



The Influence of Job Insecurity and Work Environment on Turnover Intention, Which Affects Job Satisfaction as an Intervening Variable (A Study of Employees of the Banyumas District Education Office)

Nurahma Salsa Eka Afitarani^{1*}, Akhmad Darmawan², Erny Rachmawati³, Alfato Yusnar Kharismasyah⁴

Universitas Muhammadiyah Purwokerto

Corresponding Author: Nurahma Salsa Eka Afitarani nrhmsalsa@gmail.com

ARTICLE INFO

Keywords: Job Insecurity, Work Environment, Turnover Intention, Job Satisfaction

Received: 16 June

Revised : 8 July

Accepted: 10 August

©2025 Afitarani, Darmawan, Rachmawati, Kharismasyah: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The purpose of this study is to examine how job insecurity and work environment influence employees' turnover intention, as well as how job satisfaction functions as an intervening variable for employees of the Banyumas District Education Office. The methodology used is quantitative, employing Smart PLS 3.2.9 for data analysis and a questionnaire for data collection. Out of 527 employees in the population, 110 respondents were randomly selected as the sample. The results indicate that job insecurity has a positive and significant effect on turnover intention, while the work environment does not have a direct effect. The work environment has a positive effect on job satisfaction, but job satisfaction does not influence turnover intention and does not mediate the relationship between variables. These findings emphasize the importance of reducing job insecurity to reduce turnover intention

INTRODUCTION

Human resources have a major role in a company's development. Consequently, the caliber of a company's human resources is one of the elements influencing its development (Aulia et al., 2021).

The Banyumas Regency Education Office is a local government agency responsible for managing and developing the education sector in the Banyumas Regency. In recent years, there have been interesting developments in personnel policy within the Banyumas Regency Education Office. One notable phenomenon is the transfer of employees by the local government. These transfers are not only horizontal but also include promotions. This means that some Education Office employees are transferred to other sectors within the administrative boundaries of Banyumas Regency but with higher-ranking positions and more complex responsibilities. In one year, the Education Office transfers approximately 300 employees, and when totaled over the past five years, around 1,500 employees have been transferred. Not all employees can adapt well, which risks causing work-related stress, dissatisfaction, and even turnover intention or the desire to change jobs. Therefore, a deep understanding of the factors influencing turnover intention among employees undergoing transfers and promotions is necessary.

One of the problems faced by companies is turnover intention. Turnover intention can take the form of a strong desire to leave, which usually indicates that employees are dissatisfied with the positions they have been given by the company. However, this dissatisfaction can be caused by several factors, such as employees feeling that they are underpaid, having insufficient work, finding their work difficult, and feeling neglected (Rohani & Aryani, 2025). Turnover intention within a company is influenced by various factors, including job insecurity, work environment, and job satisfaction (Gunawan et al., 2024). One of the factors influencing turnover intention is job insecurity. Job insecurity is the feeling of discomfort in performing every task, which can lead to a decline in work behavior and commitment, thereby increasing turnover intention (Aulia et al., 2021). Job insecurity is also caused when the facilities and environment within the company are inadequate, prompting employees to consider whether to stay or leave the organization (Syamsul et al., 2022). In studies conducted by Maulana et al. (2024); Warsyena & Wibisono (2024); Athfalia & Attiq (2024); Suwarsono et al. (2025), it was stated that there is a positive and significant influence of job insecurity on turnover intention. Meanwhile, studies conducted by Panjaitan (2024); Meita et al (2024); Rezeki & Rahman (2024) indicate that job insecurity has a negative and significant effect on turnover intention.

The second factor influencing turnover intention is the work environment. The work environment refers to activities that focus on how individuals assess fairness in the context of work relationships and how this affects their behavior in the workplace. According to Organizational Justice Theory, this theory focuses on employees' perceptions of fairness within an organization. If the work environment is perceived as unfair (whether in terms of resource distribution, treatment of employees, or communication), it can lead to dissatisfaction, tension, disappointment, and ultimately, employees may have the intention to leave their

jobs (Greenberg, J., 1990). Based on the research conducted by Syifa et al (2023); Mawey et al (2024); Reza et al (2023), it was stated that the work environment has a positive and significant influence on turnover intention. Meanwhile, research conducted by Aprillio & Nugroho (2024); Antara et al (2024); Pramudya et al (2025) demonstrates that the intention to leave is significantly and negatively impacted by the work environment.

In addition to job insecurity and work environment factors, another factor influencing turnover intention is job satisfaction. Job satisfaction refers to an individual's overall attitude toward their work, reflecting the discrepancy between their expectations and the reality of their job (Robbins & Hakim, 2022). Furthermore, job satisfaction is determined by low levels of fatigue and high levels of work engagement (Herachwati et al., 2024). Research findings from Arnetta et al (2024); Petrus (2025); Azhari (2024) indicate that job satisfaction has a positive and significant impact on turnover intention. Meanwhile, research conducted by Mariana et al (2025); Wahyuningsih & Salsabela (2025); Niladanti et al (2025) shows that job satisfaction has a negative and significant effect on turnover intention. This study is an extension of the research conducted by Firdaus & Anah (2024) titled "The Influence of Job Insecurity and Work Environment on Turnover Intention Among Employees at PG Djombang Baru." That study showed that both job insecurity and work environment have a significant influence on turnover intention. As an extension, this study not only examines the direct relationship between these variables but also adds job satisfaction as a mediating variable. By incorporating job satisfaction as a mediator, it is hoped that this study will provide a deeper understanding of the mechanisms through which job insecurity and work environment can influence turnover intention.

LITERATURE REVIEW

Turnover Intention Theory

Turnover intention, or the intention to leave a job, is defined as an employee's conscious desire to voluntarily leave their organization in the near future (Mobley, 1977). Turnover intention is considered a strong predictor of actual turnover behavior, making it an important indicator in human resource management studies. According to Mobley (1977), the turnover process begins with job dissatisfaction, which then develops into thoughts of leaving, evaluating other job alternatives, the intention to leave, and finally actual turnover. In various studies, turnover intention is often associated with job satisfaction, organizational commitment, work stress, as well as perceptions of fairness and career opportunities (Griffeth et al., 2000). Therefore, understanding turnover intention conceptually is important in efforts to reduce turnover rates and improve employee retention.

Turnover intention is the tendency or desire of employees to voluntarily leave an organization (Mathis & Jackson., 2006). This intention is often a strong predictor of actual turnover behavior (Tett & Meyer, 1993). On the other hand, turnover intention refers to an employee's feelings of considering resigning in the near future and thinking about changing jobs if the facilities provided by the institution are inadequate.

The Effect of Job Insecurity on Turnover Intention

Based on the opinions of experts regarding job insecurity, it can be concluded that job insecurity is a condition in which one feels anxious about the continuity of their job in an organization. This condition then disrupts their psychological state, leading to a desire for turnover intention (Taudi et al., 2024). The results of studies by Hasnanda (2024); Mar'atus & Kristiana (2024); Hamimi & Indryawati (2025) show that the turnover intention to leave a job insecurity and negatively impacted by job uncertainty. We might conclude that job insecurity has a beneficial impact on the turnover intention to leave.

