

Research Article

The Impact of Job Insecurity on Turnover Intention with Work Motivation as Moderation

Bethari Taufiqah Syifa^{1*}, Candra Vionela Merdiana²

¹ Universitas Ahmad Dahlan, Indonesia; e-mail : bethari2100011021@webmail.uad.ac.id

² Universitas Ahmad Dahlan, Indonesia; e-mail : candra.vm@mgm.uad.ac.id

* Corresponding Author : Bethari Taufiqah Syifa

Abstract: This research explores the impact of job insecurity on turnover intention among Generation Z employees in Yogyakarta, with work motivation examined as a moderating factor. Employing a quantitative methodology, data were gathered from participants and analyzed using Partial Least Squares (PLS). The analysis indicates that job insecurity has a significant positive effect on turnover intention, whereas work motivation mitigates this relationship. The results highlight the importance of fostering work motivation as a strategic approach for organizations to reduce employee turnover intention.

Keywords: Generation Z; Job Insecurity; Turnover Intention; Work Motivation.

1. Introduction

The changes in the world of work driven by economic and technological disruption have created new challenges for the younger generation in the labor market, especially Generation Z. In Yogyakarta, the phenomenon of increasing layoffs for Generation Z has become increasingly evident due to post-pandemic economic instability. This generation has unique characteristics, such as a great desire for career development and work flexibility, which makes them more vulnerable to unstable work environments [1]. Job insecurity, or job insecurity, is an employee's perception of uncertainty regarding the sustainability of their work in the future [2]. This feeling of insecurity not only impacts the psychological well-being of employees, but also increases the tendency to leave work (turnover intention). Research by Shafi shows that job insecurity has a significant relationship with turnover intention, especially among the younger generation who face career challenges amid economic uncertainty [3].

Turnover intention, or the intention to leave a job, is one of the main issues in human resource management in the modern era. This phenomenon is increasingly relevant in the midst of increasing job insecurity triggered by global economic dynamics and changes in work patterns after the COVID-19 pandemic. In Indonesia, especially Yogyakarta, the high turnover rate among Generation Z is a serious concern, influenced by factors such as job instability and motivation levels.

Job insecurity can be interpreted as an individual's perception of the risk of losing a stable and sustainable job. Research shows that job insecurity contributes significantly to high turnover intention, especially in generation Z. This generation is known to be more sensitive to work stability and work-life balance than previous generations [4], [5]. Their expectations for a flexible, inclusive, and secure work environment are often not met. In Yogyakarta, many companies have implemented efficiency policies, such as workforce reductions, which have an effect on the psychological stability of young workers.

The relationship between job insecurity and turnover intention can be influenced by various factors, one of which is work motivation. Work motivation is a psychological aspect that encourages individuals to act in a certain way in achieving their work goals [6]. In this

Received: June 01, 2025

Revised: June 08, 2025

Accepted: June 17, 2025

Online Available: July 03, 2025

Curr. Ver.: July 03, 2025



Copyright: © 2025 by the authors.
Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>)

context, work motivation has the potential to be a moderation variable that can strengthen or weaken the relationship between job insecurity and turnover intention.

Work motivation is divided into two main types, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation arises from personal satisfaction with work, such as pleasure in work and self-achievement, while extrinsic motivation is influenced by external factors, such as salary, promotion, and rewards [7]. [8] [8]

Several studies show that work motivation can reduce turnover intention by weakening the negative impact of job insecurity. For example, Guerra's research found that employees with high intrinsic motivation tend to have lower turnover intentions despite facing job insecurity [9]. This is due to their focus on job meaning and personal achievements, so the uncertainty that exists does not influence their decision to stay at work much. On the contrary, research by Pandey revealed that high extrinsic motivation can actually strengthen the relationship between job insecurity and turnover intention [10]. This happens because individuals who depend on external factors are more susceptible to uncertainty in the work environment.

