Judge (2014), stress is a dynamic condition in which an individual is faced with opportunities, demands, or resources related to what the individual desires and the results are viewed uncertainly and importantly.

From some of the above understandings it can be concluded that work stress is a reaction, response or response to dislike or discomfort to a job caused by the pressure of pressure that concerns a job. Therefore, the handling of work stress must be done well and continuously and leaders must be quick to respond about it. Work stress problems will also have an impact on the progress of the company and the performance of its employees.

The impact of work stress according to Fauji (2013) in Giovanni, *et al.*, (2015). divides into five impacts of work stress, namely:

- a) Subjective, in the form of worry or fear, aggressive, apathy, boredom, depression, fatigue, frustration, loss of control and emotions, low self-esteem and nervousness, and loneliness.
- b) Behavior, in the form of easy to get an accident, alcohol addiction, drug abuse, emotional overflow, excessive eating or smoking, immersive behavior, nervous laughter.
- c) Cognitive, in the form of inability to make reasonable decisions, low concentration power, inattention, very sensitive to criticism, mental barriers.
- d) Physiological, in the form of increased blood sugar content, heart rate, increased blood pressure, dry mouth, sweating, dilated eyeballs and fever.

- e) Organization, in the form of attendance, turnover, low productivity, alienation from partners, and organizational commitment and loyalty are reduced.

Role Conflict

According to Robbins and Judge translated by Saraswati and Sirait (2015) role conflict is a situation in which individuals are faced with different role expectations. According to Kreitner and Kinicki (2014), role conflict is that employees have conflicting or inconsistent expectations when members of different role orders expect different things from the role recipient.

Handoko (2012) says that role conflicts within individuals are something that occurs when an individual faces uncertainty about the work he expects to carry it out, when various job requests conflict with each other or when individuals are expected to do so. to do more than he can. Based on the above explanation, it can be concluded that role conflict is a dispute, income differences between groups regarding uncertainty, behavior about jobs where the work is not accepted by each other.

According to Sedarmayanti (2013) the factors that can affect role conflict are as follows:

1. Communication Problems. This is due to a misunderstanding with regard to sentences, language that is lacking or difficult to understand or information that is duplicitous and incomplete and inconsistent individual styles.
2. Organizational Structure Issues. This is due to the struggle of power between departments with conflicting interests or assessment systems, competition for limited resources or interdependence of two or more. group work activities to achieve their goals.
3. Personal Matters. This is because it does not conform to the goals or personal social values of employees with the behavior played in their position, and differences in the values of perception.

1. The Effect of Job Insecurity on Turnover Intention

The company is not uncommon to recruit new employees who are competent to improve the quality and quantity of products produced by the company. Employee recruitment carried out by the company can lead to the emergence of job insecurity for company employees because employees will feel afraid of being rivaled by new employees. Research conducted by Hanafiah (2014) and Andrinirina (2015) showed that there is a positive and significant influence between job insecurity variables on employee turnover intention variables. Based on the above statements can be formulated as follows hypothesis:

H1: Job Insecurity has a significant positive effect on turnover intentions.

2. The Effect of Work Stress on Turnover Intention

One of the various factors that need to be considered by companies to reduce employee *turnover* is how the company manages work conflicts faced by employees who are good and conducive to employee work activities and efforts to manage human resources that are Good and continuous to reduce the level of stress that can be experienced by employees. This opinion is reinforced by Waspodo, *et al.*, (2013) found that there is a significant influence between work stress and *turnover intention*. So there is strong support that stress plays an important role in influencing *turnover intentions*. Previous research was conducted by Ahuja *et al.*, (2007); Noor and Maad (2008); Villanueva and Djurkovic (2009); Paillé (2011); and Runtuwene *et al.*, (2015), showed that there is a significant positive relationship between work stress and *turnover intention*. Based on the above statements can be formulated as follows hypothesis:

