

# The Effect of Job Insecurity and Workload on Turnover Intention and Organizational Commitment as Mediating Variables (A Study of Employees at TVRI Maluku Station)

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Human resources must be managed effectively in order to contribute positively to the organization's progress. This study aims to examine and analyze the effects of job insecurity and workload on turnover intention; to examine and analyze the effects of job insecurity and workload on organizational commitment; and to examine and analyze the indirect effects of job insecurity and workload on turnover intention and organizational commitment. The study sample at TVRI Maluku Station consisted of 67 participants, selected using a saturation sampling technique, and analyzed using path analysis. The results of the study demonstrate that job insecurity influences turnover intention, and that workload has a significant effect on turnover intention and organizational commitment. Employee job insecurity has a significant direct negative effect on organizational commitment. Employee workload has a significant negative effect on organizational commitment. Organizational commitment has a significant positive effect on turnover intention. Job insecurity has a significant negative effect on turnover intention through organizational commitment. Workload has a significant negative effect on turnover intention through organizational commitment. It is recommended that future researchers explore the variable of job satisfaction by expanding the scope of their research.

**Keywords:** Employee Performance, Job Insecurity, Organizational Commitment.

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## 1. Introduction

Human resources play a crucial role in a company, not only as the driving force behind its operations but also as the determining factor in the company's future direction—whether it will continue to thrive and remain resilient in all business and market conditions, or, conversely, lose out to the competition and be forced to close its doors. Human resources must be managed effectively to ensure they make a positive contribution to the organization's progress. As the economy grows and competition intensifies, companies and organizations face challenges in maintaining their productivity.

Issues faced by employees, such as job insecurity, will affect their well-being in all their activities. According to Ashford et al. (1989) as cited in Sandi (2024), job insecurity reflects the extent to which employees feel their jobs are threatened and feel powerless to do anything about it. Smithson & Lewis (2020) define job insecurity as the psychological state of employees who feel confused or insecure due to a volatile work environment. Employees experiencing such situations evaluate the future of their relationship with the organization, which may manifest as a desire to change jobs or the actual act of leaving the organization. The job insecurity experienced by employees has an impact on turnover intention, as explained by Handoyo's theory in Yanita & Maspudi (2014:2), in which job insecurity is one of the factors contributing to turnover intention.

Perceived job insecurity can influence turnover intention, which can lead to employees' decisions to stay or leave (turnover) a company. The higher the perceived job insecurity, the greater the turnover

intention. This statement is supported by research conducted by several researchers on the effect of job insecurity on turnover intention, including studies by Poni Yanita & Erni Masdupi (2024) and Aulia Putri & Stefanus Rumangkit (2017), which found that job insecurity has a positive and significant effect on turnover intention. However, there are also studies that have yielded different results, such as the study conducted by Suhartini Listalia & Murti Sumarni (2024) and the study by Nassrulloh, Titik Ambarwati & Mursidi (2018), in which their findings indicated that job insecurity does not affect turnover intention. This indicates that there is a research gap regarding the influence of job insecurity on turnover intention.

Organizational commitment, according to Allen & Meyer (1997) as cited in Priansa (2014:234), is a belief that binds employees to the organization where they work, manifested through loyalty, engagement in work, and identification with the organization's values and goals. The relationship between job insecurity and organizational commitment is evident in the decreasing organizational commitment as one of the impacts of job insecurity felt by employees (Sverke & Hellgren, 2022). This relationship is further supported by research conducted by Cindy Lumingkewas S et al. (2019) on employees at the largest notary office in South Jakarta, where job insecurity had a significant negative effect on organizational commitment, meaning that every increase in the job insecurity variable would decrease employees' organizational commitment.

In their study, Cindy Lumingkewas S et al. (2019) also found that organizational commitment can serve as a mediating variable for the effect of job insecurity on turnover intention. Colquitt et al. (2009), as cited in Priansa (2014:233), state that organizational commitment influences whether an employee remains a member of the organization or leaves (turnover) to pursue other employment. Several studies have shown that organizational commitment has a significant negative effect on turnover intention, whereby high organizational commitment reduces employees' intention to leave the organization (turnover intention). These studies include research conducted by Raziq Fadillah Ezra et al. (2019) on contract nurses at Citra BMC General Hospital in Padang and by Poni Yanita & Erni Masdupi (2014) on lecturers at STIE SAK. In the study conducted by Raziq Fadillah Ezra et al. (2019), organizational commitment was found to mediate the effect of job insecurity on turnover intention.