Based on these findings, this study aims to analyze the influence of job insecurity on turnover intention by considering the role of work motivation as a moderation variable. By understanding how work motivation can moderate these relationships, organizations can design more effective strategies to reduce employee turnover rates, especially in unstable working conditions.

This study aims to analyze the effect of job insecurity on turnover intention with work motivation as a moderation variable, especially in generation Z in Yogyakarta City. The results of this study are expected to make a theoretical and practical contribution to human resource management, especially in designing employee retention strategies in the midst of uncertain working conditions.

2. Literature Review

2.1. Turnover Intention

Turnover intention refers to a person's intention to leave the organization, which is often used as an early signal of a real decision to quit a job [11]. Various factors affect turnover intention, including organizational conditions, employee perceptions of management, and psychological aspects such as job satisfaction and commitment to the organization [5].

Turnover intention refers to an employee's desire or plan to leave his or her job, either by joining another organization or leaving the world of work. The term is often used as an early signal of actual turnover and is influenced by a number of factors, including job satisfaction levels, pressure or stress at work, organizational cultural values, and perceptions of job uncertainty or job insecurity.

Generation Z, which is known as the generation born in the digital era and has high expectations for a balance between personal and work life, tends to experience turnover intentions more easily than previous generations. Research reveals that dissatisfaction with job stability is one of the main causes of turnover intention in this group [12].

2.2 Job Insecurity

Job insecurity refers to an individual's perception of uncertainty or the threat of losing a job in the future [4]. This volatility encompasses two main dimensions: quantitative uncertainty, which refers to the risk of losing a job completely, and qualitative uncertainty, which involves threats to the quality of work, such as reduced entitlements, salaries, or promotional opportunities [13]. This condition can affect the psychological well-being of employees, which in turn has an impact on work behavior, including the appearance of intentions to leave the organization [14].

Job insecurity is a psychological state where individuals feel uncertainty about the sustainability of their work in the future. These conditions include concerns about the possibility of losing their job or experiencing unwanted changes in the work environment, such as reduced responsibilities, a decrease in salary, or employment status. Factors that affect job insecurity include organizational conditions, economic situation, or company restructuring, which can have a negative impact on employees' emotional well-being and work performance.

Research shows that job insecurity is significantly related to work stress levels, job satisfaction, and commitment to the organization [15], [16]. Employees with high levels of job insecurity often have a tendency to leave the organization as a way to cope with the pressures they are experiencing.

2.3 Work Motivation as Moderation

Work motivation refers to internal and external drives that affect a person's intensity, direction, and perseverance in achieving work goals [6]. Intrinsic motivation is related to the interest and satisfaction that results from the job itself, while extrinsic motivation is more focused on external rewards, such as salary or recognition [7].

Work motivation is an internal as well as external factor that drives individuals to achieve specific goals at work, increase productivity, and meet needs both personally and professionally. This source of motivation can be intrinsic factors, such as personal satisfaction and achievement, or extrinsic factors, such as compensation, incentives, and appreciation from superiors. As a moderation variable, work motivation can affect the strength of the relationship between job insecurity and turnover intention. Employees with high levels of work motivation are usually better able to cope with work pressure and still contribute to the organization despite being in an uncertain work situation [17].

2.4 Hypotheses and Analysis Models

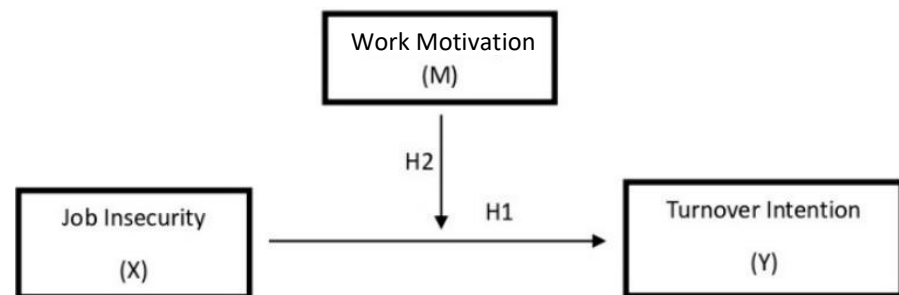


Figure 1. Analysis Model

Based on the analysis model in Figure 1, the hypothesis in this study is as follows:

Job insecurity refers to employees' subjective perception of uncertainty regarding the sustainability of their work in the future. This condition can give rise to feelings of insecurity that have an impact on motivation and job satisfaction. Meanwhile, turnover intention refers to an employee's desire to leave their job, which is often the first step before the decision to resign is actually made

Uncertainty at work often increases employee stress levels. When employees feel their position in the company is unstable or threatened, their trust in the organization tends to decline. This situation encourages them to look for job opportunities that are considered safer and more stable elsewhere. Previous research, as revealed by Sari, showed a positive relationship between job insecurity and turnover intention [18]. Employees who feel their jobs are unstable tend to experience decreased commitment, decreased productivity, and ultimately have a greater tendency to look for new work

H1: Job insecurity has a positive effect on Turnover intention

Work motivation is an internal drive that influences an individual's behavior in achieving work goals. This factor can come from intrinsic elements, such as a sense of personal accomplishment and satisfaction, or from extrinsic elements, such as appreciation or recognition. In this case, work motivation plays a role as a moderation factor that affects the extent to which job insecurity is related to turnover intention.

Employees with high levels of work motivation tend to have a stronger commitment to the organization. They are more focused on achieving goals and are able to overcome job challenges, despite facing work-related uncertainties. On the other hand, employees with low work motivation are more susceptible to psychological distress due to job insecurity, which can accelerate the decision to leave the organization. Thus, work motivation can weaken the positive relationship between job insecurity and turnover intention. Research conducted by Raflianto supports this view, showing that work motivation can act as a buffer against the negative impact of job insecurity [19].

H2: Work motivation moderates the influence of job insecurity on turnover intention.

3. Methods

This research is causal associative with a quantitative approach. The subject of this study is Generation Z in the city of Yogyakarta. The samples in this study were selected using the Probability Sampling technique, with the number of samples determined based on the formula [20]. The sample calculation was carried out by considering the number of indicators in the research model, where the minimum number of samples was determined by 5 to 10 times the number of indicators used. Therefore, the sample size in this study is determined according to the results of the calculation based on this method [21]. In this study, several indicators are presented as follows.

Table 1. Research Variable Indicators

Variable	Indicators	Question Items	Source
Job Insecurity	1) Worries of losing their jobs	JI 1.1, JI 1.2	Setiawan (2018)
	2) Role uncertainty	JI 2.1, JI 2.2	
	3) Concerns about change	JI 3.1, JI 3.2	
	4) organisasi		
Turnover Intention	1) Desire to find another job	TI 1.1, TI 1.2	Setiawan (2018)
	2) Intention to resign	TI 2.1, TI 2.2	
	3) Job uncertainty	TI 3.1, TI 3.2	
Work Motivation	1) Satisfaction with the award	MK 1.1, MK 1.2	Setiawan (2018)
	2) Commitment to purpose	MK 2.1, MK 2.2	
	3) organisasi		
	4) Enthusiasm in completing tasks	MK 3.1, MK 3.2	

Data analysis in this study used SmartPLS 3 to test the relationship between variables and the role of work motivation moderation

3.1. Outer Model Testing (Reflective Measurement Model Evaluation)

3.1.1. Convergent Validity Test

Convergent validity aims to ensure that the indicators used in a construct have a strong relationship with each other. This test is carried out by assessing the loading factor of each indicator against its construct, where the recommended value is more than 0.7 to be considered valid. In addition, the Average Variance Extracted (AVE) must also meet the \geq threshold of 0.5, which indicates that the construct is capable of explaining more than half of the variance of its indicators. If the loading factor or AVE values do not meet the standard, then the indicator with the lowest value can be removed or adjusted to improve the validity of the model.