H2: Work Stress has a significant positive effect on *turnover intention*

3. The Effect of Role Conflict on Turnover Intention

Role conflict occurs when attention and time are too centered on one role alone, so that the other role cannot be fulfilled optimally. Anjani (2015) argues that differences in role conflicts in individuals can occur due to differences in roles or tasks performed by individuals in society. Research conducted by Zahroh and Sudibya (2016) proves that role conflicts have a positive influence on employee *turnover intentions*. The results of a study conducted by Margarani, *et al.*, (2016) stated that role conflict has a positive effect on *turnover intention*. Meanwhile, the results of research conducted by Muhdiyanto and Hidayati (2014) stated that role conflicts have a positive effect on *turnover intention*. Based on the above statements can be formulated as follows hypothesis:

H3: Role conflict has a significant positive effect on *turnover intention*

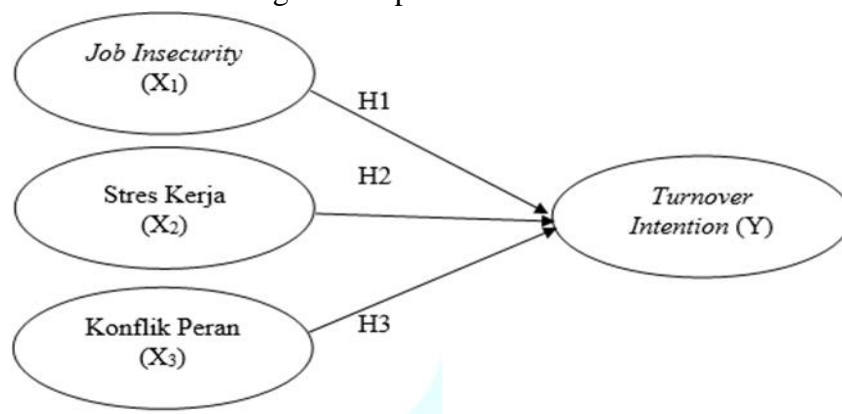


Figure 1. Thought Rerangka

RESEARCH METHODS

This research was conducted at PT Optik. The writing of the proposal was carried out in September 2019 – April 2020. Sugiyono (2014) causal relationships are causal relationships, so in his research there are independent and dependent variables. The design in this study uses quantitative descriptive research with a form of causal relationship.

Population and Research Samples

According to Sugiyono (2014), population is a generalization area consisting of objects / subjects that have certain qualities and characteristics set by researchers to be studied and then drawn conclusions. The population in this study is an accounting employee at PT Optik which amounts to 55 people. The sample determination method used in this study is the saturated sample method. Saturated sample method is a sample determination technique when all members of the population are used as samples. This is often done when the population is relatively small, less than 100 people or research that wants to make generalizations with very small mistakes.

Data Collection and Analysis Techniques

The data collection methods in this study used questionnaires. According to Sugiyono (2014), questionnaire is a data collection technique that is done by giving some questions or written statements to respondents for answer.

The data analysis method used in this study is the Component or Variance Based Structural Equation Model where in data processing using partial least square (Smart-PLS) program version 3.0 PLS. PLS (*Partial Least Square*) is an alternative model of covariance based SEM.

a. Testing the Measurement Model (Outer Model)

The outer model often also called (outer relation or measurement model) defines how each block of indicator relates to its latent variable (Ghozali, 2014).

b. Testing Structural Models and Hypotheses (Inner Models)

Structural models are evaluated using *R-square* for the construction of the Dependent Stone Geisser Q-Square test for predictive relevance and t- tests as well as the significance of the coefficient of structural path parameters. In assessing models with PLS it starts by looking at the *R-square* for each dependent latent variable. Significant or insignificant seen from the T-table at alpha 0.05 (5%) = 1.96 then the T-table is compared by the T-count (T-statistic).