H1: Turnover intentions are positively and significantly impacted by job instability.

The Influence of Work Environment on Turnover Intention

According to Evan & Nugroho (2024) in their research, the work environment is where employees perform their duties and has the ability to influence their performance and fairness in their work, both positively and negatively, which is likely to be closely related to turnover intention, as well as adequate and comfortable work facilities and infrastructure. The results of studies conducted by Aji et al (2024); Rahmadiani & Kusdiyanto (2024); Deva et al (2025) show that the turnover intention to leave is significantly and negatively impacted by the work environment. We can conclude that turnover intention is negatively impacted by the work environment.

H2: Turnover intentions are significantly and negatively impacted by work environment.

The Effect of Job Insecurity on Job Satisfaction

Rulianti & Nurpibadi (2023) explain in their research that job satisfaction is a general attitude toward one's job that reflects the difference between the amount of rewards they receive and the amount they should receive. Additionally, job satisfaction refers to concerns about changes in institutional policies that may affect one's job. Based on the research findings of Andriyansah (2024); Faqih (2024); Tisnawati & Satriya (2024), it is evident that job insecurity has a negative and significant impact on job satisfaction. It can be concluded that job insecurity has a negative influence on job satisfaction.

H3: Job satisfaction are negatively and significantly impacted by job satisfaction.

The Influence of Work Environment on Job Satisfaction

According to Nugroho et al (2024), the work environment is the facilities and infrastructure surrounding employees as they perform their work, which can influence job satisfaction. Additionally, the work environment refers to the harmony among employees at the workplace (Swasti., 2023). Based on the research findings of Waskito & Sumarni (2023); Uma & Swasti (2024); Mahayasa et al (2024); Victoria & Edalmen (2024), it has been proven that the work environment has a positive and significant impact on job satisfaction. It can be concluded that there is a positive influence of the work environment on job satisfaction.

H4: Job satisfaction is positively and significantly impacted by work environment.

The Effect of Job Satisfaction on Turnover Intention

According to Andari et al (2024), job satisfaction is a positive attitude of employees that includes behavior and feelings in assessing a job that has been achieved as a sense of appreciation for their work. Satisfaction is a reflection of a person's feelings towards their work, as well as feelings of satisfaction with the salary and benefits received. Based on the research findings of Rohani & Aryani (2025); Asmi & Hazmi (2024); Suandita et al (2025), it has been demonstrated that turnover intention is significantly and negatively impacted by job satisfaction. We can conclude that job satisfaction has a negative impact on the intention to leave.

H5: Turnover intentions are significantly and negatively impacted by job satisfaction.

The Effect of Job Insecurity on Turnover Intention Mediated by Job Satisfaction

Fatimah & Elistia (2024) state that job security is a valid employment agreement between employees and employers regarding the guarantee of job continuity. Abdu Jali et al (2023) state that job insecurity refers to threats to employment, where job insecurity is defined as an emotional response such as worry or stress toward perceived threats to employment. Based on the research findings of Jauhari & Hidayat (2024); Arlen & Hamsal (2024); Rosyiqoh et al. (2024); Fauzi & Afif (2024), job insecurity has a positive and significant influence on turnover intention through job satisfaction as an intervening variable. It can be concluded that there is an influence of the work environment on turnover intention, mediated by job satisfaction.

H6: The relationship between job insecurity and turnover intention to leave is mediated by job satisfaction.

The Influence of Work Environment on Turnover Intention Mediated by Job Satisfaction

The work environment encompasses everything surrounding employees that can influence their performance of assigned tasks. Karunia et al (2023) state that a conducive work environment enables employees to effectively carry out their daily tasks within the company and feel satisfied with career development and promotion opportunities within the organization. Based on the research findings conducted by Rahadiyanti & Prahiawan (2024); Pokhrel (2024); Reza et al (2023); Rachmayani (2024), the work environment has a positive and significant influence on turnover intention, mediated by job satisfaction. It can be concluded that there is an influence of the work environment on turnover intention, mediated by job satisfaction.

H7: The relationship between work environment and turnover intention to leave is mediated by job satisfaction.

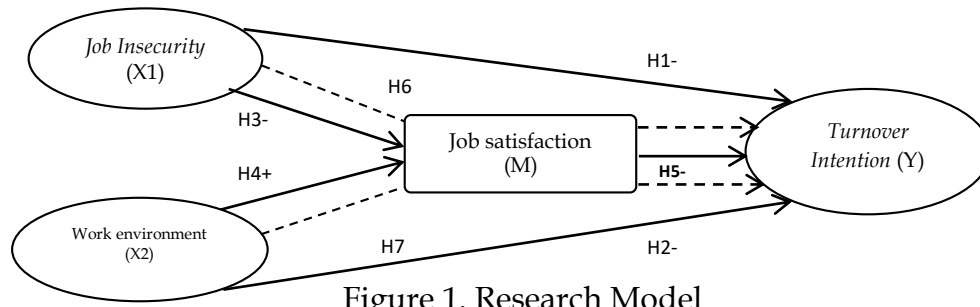


Figure 1. Research Model

METHODOLOGY

With job satisfaction acting as an intervening variable, this study used a quantitative methodology to examine the impact of job insecurity and work environment on employees' intentions to leave the Banyumas Regency Education Office.

Types and Approaches to Research

This research attempts to explain the causal relationships between variables and is known as explanatory research. The methodology is quantitative because the research hypotheses are tested through statistical analysis of the collected data.

Population and Sample

The 527 staff members of the Banyumas District Education Office made up the study's population. With a 10% margin of error, the sampling strategy employed the Slovin formula, yielding a sample size of 110 respondents. Unintentional sampling, which chooses participants depending on who occurs to meet the researcher and is open to participating, was the sampling strategy employed.

Data Collection Techniques

Depending on respondents' availability and choices, questionnaires were either distributed directly to respondents or made available online to gather data. A 5-point Likert scale, with 1 denoting strongly disagree and 5 denoting strongly agree, was used for each item in the questionnaire to gauge how the respondents felt about the factors being examined.

Research Instruments

A questionnaire created based on earlier theories and research served as the research tool. Convergent and discriminant validity tests, as well as reliability tests utilizing Cronbach's Alpha, rho_A, and Composite Reliability indicators, were used to assess the instrument's validity and reliability.

Data Analysis Techniques

SmartPLS software version 3.2.9 was used to analyze the data using Partial Least Square (PLS)-based Structural Equation Modeling (SEM). Outer Model Evaluation (Measurement Model) and Inner Model Evaluation (Structural Model) were the two primary phases of this investigation.

RESULT

Respondent Characteristics

The results of the study show the characteristics of respondents in terms of gender, age, education, length of service, and status.

