

Job Insecurity, Work Stress, Work Family Conflict, and Employees Turnover Intention

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Abstract

An employee's willingness to willingly and permanently leave an organization is known as turnover intention. A high degree of willingness to change employment implies that the company is having difficulty retaining staff. An overwhelming workload, poor teamwork, and pressure from superiors may all cause stress in employees. Job insecurity is one reason that might lead to a desire to change jobs. Significant work-family conflict can be resolved by leaving your job, according to some employees. This study aims to examine the influence of job insecurity, work stress, and work family conflict to turnover intention in PT. Raja Roti Cemerlang Bekasi. The study employed a cross-sectional survey design. Data from 60 respondents are collected using simple random sampling and analyzed using a regression model to test the hypotheses developed. The results show that job stress, job insecurity have a positive effect, while work-family conflict has no effect on turn over intention. The research has important implications for knowledge managers knowledgesince it shows that increasing workplace stress and job instability would increase workers' intentions to quit their jobs.

Keywords: *Job Insecurity, Work Stress, Work Family Conflict, Turnover Intention*

INTRODUCTION

The Covid-19 pandemic, which is currently overtaking the world, including Indonesia, has had a number of negative consequences, including increased unemployment rates. Meanwhile, the COVID-19 pandemic has resulted in a 2.67 million increase in the number of unemployed individuals, according to data from the Ministry of Finance. As a result, by November 2020, the number of unemployed persons had risen

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to 9.77 million. With these conditions, companies in Indonesia that are still operating must think carefully about how to maintain the state of their human resources, because there will undoubtedly be concerns and fears among employees, whether it is the fear of being exposed to Covid. -19 or the fear of losing your job without warning.

The virus has made employment in these sectors more uncertain, posing an immediate threat to organisational performance and viability—a circumstance that has never before occurred and is forcing the sector to think about a range of possibilities (Carnevale & Hatak, 2020). As a result of this circumstance, many employees are beginning to explore for alternatives to the Covid-19 pandemic, including as changing employment or switching to industries where they believe they will have more prospects to advance. Furthermore, the existence of new corporate regulations that may hurt employees may cause employees to consider looking for other, more promising jobs.

An employee's willingness to willingly and permanently leave an organization is known as turnover intention (Price, 2001). A high degree of willingness to change employment implies that the company is having difficulty retaining staff. If the individual has particular abilities, great potential, and plays a critical role in the organization's operations, this will have a negative impact (Özer & Günlük, 2010). This stimulates more research into turnover intention, which is thought to be significant and should be investigated more.

Job insecurity is one reason that might lead to a desire to change jobs (turnover intention). Amid job insecurity, a person's impotence or sense of loss of power to sustain intended survival in threatened work settings or situations is referred to as powerlessness or loss of power. Job insecurity is defined as the uncertainty and lack of control over an employee's job's future continuation (Kekesi & Agyemang, 2014). Employee views of jobinsecurity—the conscious and unconscious fear of losing one's job (Niesen et al., 2018) have increased as a result of organizational reorganization and scale-downs, but COVID-19 has exacerbated the situation. Examining job instability, as apprehended by employees, and its negative effects may be critical in determining how sectors recover and how fast-changing industries can be supported in the future. Instability was a feature of modern working environments even before COVID-19 as a result of technological breakthroughs, economic fluctuations, and political unrest, making it impossible to guarantee job security to all employees (Etehad & Karatepe, 2019).

Employees may experience stress as a result of an excessive workload, poor cooperation, and pressure from superiors. Employee turnover is largely caused by stress (Mitchell et al., 2000). Employees who are stressed at work are more likely to want to



leave the organization. In addition to work-related stress, familial strain can also be a factor. The duties of work frequently collide with the responsibilities of being a family member. This will generate its own pressure, which will be the polar opposite of work-related pressure. This could lead to a conflict between job and family life.

Work-family conflict is defined as a two-way role when work demands collide with family expectations or responsibilities like child care clash with job demands, leading to stress, ill health, work-related disputes, absences, and turnover (Ghayyur & Jamal, 2012). Work-family conflict was described by Bakker et al. (2014) as a disruption in the workplace that has an impact on employees' lives. When people choose to work, it may be difficult to fulfil family commitments.

