

THE EFFECT OF JOB INSECURITY AND WORK STRESS ON TURNOVER INTENTION OF EMPLOYEES OF GARUDA RAJAWALI KONVEKSI YOGYAKARTA

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Abstract

Competition in the garment manufacturing industry is becoming increasingly severe, and as a result, businesses are required to possess high-quality human resources who are capable of performing at their highest potential. On the other hand, circumstances such as job instability and high levels of stress at work can have an impact on the desire of employees to leave the organization (something known as turnover intention). The purpose of this study is to investigate the relationship between job insecurity and stress at work and the intention of employees at Garuda Rajawali Konveksi Yogyakarta to leave their current positions. The investigation makes use of a causal method in conjunction with a quantitative approach. All of the employees at Garuda Rajawali Konveksi Yogyakarta make up the study population. There were around 69 people that participated in the survey, and the information was collected through the use of purposive sampling. Distribution of questionnaires utilizing a Likert scale with five points was the method that was utilized to collect the data. SmartPLS 4.0 was utilized in order to carry out the data analysis. The findings of the study reveal that job instability has a positive and substantial impact on the intention of employees at Garuda Rajawali Konveksi Yogyakarta to leave their current position. The p-value for this effect is 0.003, which is less than the threshold of 0.05. Furthermore, it is worth noting that work stress has a positive and noteworthy impact on turnover intention, as evidenced by a p-value of 0.000 (which is less than 0.05). According to these findings, the desire of employees to leave their current employer increases in proportion to the degree to which they are worried about their jobs and the amount of stress they face on the job. Therefore, in order to lessen the likelihood of employees leaving the company, the corporation needs to improve the sense of job security that employees have and properly manage stress at work.

Keywords: Job Insecurity, Work Stress, Turnover Intention

INTRODUCTION

Human resources are an essential asset for businesses to have in order to accomplish their corporate objectives. One way to achieve this goal is by enhancing employee performance. Optimal employee performance not only supports the attainment of individual targets but also contributes to the overall effectiveness and success of the organization (Permatasari et al, 2019). An increasing number of business organizations understand the vital role of outstanding employees in organizational success (Azis, et al, 2019). One of the issues that businesses regularly encounter is turnover intention, which refers to the desire of employees to quit the organization on their own volition. A high intention to leave an organization can result in a variety of losses for the business, including increased expenditures associated with recruitment and training, as well as disruptions to work productivity (Lahat, 2021). Both job instability and stress at work are thought to be factors that influence the intention to leave an organization. According to Padli et al. (2021), job insecurity refers to the feeling of uncertainty that employees have regarding the continuation of their employment in the future with their current employer. Work stress, on the other hand, is a state of tension that has an effect on the physical and psychological conditions of employees, consequently diminishing the level of comfort they experience while they are at work (Dinata & Chandra, 2024). There have been a number of studies that have demonstrated that job uncertainty and stress at work might raise the likelihood that employees will leave their current employer (Handaru, 2021; Hallo, 2022).

Garuda Rajawali Konveksi Yogyakarta is a company that operates in the garment industry and is confronted with the challenge of experiencing a relatively high frequency of staff turnover. According to the data collected on employee turnover at Garuda Rajawali Konveksi Yogyakarta during the period of May to September 2025, there were changes in the number of employees who left their positions. The number of employees who left the company ranged from as high as four in May to two in June, six in July, four in August, and five in September. The fact that this situation results in increased expenditures for hiring and training new personnel, as well as the possibility that it may disrupt the stability and productivity of the organization, makes it an issue for the company. According to the findings of the interviews, the company faces a challenge in the form of an issue regarding the high rate of staff turnover. This is because the company incurs additional costs for recruiting and training new employees. There are a number of factors that are thought to be responsible for the high turnover rate. These factors include higher salary offers from other companies, incompatibility with superiors, uncomfortable work environments, conflicts between employees, and stress related to work. As a result, the company needs to pay attention to reduce the employee turnover rate. Employees endure work stress that is defined by exhaustion, worry, and work pressure, as well as uncertainty regarding the continuance of their employment due to changes in production, as indicated by the findings of interviews. It is believed that these conditions will boost the intention of employees to leave their jobs. In light of this, the purpose of this study is to investigate the impact that job instability and stress at work have on the intention of employees at Garuda Rajawali Konveksi Yogyakarta to leave their current organization.

LITERATURE REVIEW

Job Insecurity

According to Padli et al. (2021), job insecurity is a psychological condition that is characterized by instances in which workers experience feelings of being threatened or apprehensive about their future employment. A person is said to be experiencing job insecurity when they are experiencing feelings of tension, anxiety, concern, stress, and ambiguity around their professional identity. According to Tanyar (2019), work insecurity is defined as the inability to maintain a threatened job condition, which is described as uncertainty and a lack of control over the future of the individual holding the position.