In addition to organizational commitment, it also serves as a mediating variable between job insecurity and turnover intention. According to T. Hani Handoko (2000:193-194), job satisfaction is the pleasant or unpleasant emotional state employees experience regarding their work. The relationship between job insecurity and job satisfaction is evident from the research findings presented by Sverke & Hellgren (2002:31-33), where increased job dissatisfaction is one of the consequences of job insecurity. In a study conducted by Komang Krisna Heryanda (2019) on employees of PT. Telkom Access Singaraja, a relationship between job insecurity and job satisfaction was also found, where job insecurity has a negative and significant effect on job satisfaction. This negative effect implies that if job insecurity is high or increases, the perceived job satisfaction will decrease, and vice versa. The study conducted by Komang Krisna Heryanda (2019) also found that job satisfaction has a significant negative effect on turnover intention and that job satisfaction can mediate the effect of job insecurity on turnover intention.

Robbins (2015:52) notes that job dissatisfaction has a direct impact on the formation of turnover intention. Several studies have demonstrated that job satisfaction has a significant negative effect on turnover intention. In studies conducted by Nyoman Agus Setiawan & Made Surya Putra (2016) on employees of Legian Village Hotel and by I Putu Agus Pande Saeka & I Wayan Suana (2016) on employees of PT. Indonusa Algaemas Prima Bali, it was shown that the higher the perceived job satisfaction, the lower the level of employee turnover intention. The study by Nyoman Agus Setiawan & Made Surya Putra (2016) also found that job satisfaction mediates the relationship between job insecurity and turnover intention.

Meanwhile, TVRI Maluku Station is a regional public broadcaster operating in the field of information and communication, where every employee is not only required to report the news but must

also seek out and pursue news stories. On the other hand, to obtain news, employees—or journalists—need methods to track down information that is as detailed and accurate as possible. This is not easy because journalists must also deal with information sources that vary in nature. Furthermore, not all journalists, with their demanding work schedules, have the time to search for accurate and reliable data. Additionally, while some journalists hold permanent positions, others work under contract, meaning their employment can be terminated at any time in accordance with the terms of their contract—a situation that also poses challenges for employees.

Based on the phenomena and differences in research findings described above, the study to be conducted is titled “The Effect of Job Insecurity and Workload on Turnover Intention: The Role of Organizational Commitment.” The purpose of this study is to examine and analyze: the effect of job insecurity on turnover intention, the effect of workload on turnover intention, the effect of job insecurity on organizational commitment, the effect of workload on organizational commitment, the effect of job insecurity on turnover intention through organizational commitment, and the effect of workload on turnover intention through organizational commitment.

## **2. Method**

### **Research Design**

This study examines job insecurity, organizational commitment, and turnover intention. This study is an explanatory study. An explanatory study is one in which data analysis is conducted to determine the relationships between variables. According to Sugiyono (2012:21), an explanatory study aims to explain the roles of the variables under investigation as well as the relationships between them. This study aims to test or even refute existing theories or research findings and provide insights. Data to measure each research variable were collected using a questionnaire. The research questionnaire consists of statement items used to measure the research variables.

### **Population and Sample**

A population is the scope of generalization consisting of objects or subjects that possess certain qualities and characteristics identified by the researcher for study, from which conclusions are subsequently drawn (Sugiyono, 2017). In this study, the population consists of the 97 employees at TVRI Maluku Station. In this study, the sampling technique used to determine the sample was saturated sampling. Saturated sampling is a sampling technique in which all members of the population are included in the sample (Sugiyono, 2017). Consequently, the sample size for this study was 97 participants.

### **Data Types and Data Sources**

The type of data used is quantitative data. Quantitative data is data that can be entered into a statistical measurement scale. The facts and phenomena in this data are not expressed in natural language, but rather in numerical form. Data sources include primary data and secondary data; Primary data is information collected directly by the researcher from the source. Secondary data is data obtained from others or from existing literature and informants/sources.

