

# Economic and Business Horizon

ISSN: 2963-2765

Economic and Business  
Horizon

Volume: 04  
Issue: 03  
Year: 2025  
Page: 501-512

## Analyzing Turnover Intention at PT Surya Karya Setiabudi: The Effects of Job Insecurity, Organizational Support, and Workload

### Citation:

Artha, G. N., & Nuvriasari, A. (2025). Analyzing Turnover Intention at PT Surya Karya Setiabudi: The Effects of Job Insecurity, Organizational Support, and Workload. *Economic and Business Horizon*, 4(3), 501-512.

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### Abstract

This study aims to examine the influence of job insecurity, organizational support, and workload on turnover intention among employees at PT Surya Karya Setiabudi. The background of this research lies in the growing concern over high employee turnover rates and the need to understand the factors that drive employees to consider leaving their jobs. The study employed a quantitative approach, involving 44 respondents selected through purposive sampling. Data collection was conducted using questionnaires, and instrument testing confirmed that the items used were both valid and reliable. To ensure the suitability of the regression model, classical assumption tests were conducted and indicated that the data was normally distributed, free from multicollinearity, and did not suffer from heteroscedasticity. The results of the analysis revealed that job insecurity does not have a significant impact on turnover intention, suggesting that employees may not consider job uncertainty as a primary reason to resign. Similarly, organizational support did not significantly affect turnover intention. However, workload was found to have a positive and significant effect, indicating that an excessive workload increases employees' intention to leave the organization. These findings highlight workload as the dominant factor influencing turnover intention.

### Keywords

Job Insecurity, Organizational Support, Turnover Intention, Workload.

## 1. Introduction

Human resources (HR) are important assets for the sustainability and progress of a company, including companies engaged in the mining sector. In this sector, human resources play a strategic role ranging from operational management, supervision of the quality of mining products, to designing the company's long-term strategy. The mining industry has different working characteristics compared to other sectors, where high work pressure, harsh environmental conditions, and large safety risks are major challenges for its workers. This condition makes the mining sector one of the industries with a relatively high turnover intention. A number of studies show that the turnover intention rate in this sector ranges from 12% to 15% per year, a figure that exceeds the ideal standard of below 10% (Samson & Suliyastiorini, 2020; Gani et al., 2022). High turnover intention not only has an impact on operational stability, but also has the potential to increase recruitment costs, training new employees, and reduce company work productivity (Syuryani et al., 2025).

Turnover intention is defined as a condition in which employees have the intention or tendency to find other jobs in different organizations (Fitriantini et al., 2019). This phenomenon is a challenge that cannot be completely avoided by every organization, because turnover intention can affect the increase in operational costs due to the need to recruit new workers as well as waste of time and resources (Setiyanto, 2017). Therefore, it is important for companies to manage the factors that affect turnover intention to maintain HR stability. Efforts that can be made include maintaining a balance of workload, providing rewards, and creating a good working relationship between management and employees (Setyani et al., 2025).

Several previous studies have demonstrated that job insecurity positively and significantly influences turnover intention (Pramuditya & Nuvriasari, 2023; Putri et al., 2025). These results indicate that the more employees feel uncertain about their job stability, the more likely they are to consider leaving their current positions. Job insecurity is often viewed as a factor that creates anxiety in an employee's career path, prompting them to either stay or seek new opportunities elsewhere (Putri & Ariyanto, 2023). Nonetheless, other studies have shown that job insecurity does not always significantly impact turnover intention. For instance, Gayatri and Muttaqiyathun (2020) found that in certain situations, employees may not see job insecurity as a critical issue or as something that influences their decision to resign.

Besides job insecurity, organizational support is another factor that can influence turnover intention. Organizational support refers to employees' perceptions of how much the organization appreciates their efforts and cares about their welfare (Fahrizal & Utama, 2017). This support can come in the form of recognition, attention, and opportunities for career advancement. When employees perceive strong organizational support, they are generally more committed and less likely to consider leaving the organization (Salinas & Giantari, 2020). Previous studies have shown that organizational support has a significantly negative relationship with turnover intention meaning that greater support leads to a lower tendency for employees to resign (Hadiyanti & Prasetio, 2020; Fikran et al., 2023). However, research by Ramlah (2022) indicated that in certain circumstances, organizational support may not influence turnover intention, implying the presence of more influential factors.