The following are some signs of job insecurity (Tanyar, 2019):

- 1) The level of threat that employees experience in relation to aspects of their jobs, such as the possibility of receiving a promotion, keeping their existing income or bonus, or receiving a raise in their wage.
- 2) The meaning of work that is significant to an individual has the potential to influence the degree of uneasiness or the sense of insecurity that they experience in relation to their employment.
- 3) The degree of danger that is likely to materialize and have an impact on the individual's employment in general
- 4) The degree of significance that an individual attaches to the capabilities that are presented by each possibility.

Work Stress

A dynamic condition that occurs when an individual is confronted with an opportunity, demand, or resource connected to their desires, and the outcome is viewed as being unknown and crucial, is what Robbins (2022) refers to as stress. According to Hasibuan (2014), people who are under stress at work report feeling apprehensive and extremely anxious, and they frequently become furious, aggressive, and unable to relax, exhibiting an attitude that is uncooperative. Stress at work is defined by Aksa and Transistari (2021) as the sensation of pressure that employees face when confronted with their work.

It is explained by Hasibuan (2014) that the following are the indicators of stress at work:

- 1) An overwhelming amount of work
- 2) The unjust and unfair manner in which the leader distributes assignments
- 3) Considered to be an excessive amount of working hours
- 4) Conflict between management and staff members for the company
- 5) A lack of effective communication amongst staff members
- 6) There is a connection between work authority and responsibility.

Turnover intention

Employees who voluntarily leave their jobs based on their own free will are typically considered to have the aim of leaving their jobs. According to Syamsul (2022), firms should avoid turnover intention because it might lead to losses in terms of expenses, time, and resources. That is why turnover intention is undesirable. Employees have

the tendency or intention to leave their positions willingly or to shift from one workplace to another of their own choosing, which is referred to as turnover intention (Mobley, 2011). Mobley (2011) states that the following are the signs that can be used to measure the intention to leave an organization:

- 1) The phrase "Thinking of Quitting" refers to the ideas that an individual has regarding whether or not they will leave their current employment or continue working there. The first step is for them to feel dissatisfied with their existing position, which then leads them to contemplate leaving there.
- 2) The desire of an individual to look for work with a different company is shown in their intention to explore for alternatives. In the event that an employee begins to regularly contemplate leaving their current position, it is really probable that they would look for work on the outside of the organization that they believe to be of higher quality.
- 3) Intention to Quit is a reflection of an individual's intention to leave their current position. When an employee discovers a better employment opportunity, they have the intention of leaving their current position; but, in the end, it is the employee who decides whether or not to remain in their current position.

Hypothesis Development

The relationship between job insecurity and turnover intention.

The connection between job insecurity and the intention to leave one's current position Employees who are facing job instability have a valid cause to look for alternative work opportunities that will help them continue their careers and provide them a sense of security, as stated by Greenhalgh and Rosenbaltt in Marzuqi (2021). In light of this, employees who experience feelings of insecurity or threat in their working environment are very inclined to contemplate quitting their current employer in order to pursue better employment opportunities elsewhere. Job insecurity has been proven to have a favorable and significant effect on turnover intention, according to research carried out by Azizah (2022), Karina et al (2018), Audina & Kusmayadi (2018), and Handaru et al (2021).

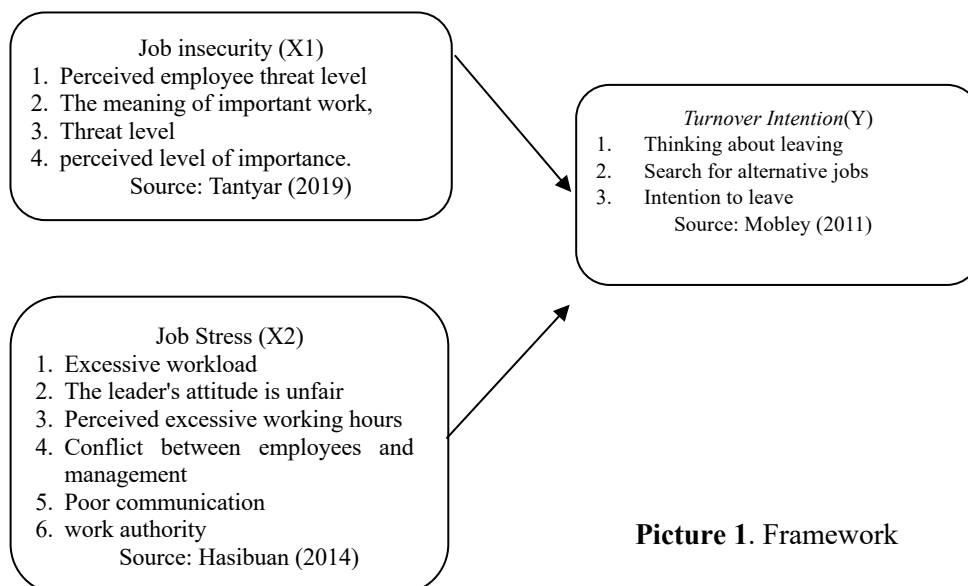
H1: There is a positive influence between job insecurity and employee turnover intention.