**Operational Definitions of Variables**

**Table 1.** Variables, Definitions, and Indicators

No.	Research Variable	Operational Definition	Indicators
1	Job Insecurity (X1)	Reflects the degree to which employees perceive their jobs as threatened and feel powerless to do anything about the situation. (Sandi, 2014)	1. Fear of losing one's job 2. Fear of losing social status in society 3. Feeling of powerlessness (Ashford et al., 2019)
2	Workload (X2)	Workload is defined as a condition in which job demands requiring speed, accuracy, and high concentration have the potential to trigger work-related stress when they exceed the employee's capacity. (Widianti & Herlina, 2023)	1. Working conditions 2. Time utilization 3. Achievement targets (Putra et al., 2011)
3	Organizational Commitment (Z)	A psychological construct that characterizes the relationship between organizational members and their organization, which has implications for an individual's decision to continue organizational membership. (Allen & Meyer, 2020)	1. Affective commitment 2. Continuance commitment 3. Normative commitment (Allen & Meyer, 1990, cited in Priansa, 2020)
4	Turnover Intention (Y)	Turnover is the process by which employees leave an organization and must be replaced. (Mathis & Jackson, 2021)	1. Thinking of quitting 2. Intention to search for alternative employment 3. Intention to quit

**Data Analysis Methods**

This method is used to test the relationships between variables using Path Analysis. Partial Least Squares (PLS) analysis is a powerful analytical method because it is not based on many assumptions. PLS is a data analysis technique using SmartPLS version 3 software. This PLS method has its own distinct advantages, namely: Data do not need to follow a multivariate normal distribution (indicators with categorical, ordinal, interval, and ratio scales can be used in the same model). And the sample size does not need to be large. Although PLS is used to confirm a theory, it can also be used to determine whether or not a relationship exists between latent variables. PLS can also simultaneously analyze constructs formed using both reflective and formative indicators. PLS has two indicator models, namely:

1. The Reflective Indicator Model. Often referred to as the principal factor model, in which the covariance of the indicator measurements is influenced by the latent construct or reflects the variation of the latent construct. In the Reflective Model, a unidimensional construct is depicted as an ellipse with several arrows pointing from the construct to the indicators; this model hypothesizes that changes in the latent construct will influence changes in the indicators.
2. Formative Model. This model does not assume that indicators are influenced by the construct but assumes that all indicators influence a single construct. The direction of the causal relationship flows from the indicators to the latent construct, and the indicators as a group collectively determine the empirical concept or meaning of the latent construct. Because it is assumed that indicators influence the latent construct, there is a possibility that the indicators are correlated with one another; however, the formative model does not assume the necessity of correlation among indicators or consistently assume the absence of correlation among indicators because the internal consistency reliability measure (Cronbach's alpha) does not need to test the reliability of the formative construct.

Steps (Standard) for Data Analysis Using PLS. Data analysis and structural equation modeling using PLS software are as follows:

1. Designing a Structural Model (Inner Model)
 

The Inner Model, or Structural Model, depicts the relationships among latent variables based on substantive theory. The design of the Structural Model depicting the relationships among latent variables is based on the research question or research hypotheses.
2. Designing the Measurement Model (Outer Model)
 

The Outer Model, or Measurement Model, defines how each indicator block relates to its latent variable. The design of the Measurement Model determines the nature of the indicators for each latent variable—whether they are reflective or normative—based on the operational definitions of the variables.
3. Converting a Path Diagram to a System of Equations : a. The basic equation model of the inner model can be written as follows  $N_j = \beta_0 + \beta_1 \eta + \Gamma \xi + \zeta$   $N_j = \sum_i \beta_{ji} \eta_i + \sum_i \gamma_{jb} \xi_b + \zeta_j$ . b. The basic equation of the Outer Model can be written as follows:  $X = \Lambda x \xi + \epsilon$   $Y = \Lambda y \eta + \epsilon$
- 4 Estimation: Weight, Path Coefficients, and Loadings
 