Based on a number of problems in the field of human resources and the importance of the role of human resources in company development, plus the diversity of previous research results regarding factors that affect turnover intention, further research is needed. This study aims to analyze the influence of job insecurity, organizational support, and workload on turnover intention in employees of PT Surya Karya Setiabudi.

## **2. Literature Review**

### ***2.1. Job insecurity dan Turnover intention***

Job insecurity is defined as a psychological condition experienced by employees when they are faced with uncertainty about the continuity of their employment in the future (Wardani, 2021). This uncertainty can stem from both internal factors within the company such as organizational restructuring, changes in leadership, or declining business performance and external factors like economic instability or technological disruption. Prolonged feelings of job insecurity can negatively impact employee well-being and productivity, potentially triggering intentions to seek new employment opportunities elsewhere (Setiawan & Putra, 2016).

Several studies have confirmed the significant relationship between job insecurity and turnover intention. Research conducted by Narotama Sintaasih (2022) and Putri et al. (2025), as well as Putra and Dewi (2021) consistently shows that job insecurity has a positive and significant influence on turnover intention. Employees who experience uncertainty regarding the security of their position are more likely to develop a desire to leave the company. This is further supported by the findings of Pramuditya and Nuvriasari (2023), who emphasize that job insecurity is a key determinant in the formation of turnover intention levels. Indicators of job insecurity are reflected in several aspects, such as anxiety about losing their job, concerns about reduced income or compensation, fear of age-related employment restrictions, worries over their employment status, apprehension if unfavorable events occur within the company, and a sense of helplessness when dealing with work-related issues. These various dimensions illustrate how job insecurity can become a significant psychological burden, ultimately influencing an employee's decision to remain or resign.

H1: Job insecurity has a positive and significant effect on the turnover intention

### ***2.2. Organizational Support and Turnover Intention***

Organizational support refers to the attention, appreciation, and assistance provided by a company to its employees, which fosters the perception that the organization values their contributions and is committed to their well-being (Pratiwi et al., 2021). This perception of support is shaped by practices aligned with organizational norms and employee expectations within the workplace. Organizational support may manifest in several ways, such as providing fair treatment, respecting employees' rights, offering competitive salaries, promotion opportunities, access to relevant information, and other resources that assist employees in performing their duties and enhancing their welfare. The role of organizational support in reducing turnover intention has been highlighted in various studies. Research by Oktaviani (2018), Scott (2018), and Darmawan (2019), found that organizational support has a negative and significant effect on turnover intention. This suggests that when employees perceive strong support from the organization, their desire to leave decreases significantly. Salinas and Giantari (2020) further affirm that organizational support is crucial in reducing employee turnover by fostering a sense of belonging and satisfaction in the workplace.

The indicators of organizational support include the company's appreciation of employee contributions, acknowledgment of their work, responsiveness to complaints, provision of assistance, concern for employee welfare, and attention to their working conditions. These indicators demonstrate how organizational support can positively impact employee retention by enhancing motivation, loyalty, and trust in the organization. Ultimately, fostering a supportive organizational climate is essential in managing and minimizing turnover intention.

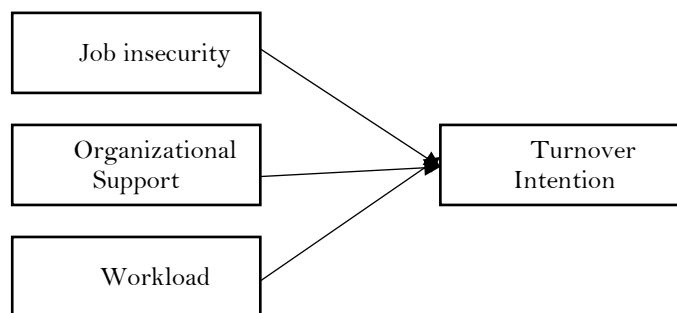
H2: Organizational support has a negative and significant effect on the turnover intention