The Relationship Between Job Stress and Turnover Intention

According to Moorhead and Griffin (2013), increasing levels of stress on the job have emerged as a significant factor in employee turnover. According to Moorhead and Griffin (2013), stress on the job has emerged as a significant factor in employee turnover. When a person is dissatisfied with their job, they may experience frustration as a reaction to the excessive stress and anxiety that they are feeling. According to the findings of research carried out by Hallo (2022) and Irbayuni (2022), there is a positive correlation between job stress and intents to leave one's current position. In addition, Ramadhani and Wardani (2025) came to the conclusion that job stress has a direct and beneficial impact on the intention to leave one's current position.

H2: There is a positive influence between work stress and employee turnover intention.

Framework



Picture 1. Framework

METHOD

Procedures for conducting research The procedure that was utilized was a quantitative strategy that took a causal approach. All employees of Garuda Rajawali Konveksi Yogyakarta make up the population of this study. For the purpose of determining the sample method that was utilized in this study, the researcher utilized purposive sampling. Purposive sampling is a method of sampling that is employed by Sugiyono (2022) and is based on particular criteria, specifically personnel who have been employed for a minimum of one year. For the purpose of this study, 69 individuals were selected at random from the Slovene population (Umar, 2014). A questionnaire was utilized as the method of data collecting as the technique. A Likert scale was utilized for the measuring of the questionnaire, and the response possibilities were strongly agreeing, agreeing, neither agreeing nor disagreeing, and strongly disagreeing. There is a variance-based Structural Equation Analysis (SEM) known as Partial Least Square (PLS), which can simultaneously assess measurement models and structural models (Abdillah & Jogiyanto, 2009). The data analysis model that is being used in this study is using SmartPLS software version 4.0. Inferential statistics, also known as inductive statistics or probability statistics, is a statistical method that is employed for the purpose of analyzing sample data, and the results are then attributed to the population, as stated by Sugiyono (2022). For the purpose of this investigation, inferential statistical data analysis can be evaluated with the assistance of Smart PLS software. This program incorporates model measurement (outer model), model structural evaluation (inner model), and hypothesis testing that has been planned out. By calculating the total variance, which is comprised of common variance, specific variance, and error variance, PLS makes use of the principal component analysis approach, which is specifically the variant extraction block, in order to determine the relationship that exists between the indicators and the latent constructs.

RESULTS AND DISCUSSION

Located in Yogyakarta, Garuda Rajawali Konveksi Yogyakarta is a firm that offers textile and garment production services. Prawirodirjan Village, Gondomanan District is the location of the company, which can be found at Jalan Ibu Ruswo GM 2/252. Garuda Rajawali Konveksi is able to successfully support efficient business operations and enable client access because to its advantageous position in the heart of the city. A wide range of garment and textile production requirements are met by the company, which also makes consistent efforts to enhance both product quality and service in order to fulfill the requirements of its customers. In terms of the characteristics of the respondents, the following are the results:

Table 1. Respondent Characteristics

Gender	Frequency	%
Woman	51	73.91
Man	18	26.09
Total	69	100
Age	Frequency	%
18-25 years old	10	14.49
26-30 years old	24	34.78
>31 years	35	50.72
Total	69	100
Education	Frequency	%
JUNIOR HIGH SCHOOL	23	33.33
SENIOR HIGH SCHOOL	44	63.77
D4/S1	2	2.90
Total	69	100

Source: Processed Data (2026)

With regard to gender characteristics, the research respondents were primarily comprised of female employees, which amounted to 51 individuals or 73.91% of the total, while male employees amounted to 18 individuals or 26.09% of the total. Based on these findings, it can be deduced that the majority of the workforce at Garuda Rajawali Konveksi Yogyakarta is comprised of female employees. This finding is indicative of the preponderance of female workers in the operational operations of the organization. The bulk of responders, who accounted for 35 individuals or 50.72 percent

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of the total, were in the age category that was more than 31 years old. According to this, the majority of workers are in the age range that is considered to be productive, and they have a significantly higher level of maturity and work experience when it comes to carrying out the obligations and responsibilities associated with their jobs. In terms of education level, the majority of respondents had completed high school, which accounted for 44 individuals, or 63.77% of the total. According to these findings, the bulk of the workforce at Garuda Rajawali Konveksi Yogyakarta is comprised of individuals who have completed their high school education. This workforce composition is in line with the competency requirements and job characteristics that are prevalent in the convection industry.