Table 1. Table of Characteristics of Respondents from the Banyumas District Education Office

Characteristics	Category	Frequence	Percentage
Gender	Female	50	9.09%
	Male	60	10.91%
Age	17-25th	35	6.36%
	26-31th	30	5.45%
	32-37th	14	2.55%
	38>th	31	5.64%
	SD	0	0.00%
Education	SMP	0	0.00%
	SMK/SMA	3	0.55%
	Diploma	20	3.64%
	S1	72	13.09%
	S2	15	2.73%
Working Hours	S3	0	0.00%
	1th	16	2.91%
	2-5th	53	9.64%
	6>th	41	7.45%
Status	Married	75	13.64%
	Not married yet	35	6.36%
	Ever married	0	0.00%

Source: Questionnaire Data Processed Using Smart PLS 3.2.9 and Excel

Results of Partial Least Squares Analysis

1. Evaluation of Measurement Results (Outer model)

a. Convergent Validity

Convergent validity is a type of validity that assesses whether all indicators within a single construct are highly correlated, as evidenced by factor loadings greater than 0.7 (Adolph, 2019). In this study, a factor loading threshold of 0.7 will be used. In other words, convergent validity ensures that all indicators intended to measure the same construct are indeed closely related. The following are the results of the convergent validity test in this study:

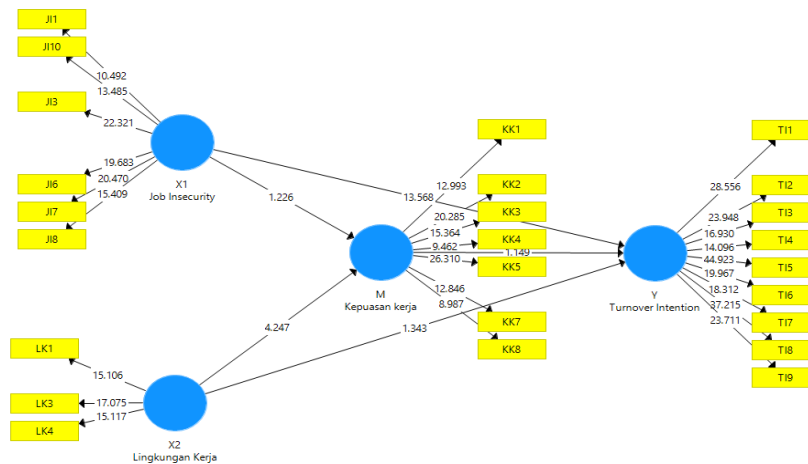


Figure 2. Validity Test

Several indicators were eliminated (JI2, JI4, JI5, JI9, LK2, LK5, TI10, KK10, KK6, and KK9). Considering that the factor loadings of these indicators are below the minimum criterion of <10.7 , these indicators are eliminated.

b. Discriminant Validity

The discriminant validity of the indicators is derived from the measurement model of the indicators that are evaluated using cross-loading. The method for assessing discriminant validity is that the score obtained must be at least > 0.7 (Abdull Kadir., 2018). If the construct value is greater than the correlation value between other constructs in the model, it can be concluded that the results of the study have good discriminant validity. The following are the results of the discriminant validity test of this study:

Table 2. Table Forrell-Larcker Criterion

	X1_Job Insecurity	X2_ Work environment	Y_Turnover Intention	M_ Job satisfaction
X1_Job Insecurity	0.774			
X2_ Work environment	-0.430	0.839		
Y_Turnover Intention	0.787	-0.443	0.827	
M_Job satisfaction	0.363	0.502	-0.392	0.794

Source: Data Questionnaire Processed Using Smart PLS 3.2.9

The results of the analysis show that all variables meet the criteria for discriminant validity, as indicated by the AVE values, which are higher than the inter-construct correlations, namely job insecurity (0.774), work environment (0.839), turnover intention (0.827), and job satisfaction (0.794). Therefore, it can be concluded that all variables are valid in terms of discriminant validity.

c. Reliability Test

To test whether a construct can be considered reliable, the composite reliability value must be > 0.7 and the AVE value must be > 0.5 (Handayani, 2020). Reliability can be measured using Cronbach's alpha, rho_al, and composite reliability. Cronbach's alpha tends to give low values in testing reliability, so it is recommended to use composite reliability. The following are the results of the reliability test in this study:

Table 3. Values Matrix Reliability

	<i>cronbach alpha</i>	<i>rho_a</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
X1_Job Insecurity	0.866	0.875	0.899	0.599
X2_ Work environment	0.790	0.794	0.877	0.704
Y_Turnover Intention	0.942	0.943	0.951	0.683
M_Job Satisfaction	0.903	0.920	0.923	0.631

Source: Data Questionnaire Processed Using Smart PLS 3.2.9

The reliability analysis results indicate that all variables in this study have met the criteria, namely job security, work environment, turnover intention, and job satisfaction in this analysis demonstrate good reliability and convergent validity, confirming that the instruments used are appropriate.

2. Evalution of the Structural Model (Inner Model)

a. R-Square

R-Square is used to determine the magnitude of the value of the dependent variable that can be explained by the variation of the independent variable, and the remainder is part of the value of other variables that are not included in the model (inner model), (Hilmi, 2018). The following are the results of the R-Square test in this study:

Table 4. Values Matrix R Square

	<i>R Square</i>	<i>R Square Adjusted</i>
Y_Turnover Intention	0.639	0.628
M_Job Satisfaction	0.278	0.265

Source: Data Questionnaire Processed Using Smart PLS 3.2.9

The value of R Square sebesar 0.639 indicates that 63.9% of the variability in turnover intention can be explained by the independent variables in the model (job insecurity, work environment, and job satisfaction). The adjusted R-squared value (0.628), which is only slightly lower than the R-squared value, indicates that the model has good stability and is not overfitting. The value is classified as strong (based on Chin's criteria, 1998: 0.67 = strong, 0.33 = moderate, 0.19 = weak).

b. Hypothesis Test

To prove the validity of a hypothesis, a researcher can deliberately create a phenomenon, such as through experiments or research. If the p-value is smaller than the significance level, then the null hypothesis is rejected, meaning that there is statistical evidence to support the alternative hypothesis, which is the probability value (Pl Value) compared to the significance level of 0.05 (Umar, 2020). The following are the results of the hypothesis testing in this study:

Table 5. Values Mean, STDEV, T-Value, P-Value

	Original Asli (O)	Sampel Mean (M)	Standar Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1_Job Insecurity -> Turnover Intention	0.717	0.722	0.056	12.915	0.000 (accepted)
X1_Job Insecurity -> Job Satisfaction	-0.180	-0.189	0.160	1.125	0.263 (rejected)
X2_Work Environment - > Y_Turnover Intention	-0.092	-0.089	0.067	1.380	0.170 (rejected)
X2_Lingkungan Kerja - > M_Work Satisfaction	0.424	0.437	0.092	4.609	0.000 (accepted)
M_Work Satisfaction -> Y_Turnover Intention	-0.086	-0.089	0.079	1.085	0.280 (rejected)
X1_Job Insecurity -> M_Work Satisfaction -> Y_Turnover Intention	0.015	0.014	0.023	0.670	0.504 (rejected)
X2_Work Environment - > M_Work Satisfaction - > Y_Turnover Intention	-0.036	-0.039	0.037	0.991	0.324 (rejected)

Source: Data Questionnaire Processed Using Smart PLS 3.2.9

DISCUSSION

Job Security has a Positive and Significant Effect on Turnover Intention.