After accounting for job demands and controls, as well as lowering work performance, work-family conflicts contain chemicals that explain a variety of health symptoms and psychological suffering. (Winefield et al., 2014), Significant work-family conflict can be resolved by leaving your job, according to some employees. As a result, quitting a job may be seen as a coping strategy in response to expectations from both work and family that are irreconcilable. Employees who encounter work-family conflict may be inclined to leave their jobs and hunt for new ones that are more family-friendly in order to stop it from happening again. Work Family Conflict has often been found to have positive relationships with turnover intentions in meta-analyses of cross-sectional research (Amstad et al., 2011).

LITERATURE REVIEW

Job Insecurity and Turnover Intention

Job security is defined as the dread of losing one's job and going without employment by an employee (Witte, 1999). One important factor that negatively affects workers' mental health is job insecurity (Nella et al. 2015; Inoue et al. 2018). There are two reasons why employees may feel insecure about their jobs (Mauno et al., 2014).. First, changes brought about by quantitative job insecurity, such as downsizing, mergers, and layoffs, have an effect on certain groups inside the firm and foster ideas about work instability. Second, workers from various work units could understand certain risks or demands in unison or collectively. More importantly, job uncertainty is a significant cause of stress for workers (Gaunt & Benjamin, 2007). This is negatively correlated with measures of employee psychological health and attitude toward their jobs (Tian et al., 2014). Because job insecurity is a risk factor that uses negative reinforcement to persuade workers to engage in risky actions (Jung et al., 2021).

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A greater sense of employment insecurity reduces emotional commitment and makes it inconsistent (Presti and Nonnis, 2012). Similarly, work insecurity is highly and negatively linked to job performance and has a negative relationship with job engagement (Wang et al., 2015). Furthermore, Getahun Asfaw and Chang (2019) assert that a lower level of job engagement is closely related to job instability. Work uncertainty hinders employee engagement directly (Karatepe et al., 2020), whereas Shin and Hur (2020) found that job instability drains employees' physical, psychological, and mental energy, negatively impacting their health and well-being and leading to decreased engagement.

There has been a lot of study done on job instability and leaving intentions. Controlling the stress that job instability causes is essential for minimising employee turnover intent (Stiglbauer et al. (2012). Reducing job uncertainty can assist reduce turnover intention since there is a strong correlation between work instability and desire to leave (Mauno et al., 2014). As demonstrated by Akgunduz and Eryilmaz (2018), it was crucial to make steps to lessen perceived work instability in order to keep excellent people from leaving. Employment instability, according to Lee and Jeong (2017), is unmistakably linked to the intention to leave one's job. Urbanaviciute et al. (2018) found that job uncertainty increases the likelihood that workers may leave their jobs early or arrive late because it makes it difficult for them to meet their basic necessities.

Hypothesis 1: Job insecurity has positif effect on turnover intention of employees

Family Work Conflict and Turnover Intention

Work-family conflict arises when a person plays two or more roles, creating an imbalance between the two that prevents them from being able to fulfil the requirements, expectations, and obligations of each role (Bakker et al., 2014). Work-family conflicts have been proven to have an effect on employee turnover intentions in several studies. Work-family conflict has a major and advantageous impact that businesses must take into account in order to lower the amount of intention to leave. The urge to leave the company increases in proportion to the apparent conflict (Nohe & Sonntag, 2014).

Work-family problems were shown to exist and to have a favourable correlation with the intention to leave one's job (Ghayyur and Jamal, 2012). Work-family conflict and family-work conflict have a favourable and substantial effect on the desire to leave, according to Alsam et al. (2013), organizations must take into account the impact of work-family conflict in order to lower the desire to leave the company (Long et al. 2016; Nohe and Sonntag 2014). Based on earlier study, the following hypothesis can be created:



Hypothesis 2: Work-Family Conflict has positive effect on turnover Intention of employees

Job Stress and Turnover Intention

Work stress is a negative physical and psychological reaction that occurs when work obligations are incompatible with employees' talents, skills, or requirements (Sohail & Rehman, 2015). It is a widespread issue that organisations face, and it has a negative influence on individual and organisational performance (Altangerel et al., 2015). Work-related stress was also regularly recognised in the research as a key predictor of turnover intention among nurses. Job stress is described as "any work circumstance regarded by the participant as threatening due to a mismatch between the job's expectations and the individual's coping capacities" (Abu AlRub 2004). Workplace stress, as well as organisational commitment, might impact turnover intention (Siddiqui & Jamil, 2015).