Descriptive Analysis

Table 2. Results of Descriptive Statistical Analysis of Job Insecurity Variable

No	Statement	Alternative Options					Amount	Total score	Ideal score	category
		STS (1)	TS (2)	N (3)	S (4)	SS (5)				
1.	I feel that my job at Garuda Rajawali Konveksi is not always safe.	19 27.5 %	37 53.6 %	9 13%	3 4.3%	1 1.4%	69 100%	137	345	Low
2.	I'm worried that one day I might be laid off from this job.	19 27.5 %	35 50.7 %	11 15.9%	3 4.3%	1 1.4%	69 100%	139	345	Low
3.	My work at Garuda Rajawali Konveksi is very important for my income.	30 43.5 %	22 31.9 %	11 15.9%	4 5.8%	2 2.9%	69 100%	133	345	Low
4.	Losing this job will have a huge impact on my life and my family's.	29 42% %	21 30.4 %	14 20.3%	3 4.3%	2 2.9%	69 100%	135	345	Low
5.	I feel there is a possibility of employee reduction at Garuda Rajawali Konveksi.	22 31.9 %	33 47.8 %	8 11.6%	5 7.2%	1 1.4%	69 100%	137	345	Low
6.	The order or production conditions make me feel like my job is threatened.	28 40.6 %	28 40.6 %	8 11.6%	4 5.8%	1 1.4%	69 100%	129	345	Low
7.	I feel that my position at Garuda Rajawali Konveksi is easily replaced.	25 36.2 %	31 44.9 %	9 13%	3 4.3%	1 1.4%	69 100%	131	345	Low
8.	I feel that my role is not being noticed by the company.	13 18.8 %	35 50.7 %	16 23.2%	5 7.2%	0	69 100%	151	345	Low
Total Score Amount										1092
Ideal Score Total										2760
Percentage Score										39.56%

Source: Processed Data (2026)

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There was a total score of 1,092 for the job insecurity variable out of a possible score of 2,760, which is regarded to be a low score. This score is based on the responses of the respondents. Based on these findings, it can be deduced that the majority of employees working for Garuda Rajawali Konveksi Yogyakarta have low levels of job insecurity. This indicates that they have a tendency to feel quite confident about the continuity of their positions and their future careers at the workplace.

Table 3. Results of Descriptive Statistical Analysis of Work Stress Variables

No	Statement	Alternative Options					Amount	Total score	Ideal score	category
		STS (1)	TS (2)	N (3)	S (4)	SS (5)				
1.	The work targets given are often too heavy for me.	16	31	17	3	2	69	151	345	Low
		23.2 %	44.9 %	24.6 %	4.3 %	2.9 %	100 %			
2.	I often feel exhausted because of the amount of work that needs to be done.	29	27	8	5	0	69	127	345	Low
		42 %	39.1 %	11.6 %	7.2 %		100 %			
3.	The boss divides the work unevenly among the employees.	34	20	9	6	0	69	125	345	Low
		49.3 %	29 %	13 %	8.7 %		100 %			
4.	I feel that my boss's treatment of employees is not fair.	16	25	21	7	0	69	157	345	Low
		23.2 %	36.2 %	30.4 %	10.1 %		100 %			
5.	I often work beyond the specified working hours.	22	16	26	2	3	69	155	345	Low
		31.9 %	23.2 %	37.7 %	2.9 %	4.3 %	100 %			
6.	Long working hours make me feel stressed.	19	37	7	6	0	69	138	345	Low
		27.5 %	53.6 %	10.1 %	8.7 %		100 %			
7.	I have experienced conflict or tension with my boss.	22	27	9	10	1	69	148	345	Low
		31.9 %	39.1 %	13 %	14.5 %	1.4 %	100 %			
8.	The way superiors reprimand employees often creates feelings of discomfort.	13	35	16	5	0	69	151	345	Low
		18.8 %	50.7 %	23.2 %	7.2 %		100 %			
9.	Lack of communication between employees often leads to work errors.	26	32	3	8	0	69	131	345	Low
		37.7 %	46.4 %	4.3 %	11.6 %		100 %			
10.	Job information in production is not always conveyed clearly.	15	35	14	5	0	69	147	345	Low
		21.7 %	50.7 %	20.3 %	7.2 %		100 %			
11.	I was given great responsibility without clear authority.	15	29	17	5	3	69	159	345	Low
		21.7 %	42 %	24.6 %	7.2 %	4.3 %	100 %			
		Total Score Amount							1,589	
		Ideal Score Total							3,796	
		Percentage Score							41.87	

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The findings of the responses that respondents gave to the job stress variable obtained a total score of 1,589 out of an ideal score of 3,795, which is equivalent to 41.87% and falls into the category of low. This suggests that the level of stress that employees experience at work is quite minimal, which means that the pressure that people encounter at work has not had a substantial impact on either their physical or psychological condition while they are performing their jobs.

Table 4.Results of Descriptive Statistical Analysis of Turnover Intention Variable

No	Statement	Alternative Options					Amount	Total score	Ideal score	category
		STS (1)	TS (2)	N (3)	S (4)	SS (5)				
1.	I often think about quitting my job at Garuda Rajawali Konveksi.	26 37.7 %	31 44.9 %	5 7.2%	4 5.8%	3 4.3%	69 100%	134	345	Low
2.	I don't feel like working long in this company.	30 43.5 %	23 33.3 %	11 15.9%	2 2.9%	3 4.3%	69 100%	132	345	Low
3.	I have looked for job vacancy information elsewhere.	27 39.1 %	28 40.6 %	8 11.6%	4 5.8%	2 2.9%	69 100%	133	345	Low
4.	I am interested in trying to work at another convection company.	35 50.7 %	23 33.3 %	6 8.7%	3 4.3%	2 2.9%	69 100%	121	345	Low
5.	I intend to leave Garuda Rajawali Konveksi if I get a better job.	32 46.4 %	21 30.3 %	9 13%	4 5.8%	3 4.3%	69 100%	132	345	Low
6.	I have a definite intention to leave this company as soon as possible.	28 50.9 %	18 32.7 %	5 9.1%	2 3.6%	2 3.6%	55 100%	97	275	Low
Total Score Amount								775		
Ideal Score Total								2,070		
Percentage Score								37.43		