FINDINGS AND DISCUSSION

a) Data Quality Test Results

Convergent Validity testing of the measurement model with reflexive indicators is assessed based on the correlation between the item score or component score with the construct score calculated with PLS. Individual indicators are considered valid if they have a correlation value above 0.70. However, at the scale development stage research, *loading factors* of 0.50 to 0.60 can still be accepted.

b) Discriminant Validity Test Results

Discriminant validity testing is performed to ensure that each concept of each latent variable is different from the other variable. An indicator is declared valid if it has the highest loading factor to the intended construct compared to the loading factor to other constructs. Thus, latent constructs predict indicators on their blocks better compared to indicators in other blocks.

c) Composite Reliability and Cronbach's Alpha Test Results

Composite *reliability* and *cronbach's alpha* tests aim to test instrument reliability in a research model.

Table 2. Cronbach's Alpha and Composite Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Information
Turnover Intention	0.935	0.948	Reliabel
Job Insecurity	0.912	0.929	Reliabel
Work Stress	0.960	0.966	Reliabel
Role Conflict	0.910	0.933	Reliabel

Source: PLS Output, 2020

Based on Table 2, the results of *composite reliability* and *cronbach's alpha* tests show satisfactory values, because all latent variables have composite *reliability* and *cronbach's alpha* ≥ 0.70 . This means that all latent variables are said to be reliable.

d) Hypothesis Testing Results (Bootstrapping)

The estimated value for the path relationships in the structural model must be significant. The value of significance on this hypothesis can be obtained by the *bootstrapping* procedure. Look at the significance of the hypothesis by looking at the coefficient value of the parameter and the value of the significance of T-statistic in the *algorithm bootstrapping report*. To find out significant or insignificant seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared to the T-count (T-statistic).

Table 3. Hypothesis Testing Results

Variable	Original Sample	Sample Mean	Deviation Standard	T-Statistic	P Values	Significance
Job Insecurity → Turnover Intention	0.265	0.262	0.115	2.297	0.022	Significant Positive
Stress Work → Turnover Intention	0.453	0.452	0.151	2.998	0.003	Significant Positive

→ Turnover Intention role conflict	0.276	0.280	0.112	2.457	0.014	Significant Positive
--	-------	-------	-------	-------	-------	-------------------------