3.1.2. Discriminant Validity Test

Discriminant validity is used to evaluate whether a construct has a clear difference from other constructs in the model. The two main methods used are the Fornell-Larcker Criterion, which compares the square root of AVE with correlation between constructs, and the Heterotrait-Monotrait Ratio (HTMT), which measures the relationships between indicators in one construct compared to indicators from other constructs. The model is considered to have good discriminant validity if the square root of AVE is greater than its correlation with other constructs, and if the HTMT value < 0.90 .

3.1.3. VIF Model Collinearity Test

The collinearity test aims to detect the presence of a very high linear relationship between indicators in a single construct, which can lead to bias in model estimation. The measurement was carried out with the Variance Inflation Factor (VIF), where the ideal value < 5 to avoid multicollinearity. If there is an indicator with a VIF value of > 5 , then it is necessary to carry out an evaluation, either by removing the indicator or separating it to reduce the impact of collinearity in the model.

3.1.4. Reliability Test

Reliability is tested to ensure that the indicators in a construct provide consistent results. This test was done by looking at Cronbach's Alpha and Composite Reliability (CR), where the construct is considered reliable if the value of both metrics is ≥ 0.7 . Cronbach's Alpha measures the internal consistency between indicators in a single construct, while Composite Reliability provides a more accurate estimate of the overall reliability of the construct. If the reliability is low, it is necessary to evaluate indicators that have a low loading factor or add more appropriate indicators to strengthen the construct measurements.

3.2. Inner Model Test

3.2.1. Cohesion Determination Test (R^2)

The coefficient of determination (R^2) is used to measure how much independent variables are able to explain the dependent variables in a research model. The R^2 value indicates how strong the model's predictive capabilities are, with the following interpretation categories:

- $R^2 > 0.67 \rightarrow$ model has a strong prediction,
- R^2 between 0.33 – 0.67 \rightarrow model has a moderate prediction,
- $R^2 < 0.33 \rightarrow$ model has weak predictions.

If the R^2 value is low, then the model can be improved by adding more relevant independent variables or refining the construct measurements used.

3.2.2. Path Bootstrapping Test

The bootstrapping path test was used to measure the significance of relationships between latent variables in the model. This technique is performed by resampling a minimum of 5000 subsamples to produce a standard distribution of errors. The results of this test are shown through t-statistics and p-values, provided that:

To declare the relationship between the variables to be statistically significant, a t-statistic > 1.96 or a p-value of < 0.05 at a 95% confidence level is required.

4. Results and Discussion

4.1. Results of Outer Model Test (Reflective Measurement Model Evaluation)

4.1.1 Convergent Validity Test

External model testing serves to test the extent to which the indicator correlates with the latent variables it represents. The purpose of this stage is to evaluate the linkages between each indicator and latent constructs. In PLS-SEM, convergent validity is achieved if the outer loading value exceeds the threshold of 0.5.

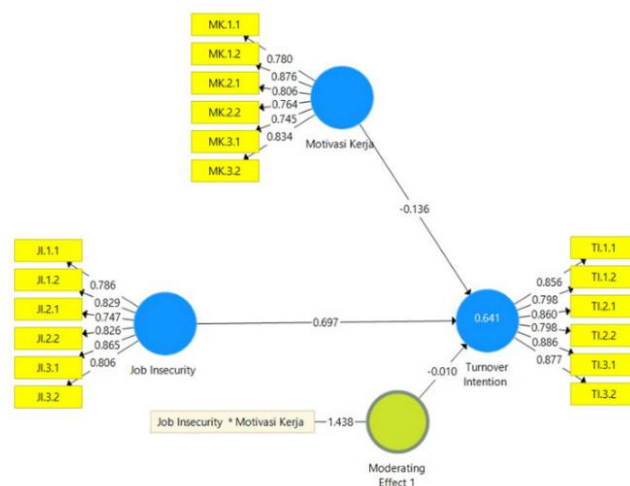


Figure 2. Convergent Validity Test

The results show that all indicators have an outer loading value that exceeds 0.5, so they are considered valid and can be used for later stage testing

4.1.2 Discriminant Validity Test

Discriminant validity testing was performed to assess the extent to which the autonomy construct has a strong correlation with its indicators.