It has been demonstrated that the more stressful the job, the higher the turn over in various occupational categories (Allisey et al. ,2014; Kazemi, Shapiro, and Kavner 2015). Job stress is distinguished from general stress by the fact that it happens at work (Jou et al., 2013). As a result, rather than individual factors, job stress research has concentrated on work environments and particular job qualities that create stress in individuals. Several indicators of turnover intentions were discovered in this study, with nurses' age, work satisfaction, and job stress being the most relevant ones. To minimise further loss of highly specialised groups of healthcare workers, efforts should be taken to boost nurses' job happiness and reduce working stress (Labrague et al., 2018).

According to (Siddiqui and Jamil, 2015), one of the key elements impacting employee turnover intention is job stress, therefore employees who are under a lot of it are more inclined to leave the organisation. Work stress and intention to quit the company are positively and significantly related; if an employee is under stress at work but lacks an effective coping strategy, this will make them want to leave (Parvaiz et al., 2015). The following hypotheses can be developed based on prior research.

Hypothesis 3: Job Stress has positive effect on turnover intention of employees.

RESEARCH METHOD

The study employed a cross-sectional survey design which is the information about variables gathered shows what is happening at a certain point in time. The population is all employees of PT Raja Roti Cemerlang Bekasi amounted 240 employees. A self-administered survey was conducted for around one month started from June 25, 2021

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until July 31, 2021, with respondents obtained 60 employees. Sampling technique using simple random sampling.

The measurement of the four constructs used in this study is based on the literature. Job Insecurity of employees are measured by 16 statement items from Ngbea (2019); an example of the statement item is: This company really robbed me of the best in role confusion. Job Stress Scale developed by Jalagat (2017): an example of the statement item is: I don't have enough power in this organization to influence events that may have an impact on my work. Whereas Measurement of work family conflict based on conflicts that are time-based, strain-based, and behavior-based. The instrument consists of 10-items, developed by (Netemeyer et al., 1996) Ngbea (2019); an example of the statement item is: Because of the amount of time I work, it is difficult for me to meet the needs of my family responsibilities. Furthermore, the five-item statements from (Seashore et al., 1982) are used to measure turnover intention of employees. Examples of items are: I am thinking of leaving my current job, Intend to work in some other industry, I feel other organizations pay better than the organization I work for.

The multiple linear regression equation is as follows:

$$\text{TURN} = a + b_1\text{STRESS} + b_2\text{INSECURITY} + b_3\text{WFC} + e$$

where :

TURN	: Turn Over Intention
a	: Konstanta
b ₁ , b ₂ , b ₃	: Koefisiensi Regresi
STRESS	: Job stress
INSECURITY	: Job insecurity
WFC	: Work family conflict
e	: Standard error

RESULT

To ascertain the validity of a questionnaire, a validity test is utilised. Using Pearson correlation, which entails determining the correlation between the data gathered from the numerous questions, the exam is administered. The model is regarded as valid if the r-count exceeds the r-table and the value of r is positive.

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Table 1. Questionnaire Validity of Job Stress

Item of questions	r-count	r-table
1	0,581	0,254
2	0,640	0,254
3	0,684	0,254
4	0,629	0,254
5	0,546	0,254
6	0,586	0,254
7	0,602	0,254
8	0,608	0,254
9	0,616	0,254
10	0,636	0,254
11	0,418	0,254
12	0,529	0,254
13	0,672	0,254
14	0,593	0,254
15	0,530	0,254
16	0,526	0,254

Table 2. Questionnaire Validity of Job Insecurity

Item of questions	r-count	r-table
1	0,750	0,254
2	0,809	0,254
3	0,801	0,254
4	0,678	0,254
5	0,831	0,254
6	0,649	0,254
7	0,766	0,254
8	0,743	0,254
9	0,788	0,254
10	0,606	0,254
11	0,781	0,254
12	0,728	0,254