The results of the study indicate that job insecurity has a positive and significant effect on turnover intention. This means that the higher the level of dissatisfaction in the workplace, the greater the desire of employees to leave the organization. The highest response was that employees feel worried that the work they do may cause problems during their employment. which affects their work and career and makes them want to change jobs. Meanwhile, the lowest response was that employees feel uncertainty about their future career prospects within the institution, which makes it highly likely for employees to consider changing jobs. The Education Office of Banyumas Regency has experienced dynamic transfers and promotions in the last few years. Employees who are transferred to new positions or new environments often experience uncertainty about their career continuity, new workloads, and adaptation to the new environment. This creates feelings of anxiety and a perception of threat to job stability, thereby increasing the intention to leave (turnover intention). These findings are related to Hobson's Conservation of Resources Theory (1989), which views work as one of the main sources of an individual's power. (1989): considers work as one of the main sources of power for individuals, so when someone feels that their job is not secure, they feel that they have lost control over that important source of power. As a result, individuals begin to look for alternatives, namely the intention to leave. This study reinforces the findings of previous studies such as Octavian & Sumartik (2024); Julianti et al. (2024); Saril (2024), who also stated that job insecurity has a positive and significant influence on turnover intention.

Job Security has a Negative and Significant Effect on Job Satisfaction.

Job insecurity has a negative and significant effect on job satisfaction. This means that feelings of insecurity in the workplace do not directly reduce the job satisfaction of employees at the Banyumas District Education Office. The highest response was that employees felt that the jobs they had obtained were not in line with their fields of expertise. Meanwhile, the lowest response was that employees feel that their jobs do not provide them with sufficient opportunities to think and act independently. Therefore, it can be concluded that this insecurity can lead to dissatisfaction with their jobs. Although in theory job insecurity can reduce satisfaction, in this context, employees tend to be able to separate the uncertainty of their position from their satisfaction with their job itself. For example, they still feel satisfied because of their responsibilities, salaries, or good working relationships, even though their positions are uncertain. This reflects psychological flexibility or a form of adaptation in the public sector. This finding can be explained through Herzberg's Dual Factor Theory, which states that job satisfaction is influenced by motivational factors (intrinsic) such as achievement, recognition, and responsibility. Meanwhile, job insecurity is more closely related to hygiene factors (extrinsic), meaning that if motivational factors are still fulfilled, job insecurity does not necessarily erode job satisfaction. This study reinforces a more nuanced view, namely that organizational culture and contextual factors greatly influence the strength of the relationship between psychological variables in the workplace. Similar research was conducted by Jauhari & Hidayat (2024); Junaedi & Effendi (2024); Haryadi & Imam (2025) concluded that job insecurity does not always affect job satisfaction if other factors such as social relationships and work culture are supportive.

The Work Environment has a Negative and Significant Effect on Turnover Intention.

The turnover intention to leave is significantly and negatively impacted by the work environment. The highest response from respondents was that employees feel they have a harmonious, supportive, and communicative relationship with their superiors. Meanwhile, the lowest response was that employees feel the workload they receive is appropriate for their capacity and expertise. Also that their work environment is comfortable and pleasant. It can be concluded that the work environment in their institution is in the good category. Although the work environment plays an important role in employee comfort, it turns out that in the context of the Banyumas Education Office, the main issue felt by employees is not the physical or relational work environment, but rather the feeling of insecurity due to job transfers and restructuring. This situation makes perceptions of the work environment not a dominant factor in encouraging the intention to change jobs, so its influence on turnover intention is not statistically significant. This finding can be explained through Herzberg's Dual Factor Theory, which states that the work environment is included in hygiene factors, which are aspects that prevent dissatisfaction but do not contribute to motivation or retain turnover. - increase motivation or reduce turnover. If the work environment is poor, it can cause dissatisfaction. However, if it is good, it does not necessarily make employees stay, because motivational factors such as achievement, career development, and recognition are more

decisive. This research aligns with several studies, namely Ivankal et al. (2025); Wilisl (2025); Asvin (2025), who stated that the work environment has a negative and significant impact on turnover intention.

The Work Environment has a Positive and Significant Influence on Job Satisfaction.

The work environment has a positive and significant effect on job satisfaction. This means that a good work environment can increase the job satisfaction of employees at the Banyumas District Education Office. The highest response was that employees felt that their facilities and work infrastructure were adequate and comfortable. Therefore, it can be concluded that the respondents' responses regarding job satisfaction are quite good. Employees of the Education Office continue to feel comfortable due to factors such as good relationships with colleagues, the availability of facilities, and a supportive work culture. Even though transfers occur, if the new work environment remains good, the level of job satisfaction remains high. A healthy work environment is an important element in maintaining the psychological balance of employees. This finding can be explained through the Organization Support Theory approach, which refers to a supportive work environment in terms of facilities, coworkers, and relationships with superiors, indicating that the organization "cares" about the well-being of its employees. The feeling of being supported strengthens employees' emotional attachment to their work and increases job satisfaction. This research is in line with previous research, namely Nathalie (2024); Malondal et al. (2025); Alyal (2025), where the work environment has a positive and significant influence on job satisfaction. In government bureaucracies such as the Education Department, many employees work in a relatively rigid system. However, the ethical work environment is more comfortable, for example, with well-organized workspaces, more open communication, and harmonious staff relations can compensate for the limitations of the bureaucratic structure and increase job satisfaction. A good work environment not only creates comfort, but also strengthens loyalty, motivation, and long-term productivity.

Job Satisfaction has a Negative and Significant Effect on Turnover Intention.

Job satisfaction has a negative and significant effect on turnover intention. The results show that even though employees are satisfied, this does not necessarily reduce their desire to change jobs (turnover intention). The highest response was that employees feel satisfied with job security. Meanwhile, the lowest response was that employees were satisfied with their salaries and benefits. This indicates that employees who are satisfied with their jobs do not necessarily want to leave, especially if they do not feel structurally insecure (job insecurity). (job insecurity). This means that even if they are satisfied with their jobs, the fear of being transferred or losing their positions can still drive them to want to leave. This emphasizes that structural factors (such as transfer policies) have a stronger influence on the intention to leave than affective factors such as job satisfaction. This finding can be explained through Vroom's Expectancy Theory (1964), which states that employees will remain loyal if they believe that their efforts will result in good performance, that performance will result in desired rewards, and that those rewards are valuable to them. Job satisfaction

can be achieved, but if there is no expectation of improvement or better results in the future, employees will still want to leave. In line with several previous studies, namely Lian & Nikel (2025); Wibowo et al. (2025); Farhan & Rizky (2025) state that job satisfaction has a negative and significant effect on turnover intention. In bureaucratic organizations such as government agencies, factors such as job security, career prospects, and job values are more decisive in determining personal identity.