Source: Processed Data (2026)

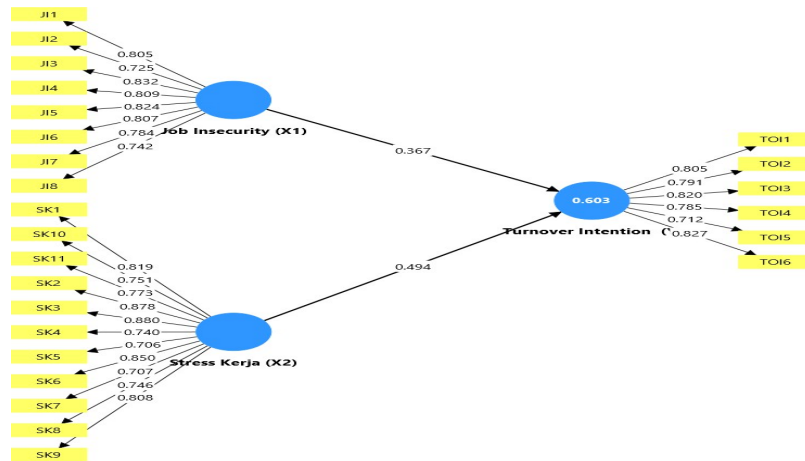
As a consequence of the replies that respondents gave to the turnover intention variable, the total score that was obtained was 775 out of a possible ideal score of 2,070. This represents 37.43%, which places the variable in the poor group. According to these findings, the majority of employees have a low desire to leave the company. As a result, it is possible to assert that employees have a tendency to be committed to remaining with Garuda Rajawali Konveksi Yogyakarta.

Measurement Model Test (Outer Model)

PLS method, the model is constructed based on two main components: the inner model and the outer model, which describes the relationship between each latent variable and the manifest indicators used as measurement tools (Sutjipto et al, 2019). It is necessary to carry out Outer Model Analysis in order to guarantee that the measurement instrument that is being utilized satisfies the standards for validity and reliability (Husein, 2015). The validity and dependability of a model can be evaluated with the help of the measuring model, also known as the outer model. According to Jogiyanto and Abillah (2015), the purpose of validity testing is to ascertain whether or not the research instrument is feasible in terms of measuring the variables that are intended to be measured. Cronbach's Alpha, Composite Validity, Discriminant Validity, Composite Reliability, and Average Variance Extracted (AVE) were the four measurement criteria that were utilized in the process of evaluating the Outer Model in this particular research endeavor. The following figure illustrates the research model that was utilized in this study:

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Source: SmartPLS 4.0 Output 2026

Picture 2. Outer Model

Validity Test (Convergent Validity)

The Outer Loading value, which should be larger than 0.7, and the Average Variance Extracted (AVE) value, which should be at least 0.5, are typically evaluated during the process of convergent validity testing. This indicates that the latent variable is able to explain more than half of the indicator's variance on average. The results of the convergent validity study for each indicator of job insecurity, work stress, and intention to leave the current position are discussed in the following paragraphs. Every single one of the indicators that are utilized for the purpose of measuring these variables satisfies the requirements for an Outer Loading value that is more than 0.7.

Table 5. Loading Factor Value of Each Indicator

Variables	No	Indicator	Loading Factor	Information
Job insecurity	1	JI1	0.805	Valid
	2	JI2	0.725	Valid
	3	JI3	0.832	Valid
	4	JI4	0.809	Valid
	5	JI5	0.824	Valid
	6	JI6	0.807	Valid
	7	JI7	0.784	Valid
	8	JI8	0.742	Valid
Work stress	1	SK1	0.819	Valid
	2	SK2	0.878	Valid
	3	SK3	0.880	Valid
	4	SK4	0.740	Valid
	5	SK5	0.706	Valid
	6	SK6	0.850	Valid
	7	SK7	0.707	Valid
	8	SK8	0.746	Valid
	9	SK9	0.808	Valid
	10	SK10	0.751	Valid
	11	SK11	0.773	Valid
Turnover intention	1	TOI1	0.805	Valid
	2	TOI2	0.791	Valid
	3	TOI3	0.820	Valid
	4	TOI4	0.785	Valid
	5	TOI5	0.712	Valid
	6	TOI6	0.827	Valid

Source: SmartPls Output, (2026)

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Test results for the indicators that were used to measure variables X1, X2, and Y are displayed in the table that can be found above. As a consequence of the tests, it has been determined that every indication has satisfied the requirements for an Outer Loading value that is more than 0.7. As a result, it can be concluded that each and every indicator contained within this table is suitable for use in the process of measuring these variables.