The parameter estimation method used in PLS is the least squares method. The calculation process is performed iteratively, and the iteration stops once convergence is achieved. Parameter estimation in PLS involves three components, namely: Weight estimates used to calculate latent variable data. Partial estimates linking latent variables and loading estimates between latent variables and their indicators. Means and location parameters (regression constants, intercepts) for indicators and latent variables
5. Goodness-of-Fit Evaluation
 

The model’s goodness of fit is measured using  $R^2$  for the latent dependent variable, with the same interpretation as in regression analysis.  $Q^2$  (predictive relevance) for structural models measures how well the model and its parameter estimates predict the observed values.  
 $Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_p^2)$ . This measure has a value ranging from 0 to 2 in path analysis.
6. Hypothesis Testing (Bootstrap Resampling)
 

Hypothesis testing is performed using the Bootstrap resampling method developed by Geisser and Stone. The test statistic used is the t-statistic or t-test. The application of the resampling method allows for the use of data with a free distribution (distribution-free), does not require the assumption of a normal distribution, and does not require a large sample size (a minimum sample size of 30 is recommended). The test is performed using the t-test; if a p-value < 0.05 is obtained, the null hypothesis is rejected. The equation is as follows:

$$Y = P1X1Y + P1X2Y + P1ZY + \epsilon_1$$

$$Z = P2X1Z + P2X2Z + \epsilon_2$$

### 3. Results And Discussion

#### Partial Least Squares Analysis

The data analysis technique using SmartPLS 3.0 (Partial Least Squares) involves two steps to assess the model fit of a study. These steps are as follows:

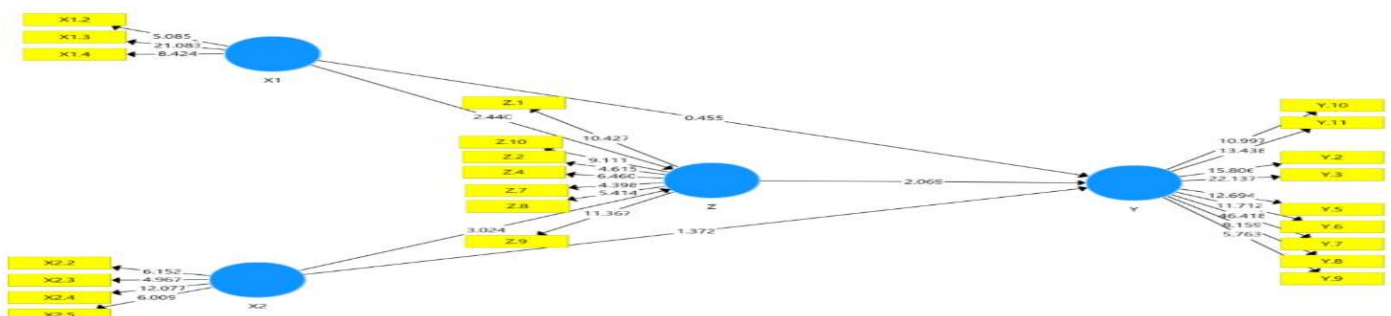


Figure 1. Path Analysis Model

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As shown in Figure 1 above, it can be seen that the effect of job insecurity and workload on turnover intention is 0.654, or 65.4%. Meanwhile, the effect of job insecurity and workload on organizational commitment is 0.688, or 68.8%.

**Outer Model Analysis**

An outer model analysis was conducted to test the validity and reliability of the instrument, ensuring that the questionnaire items used are suitable for measurement purposes. The tests performed on the outer model included convergent validity, discriminant validity, and composite reliability. By examining the loading factor values. Convergent validity is assessed based on the correlations between item scores and component scores estimated using SmartPLS 3.0. The convergent validity test is considered valid if the value of each outer loading is above 0.5. By examining the cross-loading values and AVE values. The second test to evaluate outer loading is the discriminant validity test. This test is conducted to measure the extent to which a variable differs from other variables in the research model. The measurements in this test use cross-loading values and the Fornell-Larcker criterion.