Job Satisfaction, Job Security, and Work Environment Influence Turnover Intention.

The phenomenal changes/promotions that occur are mostly structural and administrative in nature, which cannot be neutralized solely by increasing job satisfaction. This means that even though employees are satisfied with their environment and tasks, they still feel threatened by an uncertain transfer system. This explains why job satisfaction fails to act as a “shield” against the negative influence of job insecurity and the work environment on turnover intentions. This result can be explained through the job insecurity theory and the work environment does not reduce job satisfaction, namely the Conservation of Resources Theory, Hobfoll (1989). Job insecurity naturally depletes employees' psychological resources and reduces job satisfaction. And the Organization Justice Theory explains that perceptions of fairness and comfort in the workplace can indeed increase satisfaction, but if employees' expectations regarding career prospects, self-development, or flexibility are not met, then that satisfaction is not enough to prevent the desire to change jobs. Perceptions of job security have a greater impact on the intention to leave than employees' perceptions of satisfaction or dissatisfaction with their jobs. This study is in line with the findings of Habib et al. (2025); Risambessy (2023); Astuti & Riant (2024); Hermawan & Rian (2023); Prasetyo (2020); Nasution (2024); Syarif (2024); Irsyadil (2023), yang juga menyatakan bahwa kepuasan kerja tidak memediasi hubungan antara job insecurity, lingkungan kerja dan turnover intention. Dengan demikian, Organisasi, especially in the public sector, need to develop a more comprehensive approach to retain employees, particularly those from the younger generation who have different work expectations.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The research shows that job insecurity has a positive and significant effect on turnover intention, meaning that the higher the job insecurity, the greater the desire of employees to leave their jobs. Conversely, the work environment does not have a direct effect on turnover intention, but it has a positive and significant effect on job satisfaction. Meanwhile, job satisfaction does not have a significant effect on turnover intention, and does not mediate the relationship between job insecurity and work environment with turnover intention. Thus, job insecurity is the main factor driving turnover intention among employees of the Banyumas District Education Office, especially in the context of job transfers and promotions that create uncertainty about job positions. Overall, the results of this study emphasize that job insecurity is a key factor that needs to be managed seriously in order to reduce turnover intentions. Transfer and promotion policies implemented by the institution need to be designed transparently and fairly so as not to create uncertainty that could trigger employees' desire to leave the organization.

The study suggests that there are other variables that are more dominant in mediating this relationship, such as organizational commitment, work stress, or career opportunities, which have not been explored in the linear model. Additionally, the insignificant influence of the work environment on turnover intention contradicts many previous findings, which may reflect the unique context of public bureaucracy, or may also be due to limitations in the instruments or biases in respondents' perceptions. Overall, this study provides an important foundation for organizational policy-making, particularly in improving workforce stability in government agencies.

Recommendation

This study has several limitations. (1) The scope of the study is limited to employees of the Banyumas District Education Office, so the results cannot be generalized to other institutions. (2) The cross-sectional design of the study does not allow for the observation of behavioral changes over time. The quantitative approach does not explore psychological aspects in depth because it is not complemented by qualitative data. (4) The sample size is limited and does not represent the entire group of employees. -employee groups evenly, (5) other variables that may influence turnover intention, such as work stress or organizational commitment, have not been included in the research model. The research article suggests that further research could enrich this model by considering psychological and local work culture aspects, as well as expanding the sample across various sectors for broader generalization. Considering that job satisfaction in this study was not proven to play a role as an intervening variable, the next researcher is advised to explore other variables that may be more relevant, such as organizational commitment, workload, intrinsic motivation, work stress, or support from superiors.

REFERENCES

- Abdul Kadir. (2018). Peranan brainware dalam sistem informasi manajemen jurnal ekonomi dan manajemen sistem informasi. Sistem Informasi, 1(September), 60–69. <https://doi.org/10.31933/JEMSI>
- Adolph, R. (2019). BAB V. 1–23.
- Ahmad Farhani, & Rizky Amalia. (2025). Analisis Pengaruh Kepuasan Kerja Karyawan Terhadap Turnover Intention pada PT Triatra Sinergia Pratama Muara Teweh. Jurnal Bina Manajemen, 13(2), 19–30. <https://doi.org/10.52859/jbm.v13i2.739>
- Alya Murniah, A. A. W. P. T. (2025). Jurnal Ilmu Pengetahuan Sosial PENGARUH TUNJANGAN DAN LINGKUNGAN KERJA TERHADAP KOMITMEN ORGANISASIONAL MELALUI KEPUASAN KERJA PADA KARYAWAN KANTOR IMIGRASI KELAS I NON-TPI JAKARTA PUSAT. Jurnal Ilmu Pengetahuan Sosial, 12(5), 1957.
- Andari, M. R., Siregar, L. D., & Farla, W. (2024). Pengaruh Kompensasi Finansial Dan Kepuasan Kerja Terhadap Turnover Intention Karyawan Bank Sumsel Babel Kantor Pusat. 13(3), 638–645.
- Angie Mariana Britney Ponengoh, Palandeng, I. D., & Lumantow, R. Y. (2025). Pengaruh Penempatan Kerja, Pengalaman Kerja dan Kepuasan Kerja Terhadap Turnover Intention Pada PT. PLN (PERSERO) UP3 Manado The Influence of Job Placement, Work Experience and Job Satisfaction on Turnover Intention at PT . PLN (PERSERO) UP3 Manado. Jurnal EMBA, 13(1), 478–488.
- Antara, I. P. C. W., Widiyantara, I. M., Fakhrurozi, R. N., & Suidarma, I. M. (2024). Analisis Disiplin Kerja, Motivasi Kerja dan Lingkungan Kerja Terhadap Turnover Intention Karyawan di Klapa Resort. Jurnal Ilmiah Akuntansi Dan Bisnis, 9(1), 33–45. <https://doi.org/10.38043/jiab.v9i1.5272>
- Arlen, V. M., & Hamsal, H. (2024). Pengaruh Stres Kerja dan Job Insecurity Terhadap Turnover Intention dengan Kepuasan Kerja sebagai Variabel Intervening pada Perguruan Tinggi Swasta (Studi Karyawan Generasi Z di Kota Pekanbaru). Al Qalam: Jurnal Ilmiah Keagamaan Dan Kemasyarakatan, 18(1), 330. <https://doi.org/10.35931/aq.v18i1.2977>
- Arnetta, S. Y., Sari, M. W., & Anggraini, D. (2024). Pengaruh Stres Kerja dan Budaya Organisasi terhadap Tingkat Turnover Intention Karyawan dengan Kepuasan Kerja (Studi Kasus PT. Radja Pultry Shop VIII Koto Dangung-Dangung). Jurnal Pendidikan Tambusai, 8(1), 11114–11129.
- Asiva Noor Rachmayani. (2024). Pengaruh Lingkungan Kerja Dan Karakteristik Pekerjaan Terhadap Turnover Intention Dengan Kepuasan Kerja Sebagai Variabel Mediasi Pada Pt Bank Lampung. 6.