Source: PIs processed data, 2020

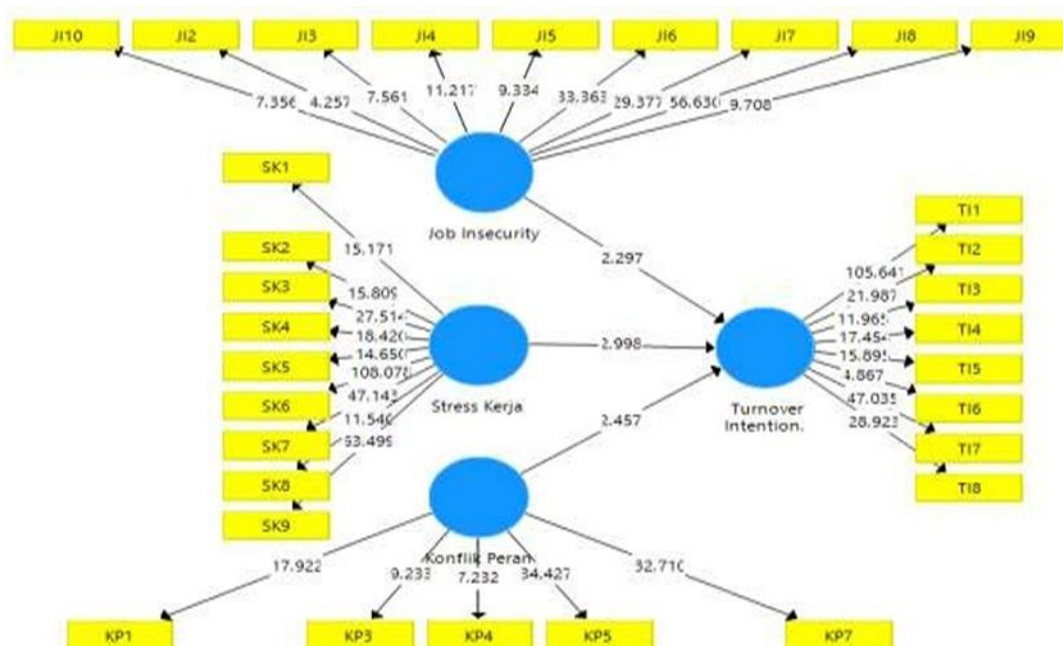


Figure 1. Bootstrapping Testing

Source: PIs processed data, 2020

Discussion

1) The Effect of Job Insecurity on Turnover Intention

Based on the hypothesis test in this study, the T-Statistic result was 2,297, the original sample value was 0.265, from the P.Values value of 0.022. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P.Values value indicates less than 0.05. From these results, it can be concluded that the first hypothesis is accepted, namely job insecurity has a positive and significant effect on turnover intention. This is in line with research conducted by Wardani *et al.*, (2014), Qazi *et al.*, (2015), Herlambang and Fajrianthi (2014) showed that job insecurity has a positive and significant effect on turnover intention.

2) Effects of Work Stress on Turnover Intention

Based on the hypothesis test in this study, the T-Statistic result was 2,998, the original sample value was 0.453, from the P.Values value of 0.003. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P.Values value shows less than 0.05. From these results it can be concluded that the first hypothesis is accepted that work stress has a positive and significant effect on turnover intention. This is in line with research conducted by Arshadi and Hojat (2013), Siddiqui and Raja (2015), Suciati *et al.*, (2015) showing that work stress has a positive and significant effect on turnover intention.

3) The Effect of Role Conflict on Turnover Intention

Based on the hypothesis test in this study, the T-Statistic result was 2,457, the original sample value was 0.276, from the P.Values value of 0.014. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P.Values value shows less than 0.05. From these results it can be concluded that the first hypothesis is accepted, namely the role conflict has a positive and significant effect on turnover intention. This is in line with research conducted by Dwi Irzani (2014)

showing that role conflicts have a positive and significant influence on turnover intentions. While research conducted by Vijaya and Hemamalini (2012) and Glissmeyer *et al.*, (2012) also showed that role conflict has a positive and significant effect on turnover intention.

CONCLUSION AND RECOMMENDATION

Conclusion

1. Job Insecurity has a positive and significant impact on turnover intentions. This shows job insecurity is very instrumental in turnover intentions. The higher the job insecurity in employees, it will increase turnover intention.
2. Work stress has a positive and significant effect on turnover intention. This shows that work stress plays a role in turnover intentions. The higher the work stress in employees, it will increase turnover intention.
3. Role conflict has a positive and significant effect on turnover intention. This shows that role conflict plays a role in turnover intentions. Because the higher the role conflict in employees, it will increase turnover intentions.

Recommendation

- 1) Based on the lowest mean on the *job insecurity* variable with the statement "The environment and work conditions make me in work becomes uncomfortable" then what can be used as advice is that the company should be able to make employee comfort and security by providing safe and secure environmental facilities. which is maintained, creates a harmonious atmosphere so that employees will be comfortable, and provide safe working facilities.
- 2) Based on the lowest mean results on the work stress variable with the statement "I don't have enough time to complete all my work" then that can be used as advice the company should be able to provide tasks that are in accordance with the ability of employees, and provide tasks with sufficient time distance, so that the workload of employees is not heavy.
- 3) Based on the lowest mean results on the role conflict variable with the statement "I work with two groups / work teams with different ways of working " then what can be used as a suggestion is that the company can give the same instructions to all employees by providing an even division of tasks, coordinating all colleagues with others so that in cooperation all team members work with the same goal .
- 4) Advice for the next researcher
Based on the results of this study, the advice for future research is to focus on other variables that affect *turnover intentions* such as motivation and leadership that have been done by experts and researchers before.