**Composite Realibility**

By examining the values of construct reliability and validity, The final test in the process of evaluating the outer model is the composite reliability test. This test is conducted to assess the consistency in measuring the research variables. Composite reliability is measured by examining the composite reliability values for each construct reliability and validity. The composite reliability test can be considered ‘valid’ or “reliable” if the composite reliability value for each indicator per variable is “above 0.7.” The expected Cronbach’s alpha value is above 0.7. Furthermore, the AVE value should be 0.5 or higher to be considered valid. Therefore, the following are the values for each indicator of composite reliability:

**Table 2.** Composite Reliability Scores

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Insecurity	0.859	0.924	0.913	0.778
Workload	0.801	0.807	0.871	0.630
Turnover Intention	0.952	0.953	0.959	0.724
Organizational Commitment	0.916	0.921	0.933	0.666

Source: Processed Primary Data (2026)

Table 2 shows that the composite reliability values for all indicators of each variable—job insecurity, workload, organizational commitment, and turnover intention—are greater than 0.7, thereby meeting the criteria for acceptance. It can therefore be concluded that all indicators are deemed “valid and reliable” and can be used for further analysis.

**Inner Model Analysis**

An inner model is a structural model that predicts the relationships among latent variables. This model is evaluated using the coefficient of determination ( $R^2$ ) to assess the extent to which the endogenous construct can be explained by the exogenous construct. The following table shows the R-squared values:

**Table 3.** R-Square Values

	R-Square	R-Square Adjusted
Turnover Intention (Y)	0.689	0.654
Organizational Commitment (Z)	0.710	0.688

Source: Processed Primary Data (2026)

To evaluate the structural model or inner model, one can examine the coefficient of determination or the adjusted R-squared value. The evaluation of the inner model itself involves two tests: (1) testing the effects of job insecurity and workload on turnover intention, and (2) testing their effects on organizational commitment. Based on the results of data analysis using SmartPLS, it can be seen that the coefficient of determination, or R-Square, for the influence of job insecurity and workload on turnover intention is moderate, with a value of 0.455, or 45.5%. This value indicates that job insecurity and workload account for 45.5% of the variance in turnover intention, while the remainder is influenced by factors outside the model. Meanwhile, the R-Square value for the influence of job insecurity and workload on organizational commitment is classified as weak, with a value of 0.178 or 17.8%, meaning that only a small portion of the respondents' organizational commitment is influenced by job insecurity and workload, while the remainder is influenced by factors outside the model.

**Hypothesis Testing**

Based on the data analysis conducted, the results can be used to test the hypotheses in this study. Hypothesis testing in this study was performed by evaluating the T-statistic and P-values. The research hypothesis can be considered significant if the T-statistic value is greater than the critical T-value of 1.69 and the P-value is less than 0.05. The following are the results of the hypothesis testing obtained in this study:

**Table 4.** Path Coefficients

Hypothesis	Effect	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Results
H1	X1 -> Y	0.070	2.455	0.025	Accepted
H2	X2 -> Y	0.429	2.840	0.008	Accepted
H3	X1 -> Z	0.332	2.972	0.005	Accepted
H4	X2 -> Z	0.500	3.024	0.001	Accepted
H5	Z-> Y	0.599	2.569	0.020	Accepted

Source: Processed Primary Data (2026)

**Mediation Test**

**Table 5.** Mediation Test Results

Hypothesis	Effect	Original Sample (O)	T Statistics ( O/STDEI )	P-Values	Results
H6	X1 -> Z→Y	0.357	2.584	0.007	Accepted
H7	X2 -> Z→Y	0.299	2.360	0.008	Accepted

Source: Primary data processed in 2026

**Table 6.** Total Effect

Effect	Indirect Effects	
	Y	Z
X1	0.187	0.429
X2	0.631	0.500
Z	0.599	
Specific Indirect Effects		
	X1 -> Z -> Y	0.257
	X2 -> Z -> Y	0.299

Source: Primary data processed in 2026

**4. Discussion**

**1. The Effect of Job Insecurity on Turnover Intention**

The results of the study demonstrate that job insecurity influences turnover intention among employees at TVRI Maluku Station. The variable of job insecurity has a coefficient of 0.070, a t-statistic of 2.455, and a p-value of 0.025 (p < 0.05). Based on the results of the statistical test, it is proven that job insecurity has

a significant negative effect on turnover intention among employees at TVRI Maluku Station. This implies that the lower the level of job insecurity felt by employees, the lower their turnover intention will be. The hypothesis is accepted. Descriptively, respondents' overall ratings of job insecurity were very good on average, as indicated by a mean score of 4.28.