A test of the discriminant validity.

Testing for discriminant validity seeks to confirm that each indicator has a stronger link with its own variable construct than it does with other variables on the list of variables being tested. To put it another way, an indicator must have the highest factor loading value on the intended construct. This demonstrates that the indicator is not just relevant but also particular in terms of measuring the variable that is intended to be measured. (Wiyono, 2020).

Table 6. Fornell-Larcker Criterion Test

Variables	Job Insecurity(X1)	Job Stress (X2)	TurnoverIntention (Y)
Job Insecurity(X1)	0.792		
Job Stress (X2)	0.617	0.789	
Turnover Intention (Y)	0.672	0.721	0.791

Source: SmartPls Output, (2026)

According to the findings of the analysis, the square root values of the Average Variance Extracted (AVE) for each variable are higher than the correlation values between the other constructs. This indicates that all of the variables in this model satisfy the Fornell-Larcker Criterion and have a high degree of discriminant validity. Therefore, it is possible to draw the conclusion that the constructions contained within this model are capable of being differentiated from one another in a clear and distinct manner.

Table 7. Heterotrait-Monotrait (HTMT)

Variables	Job Insecurity (X1)	Work Stress (X2)	Turnover Intention (Y)
Job Insecurity(X1)			
Job Stress (X2)	0.647		
Turnover intention (Y)	0.724	0.782	

Source: SmartPls Output, (2026)

According to the findings of the analysis, the square root values of the Average Variance Extracted (AVE) for each variable are higher than the correlation values between the other constructs. This indicates that all of the variables in this model satisfy the Fornell-Larcker Criterion and have a high degree of discriminant validity.

Presented below is a table that contains the values of the Average Variance Extracted (AVE):

In addition, validity and reliability criteria can be evaluated based on the reliability value of a construct (also known as composite reliability) and the Average Variance Extracted (AVE) value of each construct. For a construct to be considered very reliable, the Composite Reliability value must be greater than 0.7, the Average Variance Extracted (AVE) value must be greater than 0.5, and the Cronbach's Alpha value must be greater than 0.7. All of the variables that were investigated are included in the following table, which displays the values for Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE).

Table 8. Cronbach's Alpha, Composite Reliability and Average Variance Extracted (AVE) values

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Job Insecurity(X1)	0.915	0.923	0.931	0.627
Job Stress (X2)	0.939	0.940	0.948	0.623
Turnover intention (Y)	0.880	0.887	0.909	0.626

Source: SmartPLS 4.0 Output 2026

Turnover intention is 0.880, job insecurity is 0.915, and job stress is 0.939, according to the results of the table that was just presented, which explain that the Cronbach's Alpha value for all variables is greater than 0.80. It may be deduced from this that every construct possesses a high level of internal consistency. The Composite Reliability number, which includes both rho_a and rho_c, is more than 0.70 for all constructs. This indicates that the constituent indicators of each variable are able to measure the construct in a consistent manner that is consistent with the construct. The value of rho_a can be anywhere between 0.887 and 0.940, whilst the value of rho_c can be

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anywhere between 0.909 and 0.948. Not only does the AVE value for each variable indicate values that are greater than 0.50, but it also ranges from 0.623 to 0.67. On the basis of these findings, it is possible to draw the conclusion that all of the constructs that were utilized in the research project have satisfied the anticipated reliability and validity standards, which means that they are eligible for use in subsequent analysis.

Table 9. Discriminant Validity Value (Cross Loading)

Indicator	<i>Job Insecurity(X1)</i>	<i>Job Stress (X2)</i>	<i>TurnoverIntention (Y)</i>
J11	0.805	0.433	0.441
J12	0.725	0.427	0.421
J13	0.832	0.470	0.589
J14	0.809	0.420	0.443
J15	0.824	0.432	0.463
J16	0.807	0.489	0.574
J17	0.784	0.633	0.668
J18	0.742	0.527	0.548
SK1	0.546	0.819	0.582
SK2	0.565	0.878	0.580
SK3	0.558	0.880	0.597
SK4	0.509	0.740	0.548
SK5	0.624	0.706	0.597
SK6	0.480	0.850	0.578
SK7	0.326	0.707	0.467
SK8	0.346	0.746	0.549
SK9	0.409	0.808	0.575
SK10	0.405	0.751	0.534
SK11	0.536	0.773	0.618
TO11	0.569	0.517	0.805
TO12	0.546	0.663	0.791
TO13	0.579	0.506	0.820
TO14	0.481	0.582	0.785
TO15	0.418	0.450	0.712
TO16	0.575	0.662	0.827