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Insecuri...	0.895	0.897	0.920	0.657
Moderating...	1.000	1.000	1.000	1.000
Motivasi Ke...	0.888	0.895	0.915	0.643
Turnover Int...	0.921	0.923	0.938	0.717

Figure 3. Discriminant Validity Test AVE Value

Based on the results of the study, all variables showed an AVE value that exceeded 0.50. Therefore, each variable is considered good and able to present indicators.

AVE root values

Discriminant Validity

	Job Insecuri...	Moderating...	Motivasi Ke...	Turnover Int...
Job Insecuri...	0.811			
Moderating...	-0.493	1.000		
Motivasi Ke...	-0.653	0.710	0.802	
Turnover Int...	0.793	-0.455	-0.601	0.847

Figure 4. AVE Discriminant Validity Test

Based on the test results, the square root value of AVE of each variable so that the requirements for discriminant validity are declared to have been met.

4.1.3 VIF Model Collinearity Test

External model testing serves to test the extent to which the indicator correlates with the latent variables it represents. The purpose of this stage is to evaluate the linkages between each indicator and latent constructs. In PLS-SEM, convergent validity is achieved if the outer loading value exceeds the threshold of 0.5.

Collinearity Statistics (VIF)

Outer VIF Values	Inner VIF Values	Outer VIF Values	Inner VIF Values
	VIF		VIF
Jl.3.1	3.040	Jl.1.1	2.348
Jl.3.2	2.107	Jl.1.2	2.929
Job Insecuri...	1.000	Jl.2.1	1.973
MK.1.1	1.965	Jl.2.2	2.449
MK.1.2	3.038	Jl.3.1	3.040
MK.2.1	2.287	Jl.3.2	2.107
MK.2.2	1.920	Job Insecuri...	1.000
MK.3.1	2.020	MK.1.1	1.965
MK.3.2	2.365	MK.1.2	3.038
TI.1.1	2.861	MK.2.1	2.287
TI.1.2	2.235	MK.2.2	1.920
TI.2.1	2.997	MK.3.1	2.020
TI.2.2	2.102	MK.3.2	2.365
TI.3.1	3.184	TI.1.1	2.861
TI.3.2	3.160	TI.1.2	2.235

Figure 5. VIF Model Collinearity Test

Based on the above test, the value of each indicator in VIF is below 5. So that it can be concluded that in this test there is no collinearity.

4.1.4 Reliability Test

Reliability is measured through two components, namely composite reliability and Cronbach's alpha. The minimum recommended limit for composite reliability is above 0.70, while Cronbach's alpha must be above 0.60 to be considered reliable.

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability
	Cronbach's Alpha	rho_A	Composite Reliability
Job Insecuri...	0.895	0.897	0.920
Moderating...	1.000	1.000	1.000
Motivasi Ke...	0.888	0.895	0.915
Turnover Int...	0.921	0.923	0.938

Gambar 6. Uji Reliabilitas

Based on these tests, each variable has a Cronbach's Alpha and rho_A value above 0.7, and a Composite Reliability of more than 0.6, so it can be said that all variables show good internal consistency and reliability.

4.2. Inner Model Test Results

An evaluation of the inner model was carried out to assess the overall suitability of the model, including looking at the R-Square value and the significant level of the research model built.

4.2.1 Coefficient Determination Test

The results of the R-Square test can be seen in the table below.