### 2.3. Workload and Turnover intention

Workload is defined as the number of tasks and responsibilities that employees are required to complete within a specific period, involving the use of their skills and competencies to achieve work targets (Egarini & Prastiwi, 2022). In the organizational context, workload becomes a crucial aspect that can influence employee performance and well-being. When the workload is too heavy or exceeds employees' expectations and capabilities, it can result in increased pressure, job dissatisfaction, and a growing desire to leave the organization. This is supported by research from Jayasri and Annisa (2023), Ernawati et al. (2023), and Setyani et al. (2025), which found that workload has a positive and significant effect on turnover intention. The heavier the workload perceived by employees, the greater the tendency for them to consider resigning from their jobs.

Setyani et al. (2025) explain that workload is not limited to the number of tasks alone but also includes several important dimensions. These dimensions comprise physical or energy demands, where employees must exert considerable effort; mental or psychological strain, such as stress and emotional fatigue; time pressure to meet deadlines; complexity of tasks that require a high level of concentration and decision-making; and the burden of responsibility that can make employees feel overwhelmed. When these elements of workload accumulate without sufficient support or mitigation, it can trigger burnout and significantly increase turnover intention. Therefore, organizations must manage workload fairly and proportionally to reduce its negative impact on employee retention.

H3: Workload has a negative and significant effect on Turnover Intention



**Figure 1.** Research Framework

Figure 1 illustrates a conceptual framework that examines the relationship between three independent variables: job insecurity, organizational support, and workload, and the dependent variable, turnover intention. Each of the three factors is hypothesized to have a direct influence on an employee's intention to leave the organization. Job insecurity represents employees' feelings of uncertainty about the continuity of their employment. Organizational support reflects the extent to which employees perceive that their organization values their contributions and cares about their well-being. Workload denotes the volume and intensity of tasks assigned to employees. The arrows connecting each independent variable to turnover intention indicate a proposed direct relationship, suggesting that changes in job insecurity, organizational support, or workload may significantly affect employees'

decisions to remain in or leave their jobs. This model provides a basis for empirical testing of how workplace conditions contribute to employee retention or resignation.

### 3. Methods

This study is classified as quantitative research, which aims to generate findings through measurable data that can be analyzed statistically (Ali, 2022). The research was conducted at PT. Surya Karya Setiabudi, located in Perenggamol, Balecat, Gamping District, Sleman Regency, Special Region of Yogyakarta, with the postal code 55295. The primary data used in this study was obtained directly from respondents via a survey method using questionnaires, which are considered highly relevant and valid in addressing the research topic (Sulung & Muspawi, 2024). The target population includes all employees of PT. Surya Karya Setiabudi, totaling 127 individuals (Suriani et al., 2023).

The sampling technique used is purposive sampling, a method in which respondents are selected based on specific criteria set by the researchers (Cahyani et al., 2020). In this study, the sample was limited to employees assigned to office roles or non-field employees, leading to a final sample size of 44 respondents (Deny et al., 2023). The criteria were chosen to ensure that data collected would reflect the conditions experienced by administrative or support staff, who are presumed to experience the research variables job insecurity, organizational support, and workload in more direct and measurable ways. Data collection was conducted using a structured questionnaire divided into two key parts. The first section captured respondents' demographic profiles, while the second measured their perceptions of job insecurity, organizational support, workload, and turnover intention. Each variable was assessed using a five-point Likert scale, allowing respondents to express agreement or disagreement across a range of responses. The questionnaire was physically distributed to participants and coordinated by the Human Resources Department (HRD) of PT. Surya Karya Setiabudi to ensure the involvement of qualified respondents in accordance with the study's sampling criteria. This coordination also helped improve data quality and ensured that the survey reached the intended sample group, strengthening the relevance and accuracy of the results.

### 4. Results

Referring to Table 1. it is evident that every item in the questionnaire has a calculated r-value exceeding the table r-value of 0.251. and each shows a significance level (p) below 0.05. Therefore. it can be concluded that all the questionnaire statements are valid and appropriate for use in this research.