- Asmi, U., & Hazmi, S. (2024). Pengaruh Kepuasan Kerja, Stres Kerja dan Lingkungan Kerja Terhadap Turnover Intention Karyawan Appelhouse. *MANTAP: Journal of Management Accounting, Tax and Production*, 2(2), 861-871. <https://doi.org/10.57235/mantap.v2i2.3420>
- Astuty, I., & Risanti, F. W. (2024). Upaya Mengurangi Pengaruh Job Insecurity Terhadap Turnover Intention Melalui Kepuasan Kerja Pada Pekerja Outsourcing. *EKOMA : Jurnal Ekonomi, Manajemen, Akuntansi*, 3(4), 1204-1213. <https://journal-nusantara.com/index.php/EKOMA/article/view/3597>
- Asvin Ismi, L. Z. (2025). PENGARUH BEBAN KERJA DAN LINGKUNGAN KERJA TERHADAP TURNOVER INTENTION KARYAWAN GENERASI Z PADA UMKM Sekolah Tinggi Ilmu Ekonomi Widya Wiwaha Yogyakarta Email : ismiasvin00@gmail.com mana pelaksanaan beban kerja dan kondisi lingkungan kerja dapat mempengaruhi. *Jurnal Ekobis Dewantara* Vol. 8 Bo. 1 Januari 2025, 8(1), 1060-1070.
- Athfalia, A. B., & Attiq, K. (2024). Analisis Turnover Intention Gen Z Ditinjau Dari Job Insecurity Dan Work Overload: Studi Pada Karyawan Generasi Z Di Kota Semarang. *Universal Journal of Science And Technology (UJOST)*, 3(1), 88-100.
- Aulia, H., Pristiyono, P., Syahputra, R., Zuriani, Z., & Hasibuan, D. (2021). Analisis Lingkungan Kerja Dan Job Insecurity Terhadap Turnover Intention Dengan Work Life Balance Sebagai Variabel Moderating Pada Pt. Kereta Api Indonesia Stasiun Besar Rantauprapat. *Jurnal Valuasi: Jurnal Ilmiah Ilmu Manajemen Dan Kewirausahaan*, 1(2), 323-339. <https://doi.org/10.46306/vls.v1i2.23>
- Azhari Meita Putri, A., Jamhadi, & Elisabeth, D. R. (2024). Pengaruh Gaya Kepemimpinan, Kompensasi, Dan Job Insecurity Terhadap Turnover Intention Karyawan Perusahaan Pembiayaan Di Jawa Timur. *Jurnal Kompetensi Ilmu Sosial*, 2(2), 55-63. <https://doi.org/10.29138/jkis.v2i2.43>
- Azhari, N. (2024). Analisis Hubungan antara Gaya Kepemimpinan, Motivasi, dan Kepuasan Kerja terhadap Turnover Intention. *PRODUKTIF: Jurnal Kepegawaian Dan Organisasi*, 3(1), 81-92. <https://doi.org/10.37481/jko.v3i1.134>
- Bima Putra Aji, Noni Setyorini, I. S. (2024). Pengaruh Work Family Conflict dan Stres Kerja terhadap Turnover Intention dengan Kepuasan Kerja sebagai Variabel Moderasi. *Neraca*, 2(8), 639-649.
- Dea Rahayu Liany, N. L. (2025). Pengaruh Beban Kerja, Kepuasan Kerja Dan Kompetensi Terhadap Turnover Intention Pada Karyawan Pt Kido Mulia Indonesia Di Brebes. *Jurnal Sosial Dan Ekonomi*, 3(2)(1), 123-138.

- Eka Julianti, Sri Wahyulina, D. S. A. S. F. (2024). Indonesian Research Journal on Education : Jurnal Ilmu Pendidikan. 2(3), 1030–1037.
- Evan Aprillio, D., & Nugroho, R. H. (2024). Kepemimpinan Transformasional, Kompensasi Finansial, dan Lingkungan Kerja: Menelusuri Pengaruhnya terhadap Turnover Intention pada Klinik Dina Akupuntur & Beauty Care di Surabaya & Sidoarjo. *Reslaj: Religion Education Social Laa Roiba Journal*, 6(4), 2400–2414. <https://doi.org/10.47467/reslaj.v6i4.1338>
- Faqih, M. N. (2024). Pengaruh Ketidakamanan Kerja, Stres Kerja Dan Konflik Pekerjaan-Keluarga Terhadap Niat Berpindah Kerja Melalui Kepuasan Kerja sebagai Variabel Mediasi (Studi Pada Karyawan Business Process Outsourcing Di Yogyakarta). <https://dspace.uui.ac.id/bitstream/handle/123456789/49548/20911047.pdf?sequence=1>
- Fatimah, U., & Elistia, E. (2024). Pengaruh Job Security dan Job Burnout terhadap Job Satisfaction Dimediasi oleh Work Engagement. *INNOVATIVE: Journal Of Social Science Research*, 4(2), 6552–6577.
- Firdaus, C. C., & Anah, L. (2024). Pengaruh Job Insecurity dan Lingkungan Kerja Terhadap Turnover Intention Pada Karyawan PG Djombang Baru. *BIMA : Journal of Business and Innovation Management*, 6(2), 179–189. <https://doi.org/10.33752/bima.v6i2.5904>
- Gunawan, H., Pala, R., Tijjang, B., Razak, M., & Qur'ani, B. (2024). Global challenges of the mining industry: Effect of job insecurity and reward on turnover intention through job satisfaction. *SA Journal of Human Resource Management*, 22, 1–11. <https://doi.org/10.4102/sajhrm.v22i0.2555>
- Habib, M. F., Suhairi, S., & Daulay, A. N. (2025). Pengaruh pengaruh stres kerja dan job insecurity terhadap turnover intention dengan kepuasan kerja sebagai variable intervening. 11(1), 21–31.
- Hamimi, N., & Indryawati, R. (2025). Pengaruh Job Insecurity dan Burnout Terhadap Turnover Intention pada Karyawan Generasi Z. *JiIP - Jurnal Ilmiah Ilmu Pendidikan*, 8(6), 6838–6848. <https://doi.org/10.54371/jiip.v8i6.8115>
- Handayani. (2020). Bab III Metode Penelitian. Suparyanto Dan Rosad (2015, 5(3), 248–253.
- Hasnanda, H. Z. (2024). “Pengaruh Job Insecurity, Work-Family Conflict Dan Employee Retention Terhadap Turnover Intention” (pp. 1–108).