Source: SmartPLS 4.0 Output 2026

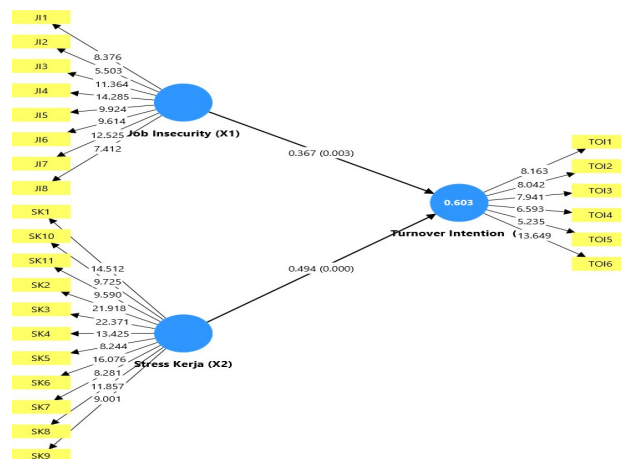
In general, the results of the tests demonstrate that every indicator in the model has the largest factor loading value on its corresponding construct. This suggests that these indicators more strongly reflect the variable that is intended to be reflected than other variables. As a result, it is possible to draw the conclusion that all of the indicators that were used in this research satisfy the requirements for good discriminant validity and are appropriate for use in Structural Equation Modeling (SEM) modeling that is based on Partial Least Square (PLS).

Examination of the Structural Model (the Inner Model)

In the PLS methodology, the evaluation of the inner model is carried out by assessing the R2 and Q2 values, which serve as indicators of the predictive capacity of the dependent variable. Additionally, the path coefficient is utilized to evaluate the link between the dependent variables. In addition, the T-statistic value of each path in the model is used to determine whether or not the hypothesis that the link between variables is significant is correct.

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Source: SmartPLS 4.0 Output 2025

Picture 3. Inner Model

When attempting to determine the extent to which the independent (exogenous) variable contributes to the explanation of the variability of the dependent (endogenous) variable in the model, the MarkR-Square (R²) statistic is utilized. According to the findings of Savitri et al. (2022), the interpretation of the coefficient of determination can be broken down into the following categories: There is a strong association between the variables in the study model, as indicated by the R² value of 0.603, which indicates a strong relationship, and a pretty strong relationship, which indicates a reasonably strong relationship.

Table 10. Mark r-Square

Item	R-Square	R-Square Adjusted
Turnover Intention(Y)	0.603	0.590

Source: SmartPLS 4.0 Output 2026

It is possible to draw the conclusion that the Turnover Intention variable is influenced by its independent variables by a factor of 0.603%, which is equivalent to 60.3%, based on the findings of the R-square test listed above. The remaining 39.7%, on the other hand, is influenced by additional factors that are not included in the scope of this study.

Hypothesis Testing

The T-statistic value, which represents the relationship between the independent variables, the dependent variable, and the mediating variable, can be noticed in an effort to evaluate the importance of the predictive model in the proposed structural model. This can be done by observing the relationship between the three variables. These results are displayed in the Path Coefficient table that may be seen in the SmartPLS output below.

Table 11. Path Coefficient (Mean, STDEV, T-Value)

Variables	Original sample (O)	T statistics (O/STDEV)	P values	Hypothesis	Information
Job Insecurity (X1) -> Turnover Intention (Y)	0.367	2,958	0.003	Significant	Accepted
Job Stress (X2) -> Turnover Intention (Y)	0.494	4,081	0,000	Significant	Accepted

Source: SmartPLS 4.0 Output 2026

With a path coefficient (β) value of 0.367, a T-statistic value of 2.958, and a P-value of 0.003 (<0.05), the results of the hypothesis testing using the PLS-SEM approach demonstrate that Job Insecurity has a positive and significant effect on Turnover Intention. This conclusion is based on the findings of the study carried out to test the hypothesis. According to these findings, the likelihood of employees having the desire to quit increases in proportion to the degree to which they have a sense of job insecurity from their current position. Therefore, the hypothesis that asserts that job insecurity has a favorable effect on turnover intention is taken into consideration and approved. In addition, it was demonstrated that Job Stress has a positive and substantial impact on Turnover Intention, as evidenced by the coefficient value of 0.494, the T-statistic value of 4.081, and the P-value of 0.000 (<0.05). The coefficient value of job stress is higher than the effect of job insecurity, which shows that job stress is a more

dominating factor in boosting employee desire to leave the firm. Job insecurity is a factor that has been shown to improve employee satisfaction. Because of this, the hypothesis that asserts that job stress has a beneficial effect on turnover intention is accepted.

DISCUSSION

The Influence of Job Insecurity on Turnover Intention

The findings of the study suggest that job instability has a favorable and significant impact on the intention of employees at Garuda Rajawali Konveksi Yogyakarta to decide whether or not to leave their current position. This is demonstrated by the fact that the path coefficient (β) is 0.367, the T-statistic is 2.958, and the P-value is 0.003 (which is less than 0.05). According to these findings, the number of employees who have the intention to leave their current employer increases in proportion to the degree to which they think that they are in a precarious position in their current position. A state known as work insecurity is described by Greenhalgh and Rosenblatt (1984) as one in which an individual has the perception that they are unable to keep their employment due to the existence of potential risks to their future. It is possible for employees to have feelings of anxiety, fear, and discomfort when they are uncertain about their job security, which eventually leads them to look for employment that is regarded to be more stable. This viewpoint is consistent with the organizational behavior theory that was proposed by Robbins and Judge (2022). According to this theory, uncertainty in the workplace can lead to a decrease in organizational commitment and an increase in the desire of employees to leave the company.