**Table 1.** Validity Test Results

Variable	Statement	r- count	r- table	Significance	Information
Job insecurity	X1.1	0.770	0.251	0.000	Valid
	X1.2	0.687	0.251	0.000	Valid
	X1.3	0.812	0.251	0.000	Valid
	X1.4	0.822	0.251	0.000	Valid
	X1.5	0.698	0.251	0.000	Valid
	X1.6	0.678	0.251	0.000	Valid
Organizational Support	X2.1	0.813	0.251	0.000	Valid
	X2.2	0.795	0.251	0.000	Valid
	X2.3	0.823	0.251	0.000	Valid
	X3.4	0.887	0.251	0.000	Valid
	X3.5	0.823	0.251	0.000	Valid
	X2.6	0.741	0.251	0.000	Valid
Workload	X3.1	0.904	0.251	0.000	Valid

Variable	Statement	r-count	r-table	Significance	Information
	X3.2	0.929	0.251	0.000	Valid
	X3.3	0.931	0.251	0.000	Valid
	X3.4	0.912	0.251	0.000	Valid
	X3.5	0.903	0.251	0.000	Valid
Turnover intention	Y.1	0.889	0.251	0.000	Valid
	Y.2	0.878	0.251	0.000	Valid
	Y.3	0.882	0.251	0.000	Valid
	Y.4	0.883	0.251	0.000	Valid
	Y.5	0.922	0.251	0.000	Valid
	Y.6	0.902	0.251	0.000	Valid

Table 2. Reliability Test Results

Variable	Cronbach Alpha	Critical value	Information
Job insecurity	0.806	0.60	Reliable
Organizational Support	0.899	0.60	Reliable
Workload	0.952	0.60	Reliable
Turnover intention	0.947	0.60	Reliable

Based on Table 2. all variables in this study obtained a Cronbach's Alpha value that exceeded 0.60. which indicates that the questionnaire instrument has a fairly good level of reliability and is suitable as a measuring tool in the research process.

Table 3. Normality Test Results

Model	Un-std Residual	
N	44	
Normal Parameters <sup>a,b</sup>	Mean	0.0000000
	Hours of deviation	4.12038288
Most Extreme Differences	Absolute	0.086
	Positive	0.086
	Negative	-0.079
Kolmogorov-Smirnov Z	0.569	
Asymp. Sig. (2-tailed)	0.902	

Based on table 3. the results of the normality test using a one-sample Kolmogorov-Smirnov are shown to be 0.902 which means more  $>0.05$  so that the data in this study is spread normally.

Table 4. Multicollinearity Test Results

Model	Un-std. Coeff		Std. Coeff <sub>T</sub>	Itself	Collinearity Statistics	
	B	Std. Error			Tolerance	Bright
(Constant)	3.625	4.034	0.899	0.374		
Job Insecurity	-0.061	0.141	-0.041	-0.431	0.669	0.979
Organizational Support	0.325	0.169	0.216	1.928	0.061	0.701
Workload	0.787	0.132	0.662	5.937	0.000	0.710
(Constant)	3.625	4.034	0.899	0.374		
Job Insecurity	-0.061	0.141	-0.041	-0.431	0.669	
Organizational Support	0.325	0.169	0.216	1.928	0.061	
Workload	0.787	0.132	0.662	5.937	0.000	

According to Table 4. all independent variables in this study have VIF values below 10 and tolerance values above 0.10. These results indicate the absence of a

strong correlation among the independent variables confirming that the regression model is free from multicollinearity issues.

The results of the multiple linear regression analysis indicate that: (1) the influence of the job insecurity variable (X1) on turnover intention is negative or lacks a clear direction. (2) the organizational support variable (X2) shows a positive or unidirectional relationship with turnover intention. and (3) the workload variable (X3) also demonstrates a positive or unidirectional effect on turnover intention.