BIBLIOGRAPHY

- Ahuja, Manju K., *et al.*, (2007), "IT Road Warriors: Balancing WorkFamily Conflict, Job Autonomy, and Work Overload to Mitigate Turnover Intentions", *MIS Quarterly*, 31 (1), 1-17, March
- Anjani, N.M.A.S. (2015). "Family work conflict with job satisfaction moderated by the organization's commitment to Balinese employees (Thesis not published)". Psycholgi Study Program, Faculty of Medicine, Udayana University, Denpasar.
- Ardana, Komang *et al.*, (2012). Human Resource Management. Graha Ilmu. Yogyakarta
- Arshadi, Nasrin, and Hojat Damiri. (2013). "The Relationship of Job Stress with Turnover Intention and Job Performance: Moderating Role of OBSE". *Procedia - Social and Behavioral Sciences*, 706 – 710.
- Andrinirina, M., Sudarsih, I. K.M. D. (2015). "The Effect of the Work Environment, and Job Insecurity on employee Performance and Turnover Intention at royal hotel N'lounge

- Jember". Student Scientific Article 2015, p. 1-7.
- Fadzilah, S.Martono. (2016). "The Influence of Work Insecurity, Organizational Commitment and Organizational Trust in The Desire to Move". *Management Analysis Journal*, 5 (3).
- Ghozali, Imam, (2014). "*Structural Equation Modeling Alternative Metode with Partial Least Squares (PLS)*". Issue 4. Diponegoro University Publishing Agency: Semarang.
- Giovanni, T. M., Kojo, C., & Lengkong, V. P. (2015). Pengaruh konflik peran, konflik kerja dan stres kerja terhadap kinerja karyawan pada PT. Air Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 3(3).
- Glissmeyer, M. et al.,. (2012). "*Role conflict, role ambiguity and intention quit the organization: The case of law enforcement officers*". *Journal of Applied Psychology*. 40(1). 82-111.
- Hanafiah, M. (2014). "The Effect of Job Satisfaction and *Job Insecurity (Job Insecurity)* with The Intention of Moving Work (*Turnover*) in PT. Buma Suaran Village, Sambaliung District, Berau Regency". *E-Journal of Psychology*, 1(3), 303-312.
- Herlambang, Muhammad Garin, and Fajrianthi. (2014). "The Effect of Career Growth and Job Insecurity on Turnover Intentions in Contract Employees in Agency X". *Journal of Industrial and Organizational Psychology*, 3(3), 183-192.
- Kreitner, Robert and Angelo Kinicki. (2014). *Organizational Behavioral*-Ed. 5. Boston: McGraw-Hill.
- Mangkunegara, Anwar Prabu. (2012). *Human Resource Management*. Eleventh Print. Bandung: PT. Rosdakarya teenager.
- Mangkunegara, Anwar Prabu. (2013). *Human Resource Management*. Eleventh Print. Bandung: PT. Rosdakarya teenager.
- Manurung, Mona Tiorina and Intan Ratnawati. (2012). "Analysis of the Influence of Work Stress and Job Satisfaction on Employee *Turnover Intention* (Study on STIKES Widya Husada Semarang)". *Diponegoro Journal of Management*. 1 (2).
- Margarani Novi, et al (2016). "The Role of Job Satisfaction In Mediating the Influence of Role Conflict And Work Stress on Exit Intentions (Study At Anantara Seminyak Resort & Spa",
- Modrek, S., Stuckler, D., McKee, M., Cullen, M. R., & Basu, S. (2013). A review of health consequences of recessions internationally and a synthesis of the US response during the Great Recession. *Public Health Reviews*, 35(1), 1-33.
- Muhdiyanto and L.L.A Hidayati. (2014). "The Effect of Working Stress Mediation on the Effect of Role Conflict on Exit Intensity (Empirical Study at Kedu Region Insurance Company)". In *Call For Papers National Seminar & Silatnas IV FORDEBI Dies Natalis Universitas Sriwijaya 54th* (h.356 – 375). Surabaya: Publisher and Printing University of Sriwijaya.
- Nomaguchi, K., & Johnson, W. (2016). Parenting stress among low-income and working-class fathers: The role of employment. *Journal of family issues*, 37(11), 1535-1557.
- Noor, Sarooj., and Nazia Maad. (2008). "*Examining The Relationship Between Work Life Conflict, Stress And TIs Among Marketing Executives In Pakistan*". *International Journal of Business and Management*, 3(11), 93- 102.
- Okurame, D. E., & Osuzoka, A. A. (2014). Exploring the attenuating influence of organisational communication and restorative strategy on subjective job insecurity in merged banks. *IFE Psychologia: An International Journal*, 22(1), 23-38.
- Oracle. (2012). *Talent retention: Six technology-enabled best practices [White paper]*.
- Paillé, Pascal. (2011). "*Stressful Work, Citizenship Behaviour and Intention to Leave the Organization in a High Turnover Environment: Examining the Mediating Role of Job Satisfaction*". *Journal of Management Research*, 3(1),1-14