Table 3. Questionnaire Validity of Work Family Conflict

Item of questions	r-count	r-table
1	0,745	0,254
2	0,811	0,254
3	0,614	0,254
4	0,663	0,254
5	0,722	0,254
6	0,641	0,254
7	0,717	0,254
8	0,644	0,254
9	0,602	0,254
10	0,722	0,254

Table 4. Questionnaire Validity of Turn Over Intention

Item of questions	r-count	r-table
1	0,442	0,254
2	0,371	0,254
3	0,701	0,254
4	0,613	0,254
5	0,558	0,254
6	0,548	0,254
7	0,553	0,254
8	0,279	0,254
9	0,598	0,254
10	0,493	0,254
11	0,424	0,254
12	0,404	0,254
13	0,616	0,254
14	0,573	0,254

The results show that all of the independent and dependent variable questions or statements are valid because their r-count value (Corrected Item Total Correlation) is greater than the value of r-table (0.254) when using the value of df of N-2 and the level of significance used. This suggests that the indicators in this study are valid and can be used as a measurement variable.

The reliability of the data is tested by using the Cronbach's alpha test, with the following results:

Table 5. Cronbach's alpha coefficient

Variabel	Cronbach Alpha
Job Stress	0,749
Job Insecurity	0,772
Work Family Conflict	0,766
Turn Over Intention	0,728

Nunnally (1978) proposed that for an initial research, a modest dependability of 0.5 to 0.6 would suffice, whereas Pallant (2010) suggested it should be greater than 0.700. Cronbach's Alpha values for all of the variables in this study are greater than 0.700, indicating that all of the statements are reliable.

The normality test determines whether or not the residual value is normally distributed. A residual is the difference between the observed and expected values of a dependent variable. The Kolmogrov-Smirnov value can be derived as follows:

Tabel 6. Result of Normality Test

	Asymp. Sig. (2-tailed)
\Unstandardized Residual	0.200

From the table above, it can be seen the value of Asymp. Sig. (2-tailed) obtained a value of 0.200. Because the value is > 0.05 , the variable is normally distributed.

The results of heteroscedasticity shown in table 4 as follows:



Table 7. The Results of Heterokedastisity test (Glejser Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.105	.739		.143	.887
Job Stress	-.006	.012	-.077	-.517	.607
Job Insecurity	.004	.012	.063	.383	.703
Work Family Conflict	.015	.018	.142	.841	.404

From the table 4 it show that the significance level for job stress is 0.607, for job insecurity is 0.703 and work family conflict is 0.404. The significance level is greater for all variable ($>$) than 0.05 indicates there is no hiteroscedasticity.

Multicollinearity test was implemented by looking at the VIF value in the regression model The presence of multicollinearity is indicated by a tolerance value less than 0.1 or a VIF value more than 10. There is no multicollinearity if the tolerance value is more than 0.1 or the VIF value is greater than 10. The Multicullinearity test value may be calculated using the findings of data analysis as follows:

Table 8. The Results of Multikolinierity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Collinearity Statistics	
		B	Std. Error	Beta		Tolerance	VIF
1	(Constant)	2.057	1.181		1.742		
	Job Stress	1.029	.018	.958	55.709	.792	1.262
	Job Insecurity	.096	.018	.098	5.196	.652	1.535
	Work Family Conflict	-.012	.029	-.008	-.422	.607	1.647

The tolerance value for job stress is 1.262, job insecurity is 1.535 and work family conflict is 1.647. Because tolerance value is > 0.1 or the VIF value is < 10 , it indicates there is no multicollinearity.

A multiple linear regression model is one that includes more than one independent variable or predictor. The following are the findings of the multiple linear regression test:



Table 9. The Results of Multiple Linear Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.057	1.181		1.742	.087
Job Stress	1.029	.018	.958	55.709	.000
Job Insecurity	.096	.018	.098	5.196	.000
Work Family Conflict	-.012	.029	-.008	-.422	.675
F-Statistic (Sig.)	1405 (0.000)				
Adj- R Square	0.986				

The results show that The F-statistic has a significance value less than 0.05, indicating that the variance described by the model is not attributable to chance. There is positive effect of job stress on turnover intention with coefficient of 2.057; at α : 0.05). This demonstrates that there is an indication of increased work pressure on the desire to change jobs or leave the company because they are unable to withstand the pressures of work in the company. Furthermore, there is positive effect of job insecurity to employee turnover intention with coefficient of 1,029; at α : 0.05. It indicates that the higher the feeling of discomfort in the work environment, the greater the desire to change jobs or leave the company. The results hypothesis test of the Work Family Conflict on employee turnover intention, is not significance at α : 0.05 meaning that work family conflict has no effect on turnover. intention.