The constant value  $\beta_0$  in the regression equation is 3.625 and carries a positive sign. This suggests that the independent variables have a direct (positive) relationship with the dependent variable, namely turnover intention. When all independent variables job insecurity (X1), organizational support (X2), and workload (X3) are equal to zero, the predicted value of turnover intention (Y) is 3.625. Furthermore, if the job insecurity score increases by one unit, the turnover intention score is expected to increase by 0.669 units. Similarly, an increase of one unit in the organizational support score would result in an increase of 0.061 units in the turnover intention score. Meanwhile, if the workload score increases by one unit, the turnover intention score increases by 0.000 units, indicating a strong and significant effect of workload on turnover intention.

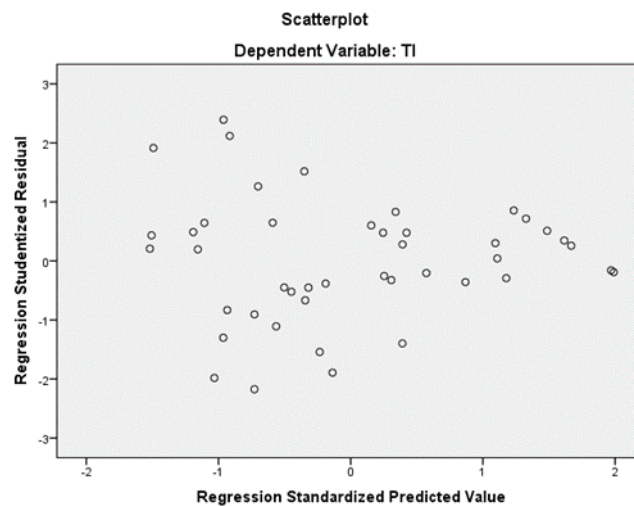


Figure 1. Heterokedasticity Test Result

Referring to Figure 1. the residual dots appear randomly dispersed without forming any specific pattern around the zero line. This indicates that the model's variance fulfills the homoscedasticity assumption. Therefore. it can be concluded that there is no issue of heteroscedasticity. and the regression model is considered valid for further analysis.

Table 5. Results of the t test

Type	t count	Sig (p)	Information	Conclusion
Job insecurity	-0.431	0.669	$p > 0.05$	H01. accepted At 1. rejected
Organizational Support	1.928	0.061	$p > 0.05$	H0 2. accepted Ha 2. rejected
Turnover intention	5.937	0.000	$p < 0.05$	H0 3. rejected Ha 3. accepted

Based on the results of the Hypothesis test in table 6, Hypothesis 1 (The effect of job insecurity on turnover intention), the calculated t value is -0.431, while the

critical t table value is 1.684, which indicates that the calculated t is smaller than the t table. In addition, the significance level (p value) is 0.669, which is greater than 0.05. This finding indicates that H01 is accepted and Ha1 is rejected, which implies that job insecurity does not have a significant effect on turnover intention at PT Surya Karya Setiabudi. According to the results of the Hypothesis 2 test (The effect of organizational support on turnover intention), the calculated t value is 1.928, while the t table value is 1.684, which means that the calculated t is greater than the t table. However, the significance value (p) is 0.061, which is greater than 0.05. These findings indicate that H02 is accepted and Ha2 is rejected, indicating that organizational support does not have a significant influence on turnover intention at PT Surya Karya Setiabudi. Hypothesis 3 testing (the effect of workload on turnover intention) shows a calculated t value of 5.937, which is greater than the t table value of 1.684 (calculated  $t > t$  table). The significance level (p) is 0.000, which is smaller than 0.05. These results indicate that H03 is rejected and Ha3 is accepted, meaning that workload has a positive and significant influence on turnover intention at PT Surya Karya Setiabudi.

**Table 6.** Test Results R<sup>2</sup>

Type	Value
R	0.805a
R Square	0.647
Adjusted R Square	0.621
Std. Error of the Estimate	4.27210

The results of the coefficient of determination analysis indicate that the adjusted R square value is 0.621. This means that job insecurity, organizational support, and workload collectively contribute 62.1% to the variance in turnover intention, while the remaining 37.9% is explained by other factors not examined in this study.