R Square

Matrix	R Square	R Square Adjusted
	R Square	R Square Adjusted
Turnover Int...	0.641	0.633

Figure 7. Coefficient of Determination Test (R-Square)

Based on the determination coefficient test image above, it can be seen that the R-Square dependent variable is Turnover intention of 63.3%. That means, the variable job insecurity explains the dependent variable, namely turnover intention of 63.3% and the remaining 36.7% is explained by other variables outside the research model. The R-Square result of 0.633 indicates that the exogenous latent variable to the endogenous latent variable has a moderate relationship.

4.2.1 Path Boothstraping Test

The results of the Path Boothstraping test can be seen in the bland below.

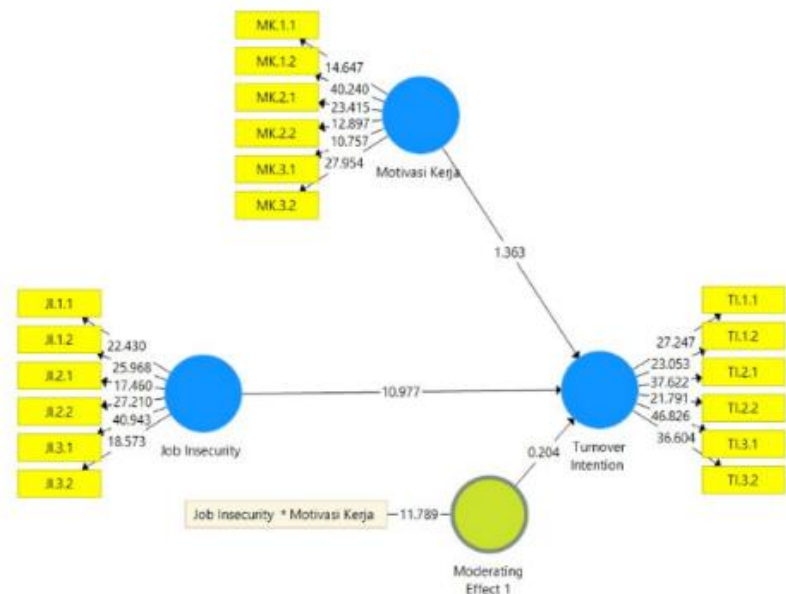


Figure 8. Boothstraping Path Test

Path Coefficients					
Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals Bias Corrected	Samples		
	Original Sa...	Sample Me...	Standard D...	T Statistics (...)	P Values
Job Insecurity -> Turnover Intention	0.697	0.697	0.064	10.977	0.000
Moderating Effect 1 -> Turnover Intention	-0.010	-0.009	0.048	0.204	0.838
Motivasi Kerja -> Turnover Intention	-0.136	-0.142	0.100	1.363	0.174

Gambar 9. Path Coefficient

Berdasarkan gambar di atas, maka disimpulkan sebagai berikut:

- $X \rightarrow Y$ = 0,697 (positive), P Value 0,000 < 0,05 (significant) (H1)
- $X*M \rightarrow Y$ = -0,010 (negative/Weakens), P Value 0,838 > 0,05 (insignificant) (H2)

Which means, work motivation does not play a role in moderating the influence of job insecurity on turnover intention.

4.3. Research Discussion

4.3.1 The Effect of Job Insecurity on Turnover Intention

This study found that job insecurity has a significant and positive effect on turnover intention. In other words, the higher the level of job uncertainty an employee feels, the more likely they are to leave their job. This finding is in line with the theory that job insecurity is a factor that causes increased stress and job dissatisfaction, which ultimately makes individuals tend to look for jobs that are more emotionally and economically stable [2].

Generation Z, as the group that is the focus of this research, is known to have high expectations for job stability and flexibility. When they face uncertainty, whether due to economic conditions, company policies, or other external factors, they tend to be more motivated to look for a safer job. The results of this study are also in line with previous studies that show that job insecurity can reduce employees' emotional attachment to the organization and encourage them to seek a more stable work environment.