Furthermore, the adj R-square, or coefficient of determination, is the squared value of the correlation coefficients. This figure represents the proportion of total variation in the dependent variable explained by the independent or predictor variable, i.e., Work Family Conflict, Job Stress, and Job Insecurity account for 98.6% of total variation in turnover intention, with other factors accounting for the remaining 1.48%.

Job uncertainty was revealed to be a major predictor of employee turnover intention. Measures to lessen perceived work instability, according to Akgunduz and Eryilmaz (2018), are required to avoid the departure of exceptional personnel. Employee turnover will be decreased moderately if the firm maintains practises that help employees feel safe and pleased with their positions, according to the research. Lu et al. (2017), Tabassum, Farooq, and Fatima (2017), Aboobaker and Edward (2020), Lee and Jeong (2017), Urbanaviciute et al. (2018), Karatepe et al. (2020) corroborate the finding.

Employees who are experiencing a lot of work-family conflict may want to consider resigning. As a result, quitting a job may be considered as a coping method in



reaction to conflicting work and family responsibilities (Nohe & Sonntag, 2014). In order to prevent work-family conflict, an employee may be inclined to resign and hunt for a new job that is more family friendly. Meta-analyses of cross-sectional research have revealed positive associations between work-family conflict and family-work conflict and turnover intentions (Amstad et al., 2011).

A number of prominent academics have connected work-family conflict to a range of negative outcomes (Salanova et al., 2014). Increased occupational stress and burnout, intention to leave the organisation, lower health and job performance, low job satisfaction and performance, high absenteeism rates, reduced career commitment, increased psychological distress, increased parental conflict and marital distress, increased child behaviour problems, poor parenting styles, and lower parenting satisfaction are all associated with work-family conflict (Aboobaker et al., 2017; Dettmers et al., 2016). It is normal for an employee who is unable to create a work-life balance and whose personal and professional lives continue to collide to expend energy on addressing these conflicts.

A high degree of job-related stress leads to a high turnover rate turnover (Sawyer et al., 2009). Stress-related sensations, such as tenseness or emotional tiredness, not only reduce work satisfaction but also increase the probability that employees may resign. As a result, employees who are under a great deal of stress at work are more likely to depart (Wang, 2014). Employees under family pressure, on the other hand, are more prone to shift jobs for a number of reasons, such as family-oriented employees juggling numerous tasks. If they are unable to manage and balance their family responsibilities, they should relocate and look for another work.

Furthermore, the findings show that job stress has a positive effect on turnover intention, which is consistent with Lee and Jang (2020), Lim and Cho (2018), Arslan Yurumezoglu and Kocaman (2016), who discovered that job stress is one of the individual characteristics that influences nurses' proclivity to leave. Job stress and burnout have been found to have negative implications for work-related difficulties such as higher turnover intention (Mullen and Gutierrez, 2016; Mullen et al. 2018), but Yukongdi and Shrestha (2020) revealed that work stress had a favourable influence on turnover intention.

CONCLUSION

This study explore the influence of job stress, job insecurity, and work-family conflict on turn over intention In the current pandemic era, there is an increase in job uncertainty in this industry, this poses a risk to the performance and viability of the

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company that requires the industry to look for various solutions. With this situation, many employees have started looking for solutions such as looking for other jobs, or switching to other industries that they feel have more opportunities to develop themselves and get better welfare. The finding of this study is job stress, job insecurity have a positive effect, while work-family conflict have no effect on turn over intention.

The findings of the study have significant contribution for the knowledge managers, that is, enhancement of job stress and job insecurity will enhance turn over intention of employee. Thus, companies must minimize factors that have the potential to increase employee work stress and job insecurity in order to avoid an increase in employee turnover rates in the midst of a pandemic. This is critical in order to maintain the company's performance, which is supported by good human resources management, as evidenced by the low employee turnover.

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