With the highest mean value—where low job insecurity leads employees to consider staying in their jobs—it can be explained that the job insecurity variable, as indicated by employees' fear of being fired for violating company regulations, causes them to weigh whether to stay or pursue more promising opportunities. In fact, employees feel threatened in their work environment, leading them to begin weighing the risks. Employees face the threat of job loss stemming from internal company factors and feel threatened by potential reductions in compensation; consequently, they take concrete action by seeking other jobs while beginning to weigh the risks. Employees feel uncomfortable with the policies implemented, so the more they firmly plan to resign, the lower the turnover intention of TVRI Maluku Station employees becomes. However, overall, the results of the job insecurity variable test show a very low influence on both turnover intention and organizational commitment at TVRI Maluku Station.

The results of this study support previous research by Herman (2015), whose findings indicate that job insecurity and workload have a significant partial effect on turnover intention among staff at the Jeneponto Regency Inspectorate, as well as research by Nurkholis (2018), which states that job insecurity and workload have a significant effect on turnover intention. The results of this study are contrary to those of a study conducted by Evert Fandy (2017), which found that the level of job insecurity does not have a significant effect on turnover intention.

## **2. The Effect of Workload on Turnover Intention.**

The results of the study demonstrate that workload affects the performance of employees at TVRI Maluku Station. The variable of workload on performance has a coefficient of 0.429, a t-statistic of 2.840, and a p-value of 0.008 ( $p < 0.05$ ). Based on the results of the statistical test, it is proven that workload has a significant effect on the performance of employees at TVRI Maluku Station. This proves that the lower the workload, the lower the turnover intention. The hypothesis is accepted. Descriptively, respondents' responses regarding the workload variable were, on average, rated as "very good"; this is reflected in a mean score of 4.13.

This indicates that workload has a significant impact on turnover intention. It can be explained that the current number of employees is sufficient to handle the existing workload, so employees are beginning to weigh the risks. Although a high workload has made me accustomed to working, employees prefer more promising opportunities. Since the work is carried out according to existing procedures, employees prefer to leave their jobs. The targets I must achieve in my work are clear, so employees consider whether they should stay. Employees often work overtime to complete tasks, so they take concrete action by looking for other jobs and begin weighing the risks. Employees complete complex tasks to the best of their ability, leading them to make firm plans to resign. The workload assigned aligns with job standards, and employees resolve to take advantage of the situation. Since employees frequently work overtime to finish tasks, they take concrete steps by seeking other jobs while beginning to weigh the risks; consequently, the turnover intention rate will decrease among employees at TVRI Maluku Station. The results of this study are consistent with those of a previous study conducted by Saputra Pakpahan et al. (2021), which examined job insecurity (X1) and workload (X2). The dependent variable in this study is turnover intention.

## **3. The Effect of Job Insecurity on Organizational Commitment**

The results of the study demonstrate that job insecurity affects organizational commitment among employees at TVRI Maluku Station. The variable of job insecurity to organizational commitment has a coefficient value of 0.332, a t-statistic of 2.972, and a p-value of  $0.005 < 0.05$ . Based on the results of the

statistical test, it is proven that job insecurity has a significant positive effect on organizational commitment among employees at TVRI Maluku Station. This proves that the lower the job insecurity felt by employees, the higher their organizational commitment. The hypothesis is accepted. Descriptively, the respondents' overall average response regarding job insecurity among TVRI Maluku Station employees was very good, as indicated by a mean score of 4.31.