4.3.2 The Effect of Job Insecurity on Turnover Intention Moderated by Work Motivation

This study also explores whether work motivation plays a role as a moderator in the relationship between job insecurity and turnover intention. The results of the analysis showed that work motivation did not moderate job insecurity to turnover intention, but the effect was not statistically significant.

This means that employees with high work motivation still have the possibility to intend to leave if they feel insecure in their jobs. Other factors, such as external pressures, more attractive career opportunities, or an individual's perception of their value in the organization, may contribute to the decision.

Contrary to the findings of this study, a number of previous studies indicate that work motivation has a protective role in the context of job uncertainty [2], [8]. Motivation supported by work resources and employee involvement is known to reduce the negative impact of job insecurity on job satisfaction and psychological well-being. This inconsistency in results can be explained by the characteristics of Generation Z who tend to be more flexible and adaptive to the dynamics of the contemporary work environment.

5. Conclusion

This study aims to explore the impact of job insecurity on the intention to change jobs (turnover intention), considering the role of work motivation as a moderation variable in Generation Z in Yogyakarta City. The results showed that job insecurity had a significant and positive effect on turnover intention, which indicated that the higher the job uncertainty felt by employees, the greater their tendency to leave their jobs. Meanwhile, work motivation was found not to moderate job insecurity to turnover intention. In other words, although employees who are highly motivated tend to be better able to cope with job uncertainty, these factors are not strong enough to substantially suppress their desire to change jobs.

The findings of this study provide important implications for the world of work. To reduce the turnover intention rate, companies are advised to create a more stable work environment, provide certainty about career paths, and build a work culture that supports employee welfare. Although work motivation plays a role in increasing employee loyalty to the company, a more comprehensive human resource management strategy is needed to reduce the negative impact of job insecurity. Thus, this study further clarifies the influence of job insecurity, turnover intention, and the role of work motivation in the context of Generation Z, as well as providing insights for companies in managing the workforce

References

- [1] N. Kholisah and A. Suhesty, "Fear of Missing Out dan Narsisme," *Ganaya: Jurnal Ilmu Sosial dan Humaniora*, vol. 8, no. 2, pp. 139–152, Feb. 2025, doi: 10.37329/ganaya.v8i2.4068.
- [2] N. Azahra and G. P. Hafidz, "Pengaruh Ketidakamanan Kerja, Ketidakstabilan Kerja Terhadap Kinerja Kerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening," *Journal Of Human And Education (JAHE)*, vol. 5, no. 1, pp. 597–607, Feb. 2025, doi: 10.31004/jh.v5i1.2154.
- [3] M. Shafi, Zoya, Z. Lei, X. Song, and M. N. I. Sarker, "The effects of transformational leadership on employee creativity: Moderating role of intrinsic motivation," *Asia Pacific Management Review*, vol. 25, no. 3, pp. 166–176, Sep. 2020, doi: 10.1016/j.apmr.2019.12.002.
- [4] H. De Witte, "Job insecurity: Review of the international literature on definitions, prevalence, antecedents and consequences," *SA Journal of Industrial Psychology*, vol. 31, no. 4, Oct. 2005, doi: 10.4102/sajip.v31i4.200.
- [5] F. C. N. Ahdianita and R. P. Setyaningrum, "The Effect of Work Flexibility, Work-Life Balance, and Job Satisfaction of Millennial Employees," *Eduvest - Journal of Universal Studies*, vol. 4, no. 4, pp. 1875–1889, Apr. 2024, doi: 10.59188/eduvest.v4i4.1116.
- [6] R. M. Ryan and E. L. Deci, "Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions," *Contemp. Educ. Psychol.*, vol. 25, no. 1, pp. 54–67, Jan. 2000, doi: 10.1006/ceps.1999.1020.
- [7] M. Gagné and E. L. Deci, "Self-determination theory and work motivation," *J. Organ. Behav.*, vol. 26, no. 4, pp. 331–362, Jun. 2005, doi: 10.1002/job.322.
- [8] A. H. Olafsen, H. Halvari, and C. W. Frølund, "The Basic Psychological Need Satisfaction and Need Frustration at Work Scale: A Validation Study," *Front. Psychol.*, vol. 12, Jul. 2021, doi: 10.3389/fpsyg.2021.697306.
- [9] J. M. M. Guerra, I. Danvila-del-Valle, and M. Méndez-Suárez, "The impact of digital transformation on talent management," *Technol. Forecast. Soc. Change*, vol. 188, p. 122291, Mar. 2023, doi: 10.1016/j.techfore.2022.122291.
- [10] D. L. Pandey and N. Risal, "Impact of Workplace Stressors on Employee Burnout: A Survey on Diversified Professionals," *Molung Educational Frontier*, pp. 47–68, Jun. 2023, doi: 10.3126/mef.v13i01.56023.
- [11] R. Ramlawati, E. Trisnawati, N. A. Yasin, and K. Kurniawaty, "External alternatives, job stress on job satisfaction and employee turnover intention," *Manag. Sci. Lett.*, pp. 511–518, 2021, doi: 10.5267/j.msl.2020.9.016.