- Herachwati, N., Haqq, Z. N., Choirunnisa, Z., Pramesti, G. A., & Rahmandika, H. P. (2024). Revealing Indonesian healthcare workers' burnout, work engagement, and job satisfaction during the covid-19 pandemic: the lens of the job demands-resources model. *Cogent Business and Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2371328>
- Hermawan, D., & Riani, L. A. (2023). the Influence of Job Insecurity on Turnover Intentions Through. *International Journal of Economics, Business and Accounting Research*, 2023(3), 1-16.
- Hilmi. (2018). *BAB V*. 3(2), 91-102.
- Irna Wilis, Guston Sitorus, E. S. (2025). Pengaruh Beban Kerja, Lingkungan Kerja Dan Kompensasi Terhadap Turnover Intentionperawat Melalui Stres Kerja. 11(1), 54-67.
- Irsyadi, M. T. (2023). Pengaruh Lingkungan Kerja Dan Beban Kerja Terhadap Turnover Intention Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Pegawai Izi. *Universitas Mercu Buana - Buncit*.
- Ivanka, A., Hardilawati, W. L., & Setianingsih, R. (2025). Pengaruh Insentif, Stress Kerja, Dan Lingkungan Kerja Terhadap Turnover Intention PT. Riau Media Televisi Pekanbaru (Rtv). *Jurnal Ilmiah Mahasiswa Merdeka Emba*, 4(1), 1038-1049.
- Jauhari, F. A., & Hidayat, F. (2024). Dampak Job Insecurity dan Job Stres terhadap Turnover intention : Peran Mediasi Kepuasan Kerja di Bank Muamalat Yogyakarta. 5(2), 163-180.
- Karunia, R. L., Darmawansyah, D., Prasetyo, J. H., Triyadi, T., & Ariawan, J. (2023). The effectiveness of career development in mediating the influence of the working environment and training towards the performance of employee. *International Journal of Applied Economics, Finance and Accounting*, 17(2), 202-210. <https://doi.org/10.33094/ijaefa.v17i2.1098>
- Mahayasa, I. G. A., Maitarini, I. A. N., & Wulandari, N. L. A. A. (2024). Pengaruh budaya organisasi, lingkungan kerja non fisik dan locus of control terhadap kepuasan kerja karyawan. *Implementasi Manajemen & Kewirausahaan*, 4(1), 18-30. <https://doi.org/10.38156/imka.v4i1.385>
- Malonda, P., Lengkong, V., & Uhing, Y. (2025). KEPUASAN KERJA PEGAWAI DINAS PERHUBUNGAN KOTA MANADO INFLUENCE OF WORK ENVIRONMENT , GENDER , AND JOB STRESS ON EMPLOYEE JOB SATISFACTION AT THE DEPARTMENT OF TRANSPORTATION OF MANADO CITY *Jurnal EMBA. Jurnal EMBA*, 13(1), 896-907.
- Mar'atus Sholikhah, Ari Kristiana, D. H. (2024). Mediasi Stres Kerja Sebagai Variabel Intervening (Studi Kasus Pada Pt . Daehan Global Kabupaten Brebes). 2(8), 57-70.

- Maulana, I., Septyarini, E., Ekonomi, F., Sarjanawiyata, U., & Yogyakarta, T. (2024). The Effect of Job Insecurity, Job Stress and Job Satisfaction Toward Turnover Intention Pengaruh Job Insecurity, Job Stress dan Job Satisfaction Terhadap Turnover Intentionid 2 *Corresponding Author. *Management Studies and Entrepreneurship Journal*, 5(2), 3819-3825. <http://journal.yrpioku.com/index.php/msej>
- Mawey, E., Moniharapon, S., & Saerang, R. (2024). Pengaruh Lingkungan Kerja Fisik dan Lingkungan Kerja Non Fisik Terhadap Turnover Intention Pada Karyawan PT. Rajawali Nusindo Cabang Manado. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 12(1), 911-921.
- Mhd Deva Darussalam, Robby Dharma, S. S. (2025). Pengaruh Kompensasi Terhadap Turnover Intention dengan Kepuasan Kerja Sebagai Variabel Intervening pada PT. Asta Jawa Dwipa Surabaya. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 7(1), 308-319. <https://doi.org/10.47467/alkharaj.v7i1.5077>
- Muhammad Andriyansah. (2024). Hubungan Antara Job Insecurity Dengan Kepuasan Kerja Pada Karyawan Departement Offline Di Perusahaan Pt. X.
- Nasution, K. H., Pasaribu, F., & Sabrina, R. (2024). Pengaruh Lingkungan Kerja Dan Job Embeddedness Terhadap Turnover Intention Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Pt. Medan Jaya Pangan Mutu. *Jurnal Ilmu Manajemen Dan Kewirausahaan*, 5(360), 354-360.
- Nathalie Anatias Kosidin, O. H. W. (2024). PENGARUH GAYA KEPEMIMPINAN, MOTIVASI KERJA DAN LINGKUNGAN KERJA TERHADAP KEPUASAN KERJA KARYAWAN. *Reslaj: Religion Education Social Laa Roiba Journal*, 4(4), 1044-1058. <https://doi.org/10.47467/reslaj.v4i4.1057>
- Niladanti, A. A. I., Sukadana, I. W., & Widnyana, I. W. (2025). Pengaruh Work-Life Balance, Job Insecurity, Dan Kepuasan Kerja Terhadap Turnover Intention Karyawan Pt. Telkom Akses Kabupaten Gianyar. *Emas*, 6(2), 547-562. <https://doi.org/10.36733/emas.v6i2.11336>
- Nugroho, R. A., Subiyanto, D., & Kusuma, N. T. (2024). Pengaruh Servant Leadership, Motivasi Kerja, Dan Lingkungan Kerja Terhadap Kepuasan Kerja Pada Pegawai Sekretariat Dprd Diy. *Ecobisma (Jurnal Ekonomi, Bisnis Dan Manajemen)*, 11(1), 23-34. <https://doi.org/10.36987/ecobi.v11i1.5313>