It can be explained that, in carrying out their work, employees feel threatened by the possibility of reduced compensation; however, the organization's problems also become their own. They continue to work diligently for the organization and remain committed to their duties even when the rules are extremely difficult. Employees feel threatened in their work environment and thus strive to take responsibility when the organization faces challenges. Employees worry about being fired if they violate company regulations but take pride in the institution's achievements. Employees choose to stay even when faced with more attractive job offers elsewhere. Although employees may feel uncomfortable with the policies in place, they take pride in the institution's reputation; they are proud to be part of this organization. Employees face the threat of losing their jobs due to internal company issues, yet they remain loyal to their work. Even when regulations are very strict, this can enhance organizational commitment among employees at TVRI Maluku Station. Masrukhin and Waridin (2020). *The Effect of Job Insecurity and Leadership on Turnover Intention, with Motivation as a Mediating Variable*.

#### **4. The Effect of Workload on Organizational Commitment**

The results of the study demonstrate the effect of workload on organizational commitment among employees at TVRI Maluku Station. The variable of workload on organizational commitment has a coefficient value of 0.500, a t-statistic of 3.024, and a p-value of  $0.001 < 0.05$ . Based on the results of the statistical test, it is proven that workload has a significant positive effect on organizational commitment among employees at TVRI Maluku Station. Based on the results of the test examining the effect of workload on organizational commitment, workload has a very small overall effect on employees at TVRI Maluku Station.

Institutional issues are also their concern, but employees fear being fired if they violate company policies; they continue to work diligently for the organization and remain committed to their duties. However, employees feel uncomfortable with the policies in place; they fear being fired if they violate company policies and feel threatened in their work environment, so they strive to be responsible when the organization faces problems. Employees are worried about being fired if they violate company regulations but take pride in the institution's achievements. Employees face the threat of job loss stemming from internal company factors; they choose to stay even though they feel uncomfortable with the policies implemented, yet they take pride in the institution's reputation. Employees are proud to be part of this institution. Employees face the threat of losing their jobs due to internal company issues, yet they remain loyal to their work despite the difficulty of the regulations, which enhances organizational commitment among TVRI Maluku Station employees. This study supports the findings of Ninin Non Ayu Salmah's 2017 study, confirming that there is a partial effect of Workload and Employee Development on Employee Performance at PT. Muba Electric Power Sekayu (Masrukhin and Waridin, 2020). The influence of job insecurity and leadership on turnover intention, with motivation as a mediating variable.

#### **5. The Effect of Organizational Commitment on Turnover Intention.**

The results of the study demonstrate that work motivation influences employee performance at TVRI Maluku Station. The variable of organizational commitment in relation to turnover intention has a coefficient of 0.599, a t-statistic of 2.569, and a p-value of  $0.020 (p < 0.05)$ . The results of the statistical tests demonstrate that organizational commitment has a very strong direct effect on turnover intention compared to the results of other tests in this study. This demonstrates the organization's commitment. The

current number of employees is sufficient to handle the existing workload. The goals I need to achieve in my work are clear. The heavy workload has made me accustomed to working hard. Employees handle complex tasks to the best of their ability. This often requires employees to work overtime to complete their tasks. The work is carried out in accordance with established procedures, and the workload assigned aligns with the job standards for employees at TVRI Maluku Station.

This implies that the higher the level of organizational commitment, the lower the turnover intention. The hypothesis is accepted. Descriptively, the respondents' overall average score for the organizational commitment variable among TVRI Maluku Station employees was very good, as indicated by a mean score of 4.42. Masrukhin and Waridin (2020). The Effect of Job Insecurity and Leadership on Turnover Intention, with Motivation as a Mediating Variable.

#### **6. The Effect of Job Insecurity on Turnover Intention, Mediated by Organizational Commitment**

The results of the study demonstrate that the relationship between job insecurity and turnover intention is mediated by organizational commitment among employees at TVRI Maluku Station. The relationship between job insecurity and turnover intention, mediated by organizational commitment, has a coefficient of 0.862, a t-statistic of 2.759, and a p-value of  $0.040 < 0.05$ . The results of the statistical analysis demonstrate that job insecurity has a significant effect on employee turnover intention, mediated by organizational commitment. This indicates that organizational commitment acts as a statistically perfect mediator, with the value of the mediating effect being significantly smaller than that of the direct effect on employees. This demonstrates that the lower the job insecurity, the lower the turnover intention, as mediated by organizational commitment. The hypothesis is accepted.