- [12] T. T. Self, S. Gordon, and A. Ghosh, "Increasing Management Retention: The Mediating Role of Organizational Embeddedness on Coworker Support and Turnover Intention," *Int. J. Hosp. Tour. Adm.*, vol. 23, no. 1, pp. 107–125, Jan. 2022, doi: 10.1080/15256480.2019.1708224.
- [13] A. Chirumbolo, F. Urbini, A. Callea, and A. Talamo, "The Impact of Qualitative Job Insecurity on Identification with the Organization," *Swiss J. Psychol.*, vol. 76, no. 3, pp. 117–123, Jul. 2017, doi: 10.1024/1421-0185/a000197.
- [14] L. Jiang and L. M. Lavaysse, "Cognitive and Affective Job Insecurity: A Meta-Analysis and a Primary Study," *J. Manage.*, vol. 44, no. 6, pp. 2307–2342, Jul. 2018, doi: 10.1177/0149206318773853.
- [15] H. De Witte, T. Vander Elst, and N. De Cuyper, "Job Insecurity, Health and Well-Being," in *Job Insecurity, Employment and Social Policy*, 2015, pp. 109–128, doi: 10.1007/978-94-017-9798-6_7.
- [16] C. Russo and M. Terraneo, "Mental Well-being Among Workers: A Cross-national Analysis of Job Insecurity Impact on the Workforce," *Soc. Indic. Res.*, vol. 152, no. 2, pp. 421–442, Nov. 2020, doi: 10.1007/s11205-020-02441-5.
- [17] B. Priyono and M. R. Simanjuntak, "The Role Of Cultural Intelligence and Digital Technology In Multiplicational Leadership in the Global Era," *Int. J. Soc. Welfare Fam. Law*, vol. 2, no. 2, pp. 122–134, Apr. 2025, doi: 10.62951/ijsw.v2i2.337.
- [18] L. R. Sari, "Peran Teknologi Digital dalam Meningkatkan Motivasi Belajar Siswa," *Indones. J. Teach. Teach. Educ.*, vol. 1, no. 1, 2021, doi: 10.35308/xxxxx.
- [19] Z. F. Raflianto and N. Lely, "Pengaruh Kepemimpinan Transformasional Dan Motivasi Terhadap Kinerja Karyawan (Studi Pada BNN Kota Surabaya)," *J. Ilmu dan Riset Manajemen*, vol. 9, no. 3, 2020.
- [20] J. F. Hair, W. C. Black, B. J. Babin, and R. E. Anderson, *Multivariate Data Analysis*, 7th ed., Pearson Education, 2010.
- [21] M. Sarstedt, C. M. Ringle, and J. F. Hair, "Partial Least Squares Structural Equation Modeling," in *Handbook of Market Research*, Cham: Springer Int. Publ., 2021, pp. 1–47, doi: 10.1007/978-3-319-05542-8_15-2.