The findings of this study reveal that even if the level of job insecurity among employees of Garuda Rajawali Konveksi Yogyakarta is relatively low, the perception of job insecurity continues to be a factor that influences the intention to leave the company. The occurrence of this situation may be attributed to the fact that workers are concerned about the continuity of their jobs as a consequence of changes in the production of the company. These fluctuations may lead to a reduction in working hours or the possibility of termination. Employees who have the impression that their future employment is unclear are more likely to look for alternative work opportunities that they believe will provide them with a higher level of job security. The results of this study lend credence to the findings of Azizah and Murniningsih (2022), Handaru et al. (2021), and Padli et al. (2021), who discovered that job instability had a favorable and significant impact on the intention to leave one's current position. In addition, more recent research conducted by Pratiwi and Kurniawan (2024) demonstrated that, as a result of a decrease in their sense of security and trust in the organization, employees who are experiencing job insecurity are more likely to have the intention of leaving the business. It is therefore necessary for businesses to establish job security by means of open communication, clear employment policies, and enhanced employee welfare in order to decrease the intention of employees to leave their positions.

The Effect of Job Stress on Turnover Intention

According to the findings of the research, the work stress experienced by employees at Garuda Rajawali Konveksi Yogyakarta has a favorable and significant impact on their intention to leave their current position. As seen by the path coefficient (β) value of 0.494, the T-statistic value of 4.081, and the P-value of 0.000 (<0.05), this is a significant finding. When compared to the variable representing job insecurity, the bigger coefficient value suggests that work stress is a more significant influence in determining whether or not a person intends to leave their current position. The dynamic condition known as job stress is described by Robbins and Judge (2022) as a situation in which individuals are confronted with work demands that are greater than their capabilities or resources, resulting in both physical and psychological stress. In the meantime, Mangkunegara (2017) argues that prolonged exposure to stress at work can result in several negative outcomes, including exhaustion, lower motivation to work, low levels of job satisfaction, and an increased desire to leave the business. Accordingly, the likelihood of an employee intending to leave their current employer increases in proportion to the degree to which they are experiencing high levels of stress.

Workplace stress can be caused by a variety of factors, including but not limited to workloads, production targets, time demands, and working conditions that need a high level of precision while at Garuda Rajawali Konveksi Yogyakarta. According to the findings of the interviews, a number of workers reported experiencing symptoms of stress related to their jobs, including exhaustion, headaches, anxiety, and difficulties sleeping. In the event that these circumstances continue to exist over an extended period of time, employees may suffer a decline in job satisfaction, which may result in a desire to look for alternative career opportunities that are regarded as being more favorable. This study's findings are consistent with those of Hallo (2022), Irbayuni (2022), and Malihah (2022), all of whom proved that the presence of work-related stress has a positive and significant impact on the intention to leave one's

current position. Recent research conducted by Putri and Nugroho (2024) provides additional support for these findings. Their findings demonstrated that work stress is a significant predictor of desire to leave an organization since it has the potential to decrease job satisfaction and organizational commitment. Therefore, in order to reduce the likelihood of employees leaving their jobs, businesses need to implement stress management strategies such as proportional workload management, the enhancement of the working environment, the provision of employee support, and the promotion of effective communication between superiors and subordinates.

CONCLUSION

Employers at Garuda Rajawali Konveksi Yogyakarta tend to have relatively low perceptions of job insecurity, stress levels, and intentions to leave the company, according to the findings of a study that investigated the influence of job insecurity and work stress on turnover intention among employees at the company. The study's findings led to the conclusion that the levels of job insecurity, work stress, and turnover intention are all in the low category. On the other hand, the findings of the hypothesis testing reveal that job instability has a positive and substantial effect on the intention to leave one's currently employed position. Additionally, it has been demonstrated that stress at work has a positive and considerable impact on the intention to leave one's current position, and that it has a more significant influence than job insecurity overall. The findings of this study suggest that the likelihood of employees having the intention to leave their current employer increases in proportion to the degree to which they consider their level of job insecurity and stress at work to be higher. On the other hand, the intention of Garuda Rajawali Konveksi Yogyakarta personnel to leave their jobs decreases in proportion to the degree of job insecurity and stress they experience in their workplace. Increasing employees' sense of security regarding the continuity of their work by providing job certainty, transparent communication regarding company conditions, and better human resource management are some of the ways that companies are advised to reduce the level of turnover intention. This recommendation is based on the findings of the study. In addition, businesses have a responsibility to reduce the levels of stress experienced by their employees by controlling proportional workloads, providing enough work assistance, and establishing a comfortable and congenial working atmosphere. In order to obtain results that are more comprehensive and more generalizable, it is recommended that future researchers include additional variables that have the potential to influence turnover intention. These variables include job satisfaction, organizational commitment, compensation, and the work environment. Additionally, it is recommended that the sample size and research subjects enlarge.

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