## 5. Discussion

These findings suggest that job insecurity is not a primary factor influencing employees' decisions to leave a company. However, further descriptive analysis revealed that the lowest average score on the job insecurity variable was associated with concerns about job loss at an age considered unproductive. This suggests that, although job insecurity did not show a statistically significant effect, some employees still experience anxiety about their future job stability. This phenomenon can be explained through Maslow's hierarchy of needs theory, which posits that human needs consist of five levels: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. In this context, even if job security is part of basic needs, employees may still choose to stay if higher-level needs, such as esteem and self-actualization, are adequately met by the company. These results align with a study by Gayatri and Muttaqiyathun (2020), which also concluded that job insecurity does not significantly influence turnover intentions.

Based on the findings of Fachridan and Budiarta (2024), it is known that organizational support does not significantly influence employee turnover intentions at PT. Gerhana Matahari is a work of art. This finding indicates that the support provided by the organization is not the main factor that encourages employees to leave the company. The results of the descriptive analysis show that the lowest average rating was given to the aspect of employee satisfaction with organizational facilities and policies, which indicates that although statistically insignificant, employee perceptions of the quality of organizational facilities and policies are still not completely satisfactory for the majority of respondents.

Organizational support does not always have a direct influence on the employee's turnover intention or intention to leave his or her job. This phenomenon can be

explained through the Social Exchange Theory put forward by Blau, where the relationship between employees and the organization is reciprocal. If the organization shows care and concern for employees, then employees are more likely to provide reciprocity in the form of loyalty and commitment. However, if the support received does not match the expectations of the employee, then the effect on loyalty and the desire to stay tends to weaken or even not be felt at all. The results of this study are in line with the findings of Fikran et al. (2023) which shows that organizational support has no effect on turnover intention. This confirms that the influence of organizational support on turnover intention is contextual and can be influenced by other factors.

Research conducted by Nisa and Febriyanti (2019) shows that workload has a positive and significant impact on employee turnover intentions at PT Surya Karya Setiabudi. This indicates that the heavier the workload experienced by employees, the more likely they are to leave the company. Further descriptive analysis supports this, showing that the statement that received the highest average rating was employees' perception that the responsibilities assigned to them exceeded their capabilities. This highlights that excessive workload is a major concern contributing to turnover intentions. In this context, workload refers to the volume or complexity of tasks an individual must complete within a limited timeframe, which may be beyond their capacity. This imbalance causes constant physical and mental stress, which ultimately decreases job satisfaction and triggers the desire to find other jobs that are felt to be more in line with employees' capacities and expectations. The results of this study are in line with the findings of Riani et al. (2017), Astutik and Liana (2022), and Jayasri and Annisa (2023) who both prove that workload has a significant influence on turnover intention.

## **6. Conclusion**

This study investigated the influence of job insecurity, organizational support, and workload on turnover intention among employees at PT Surya Karya Setiabudi. The findings indicate that job insecurity and organizational support do not significantly influence employees' intention to leave, suggesting that these factors may not be primary considerations for turnover within this organizational context. In contrast, workload demonstrated a positive and significant effect on turnover intention, identifying it as the most influential factor. This result suggests that when employees face excessive or unmanageable workloads, their likelihood of leaving the organization increases substantially. Theoretically, these findings contribute to the understanding of employee turnover behavior by emphasizing the role of workload over other psychological and organizational variables. This underscores the importance of workload management as a critical dimension in employee retention strategies. Practically, the results suggest that organizational leaders should focus on evaluating and managing employee workloads to reduce stress and dissatisfaction. Providing a balanced work environment could serve as a key intervention in lowering turnover intention, thereby supporting organizational stability and performance. Despite these insights, this study has certain limitations. The sample size was relatively small, consisting of only 44 respondents selected through purposive sampling, which may limit the generalizability of the results. Furthermore, the study was confined to a single organization, which may not reflect broader organizational dynamics in other industries or regions. Future research should consider expanding the sample size and including respondents from multiple organizations to enhance external validity. In addition, future studies may explore other potential predictors of turnover intention, such as leadership style, job satisfaction, career development opportunities, and work-life balance, to provide a more comprehensive understanding of the factors that influence employee retention.

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