- Octaviani, H., & Sumartik, S. (2024). Job Insecurity and Work Stress: Catalysts of Turnover Intention in Industry (Ketidakamanan Kerja dan Stres Kerja: Katalisator Niat Keluar Masuk Karyawan di Industri). *Journal of Advances in Accounting, Economics, and Management*, 1(4), 1-14. <https://doi.org/10.47134/aaem.v1i4.243>
- Panjaitan, E. J. (2024). Pengaruh Stres Kerja, Job Insecurity Dan Locus Of Control Terhadap Turnover Intention (Studi Empiris Pada Kantor Akuntan Publik Wilayah Jakarta Timur). *INNOVATIVE: Journal of Social Science Research*, 4(3), 17903-17917. <https://j-innovative.org/index.php/Innovative/article/view/12672>
- Petrus Damianus Kuntoro, A. W. A. (2025). Analisis Pengaruh Kepuasan Kerja, Komitmen Organisasi dan Burnout terhadap Turnover Intention. *JIIP (Jurnal Ilmiah Ilmu Pendidikan)*, 6, 5-9.
- Pokhrel, S. (2024). No TitleEΛENH. *Αγαν*, 15(1), 37-48.
- Pramudya, K. T., Kurniawan, I. S., & Purnamarini, T. R. (2025). Turnover Intention Di Tetra Coffee : Apakah Budaya Organisasi , Lingkungan Kerja , Dan Work - Family Conflict Merupakan Anteseden ? *EKUILNOMI: Jurnal Ekonomi Pembangunan*, 7(1), 197-206.
- Prasetyo, F. N. D. (2020). Pengaruh Ketidakamanan Kerja Dan Lingkungan Kerja Terhadap Keinginan Untuk Pindah Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Pt. Panji Putra Perkasa Yogyakarta. *Otonomi*, 20, 396-406.
- Rahadiyanti, R. D., & Prahiawan, W. (2024). Pengaruh Stres Kerja dan Lingkungan Kerja terhadap Turnover Intention melalui Kepuasan Kerja. *Jurnal Syntax Admiration*, 5(5), 1724-1740. <https://doi.org/10.46799/jsa.v5i5.1152>
- Rahmadiani, & Kusdiyanto. (2024). Pengaruh Job Insecurity, Job Stress, dan Work Environment Terhadap Turnover Intention Karyawan: Studi Kasus pada Karyawan di Kota Solo. *Economic Reviews Journal*, 3(1), 369-378. <https://doi.org/10.56709/mrj.v3i1.159>
- Reza, S., Sitorus, G., & Wijaya, R. (2023). Pengaruh Kompensasi dan Lingkungan Kerja terhadap Turnover Intention Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening pada PT. Pancaran Energi Transportasi. *El-Mujtama: Jurnal Pengabdian Masyarakat*, 4(2), 1378-1392. <https://doi.org/10.47467/elmujtama.v4i2.5286>
- Rezeki, H. S., & Rahman, T. (2024). Pengaruh Job Insecurity Terhadap Turnover Intention Pada Karyawan PT. Dian Pandu Pratama Site Tanjung Kabupaten Tabalong. *Japb*, 7(1), 258-273. <https://jurnal.stiatabalong.ac.id/index.php/JAPB/article/view/981/773>

- Risambessy, M. S., Latupapua, C. V., & Hiariey, H. (2023). Pengaruh Job Insecurity Terhadap Turnover Intention Karyawan Bagian Sales di Mediasi Kepuasan Kerja. *PUBLIC POLICY (Jurnal Aplikasi Kebijakan Publik & Bisnis)*, 5(1), 78-96. <https://doi.org/10.51135/publicpolicy.v5.i1.p78-96>
- Rohani, I. D., & Aryani, D. N. (2025). Pengaruh Kepemimpinan Transformasional, Stres Kerja, Dan Kepuasan Kerja Terhadap Turnover Intention. *Jurnal Lentera Bisnis*, 14(2), 1310-1330. <https://doi.org/10.34127/jrlab.v14i2.1471>
- Rulianti, E., & Nurpribadi, G. (2023). Pengaruh Motivasi Kerja, Lingkungan Kerja dan Pengembangan Karir Terhadap Kepuasan Kerja Karyawan. *Jesya*, 6(1), 849-858. <https://doi.org/10.36778/jesya.v6i1.1011>
- Sari, N. A. (2024). Intention pada PT Mandala Multifinance Cabang Parung.
- Suandita, I. K. E., Novarini, N. N. A., & Widyawati, S. R. (2025). Pengaruh Kepuasan Kerja, Beban Kerja Dan Stres Kerja Terhadap Turnover Intention Karyawan Pada Koperasi Kusuma Artha Sari Blahkiuh Badung. *Emas*, 6(4), 767-778. <https://doi.org/10.36733/emas.v6i4.3828>
- Suwarsono, B., Wandari, A. A., & Fajariah, N. (2025). Pengaruh Job Insecurity, Kepuasan Kerja Dan Komitmen Organisasi Terhadap Turnover Intention Karyawan Pada PT. Glow Kediri. *Revitalisasi*, 11(2), 150. <https://doi.org/10.32503/revitalisasi.v11i2.3101>
- Syamsul, S., Pakaya, S., Musafir, M., & Karim, S. T. (2022). Pengaruh Job Insecurity dan Beban Kerja Terhadap Turnover Intention Pada PT. Telkom Akses Gorontalo. *Journal of Technopreneurship on Economics and Business Review*, 4(1), 7-17. <https://doi.org/10.37195/jtebr.v4i1.89>
- Syarif, D. S. (2024). Pengaruh Budaya Organisasi Dan Lingkungan Kerja Terhadap Turnover intention Melalui Kepuasan Kerja Sebagai Variabel Intervening Pada Perusahaan PT Adhi Karya Di Manyar Smelter Proyek Gresik. *Sustainability (Switzerland)*, 11(1), 1-14.
- Syifa, Y., M. Yafiz, M. Y., & Hasibuan, R. R. A. (2023). Pengaruh Work Family Conflict Dan Beban Kerja Terhadap Turnover Intention Dengan Stress Kerja Sebagai Variabel Intervening. *El-Amwal*, 6(2), 155. <https://doi.org/10.29103/el-amwal.v6i2.12889>
- Tisnawati, N. K. A., & Satrya, I. G. B. H. (2024). Pengaruh Job Insecurity Terhadap Turnover Intention Dimediasi Oleh Kepuasan Kerja Pegawai Kontrak. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 13(11), 2284. <https://doi.org/10.24843/eeb.2024.v13.i11.p07>

- Uma, A. T., & Swasti, I. K. (2024). Pengaruh Beban Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja pada PT. X. *Ekonomis: Journal of Economics and Business*, 8(1), 181. <https://doi.org/10.33087/ekonomis.v8i1.1295>
- Umar. (2020). Populasi dan Sampel Penelitian. *Unisia*, 1–12.
- Victoria, E., & Edalmen, E. (2024). Peran Kepuasan Kerja sebagai Mediasi pada Pengaruh Lingkungan Kerja terhadap Kinerja Karyawan. *Jurnal Manajerial Dan Kewirausahaan*, 6(3), 580–589. <https://doi.org/10.24912/jmk.v6i3.31589>
- Wahyuningsih, S. H., & Salsabela, N. M. (2025). Balance : Jurnal Akuntansi dan Manajemen Pengaruh Spiritualitas di Tempat Kerja dan Kepuasan Kerja dan Terhadap Turnover Intention dengan Komitmen Afektif Sebagai. 4(1), 290–308.
- Waskito, M., & Sumarni, S. (2023). Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pt. Mnc Sekuritas. *Kinerja*, 5(02), 315–328. <https://doi.org/10.34005/kinerja.v5i02.2726>
- Wibowo, F., Susilowati, E., Setiyawan, A. A., & Hutomo, C. W. (2025). Kepemimpinan transformasional dan green human resource management dalam mempengaruhi turnover intention: Peran kepuasan kerja sebagai variabel mediasi. *Journal of Management and Digital Business*, 5(1), 85–103. <https://doi.org/10.53088/jmdb.v5i1.1500>