Descriptively, the respondents' overall average score for the organizational commitment variable among TVRI Maluku Station employees was very good, as indicated by a mean score of 4.42. It can be explained that, in addition to job insecurity, employees feel threatened in the workplace and worry about being fired if they violate company policies. Employees feel uncomfortable with the policies in place. The threat of job loss stemming from internal company factors, as well as the fear of reduced compensation, can increase turnover intention, which is mediated by organizational commitment. This study is consistent with the findings reported by Masrukhin and Waridin (2020). The Effect of Job Insecurity and Leadership on Turnover Intention, with Motivation as a Mediating Variable.

#### **7. The Effect of Workload on Turnover Intention, Mediated by Organizational Commitment**

The results of the study demonstrate that the relationship between workload and turnover intention is mediated by organizational commitment among employees at TVRI Maluku Station. The variable of work load on turnover intention has a coefficient value of 0.727, a t-statistic of 2.735, and a p-value of  $0.042 < 0.05$ . Based on the results of the statistical test, it is proven that workload has a significant effect on turnover intention mediated by organizational commitment; however, compared to the two mediating effects, the effect size is much smaller among employees at TVRI Maluku Station. This proves that the lower the perceived workload, the lower the turnover intention, as mediated by organizational commitment. The hypothesis is accepted. Descriptively, the respondents' overall average score for the organizational commitment variable among TVRI Maluku Station employees was very good. This is indicated by a mean score of 4.31.

This proves that the current number of employees is sufficient to handle the existing workload. My job objectives are clear. The heavy workload has made me accustomed to working hard. Employees do their best to complete complex tasks, which often requires them to work overtime to finish their assignments. Work is carried out in accordance with existing procedures. The workload assigned aligns with job standards; employees plan their resignations carefully to ensure operational continuity. Employees consistently strive to maintain a good reputation while building professional relationships

within the workplace. Employees consistently complete tasks on time, Employees complete tasks according to the targeted volume; employees complete tasks before the deadline; evaluations of the workload show positive results; organizational resources are utilized efficiently to achieve optimal results, Employees' ability to perform their job functions is always monitored. The workload method implemented has made me skilled at completing tasks. Supervisors constantly monitor employees to prevent undesirable behavior on the job. The workload materials provided align with the tasks being performed. Employees always prioritize quality in the tasks they complete. Organizational resources are used effectively to achieve optimal results. The workload method helps me understand things easily. Employees always prioritize quality in the tasks they complete. Employees always strive to maintain a good reputation in building working relationships within the workplace. Employees place a high priority on precision in the work they complete; targets will improve performance, mediated by organizational commitment.

## 5. Conclusion

The results of the analysis and discussion presented in the previous chapter lead to the following conclusions: 1. Job insecurity has a significant effect on turnover intention. This demonstrates that the lower the level of job insecurity perceived by employees, the lower the turnover intention among employees at TVRI Maluku Station. The hypothesis is accepted. 2. Workload has a significant effect on turnover intention. This demonstrates that the lower the workload experienced by employees, the lower the turnover rate among employees at TVRI Maluku Station. The hypothesis is accepted. 3. Job insecurity has a significant effect on organizational commitment. This demonstrates that the lower the job insecurity, the higher the organizational commitment among employees at TVRI Maluku Station. The hypothesis is accepted. 4. Workload has a significant effect on organizational commitment. This demonstrates that the lower the workload experienced by employees, the higher the organizational commitment among employees at TVRI Maluku Station. The hypothesis is accepted. 5. Organizational commitment has a significant effect on turnover intention. This demonstrates that the higher an employee's organizational commitment, the lower their turnover intention at TVRI Maluku Station. The hypothesis is accepted. 6. Job insecurity has a significant effect on turnover intention, mediated by organizational commitment. This demonstrates that the lower the level of job insecurity, the lower the level of turnover intention among employees at TVRI Maluku Station, as mediated by organizational commitment. The hypothesis is accepted. 7. Workload has a significant effect on turnover intention, mediated by organizational commitment. This demonstrates that as workload decreases, turnover intention also decreases, with this relationship mediated by organizational commitment among employees at TVRI Maluku Station. The hypothesis is accepted.

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