- Parvaiz, L., et al. (2015). "Impact of Stressors (Role conflict, Role overload, Leadership Support and Organizational Politics) on Job Stress and its Subsequent Impact on Turnover Intention". *International Journal of Business and Management Invention*, 4(10): 52-63.
- Putra, I. G. S., & Wibawa, I. M. A. (2014). Pengaruh stres kerja dan komitmen organisasi terhadap kepuasan kerja berdasarkan gender pada Warong Miyabi Bali. *E-Jurnal Manajemen Universitas Udayana*, 3(9), 2745-2766.
- Sartika, Dwi. (2014). "The Effect of Job Satisfaction and Transformational Leadership Styles on Employee Exit Wishes with Organizational Commitment as a Mediation Variable (Case Study on CV. Tama Jaya's son)". *Management Analysis Journal*, 3(2), 1-11.
- Son, I Gede Suwardiana, and I Made Artha Wibawa. (2014). "The Influence of Work Stress and Organizational Commitment to Job Satisfaction based on Gender in Warong Miyabi Bali". *E-Journal of Management of Udayana University*, pp: 2745-2766
- Sora, B., Caballer, A., Peiró, J. M., Silla, I., & Gracia, F. J. (2010). Moderating influence of organizational justice on the relationship between job insecurity and its outcomes: A multilevel analysis. *Economic and Industrial Democracy*, 31(4), 613-637.
- Qazi, et al., (2015). "Contemplating Employee Retention Through Multidimensional Assessment of Turnover Intentions". *Pakistan Journal of Commerce and Social Sciences*, 9 (2), 598-613.
- Riana, I. G., Sintaasih, D. K., & Suprpta, M. (2015). Pengaruh kepemimpinan terhadap kepuasan kerja dan kinerja karyawan (studi pada Wake Bali Art Market Kuta-Bali). *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 4, 44744.
- Rivai, V and Sagala E.J. (2013). *Human Resource Management for Companies From Theory to Practice*. Second Edition. Fifth Print. Jakarta: PT. King Grafindo Persada.
- Robbins, S.P & Judge T.A. (2014). *Organizational Behavior*. Jakarta: Salemba Four.
- Runtuwene, Yoan H., et al., (2015). "Analysis of The Influence of Stress In Organizations And Work-Family Conflicts On Staff's Desire To Quit (Study At PT. PDAM Dua Sudara Bitung)". *Journal of Scientific Periodic Efficiency*, 15(5), 1-11.
- Sanny, Lim., & Kristanti, Selby. (2012). The Influence of The Work Environment And Job Insecurity On Work Motivation And Its Impact On The Performance of Lippo Cikarang Mall Outsourcing Employees. *Binus Business Review*. 3 (1), 61-69.
- Siddiqui, A.A., and King, A.J. (2015). "Antecedents of Employees' Turnover Intentions: Evidence from Private Educational Institutions". *American Journal of Economics and Business Administration*, 7(4): 160-165.