

The Influence of Job Insecurity and Employee Engagement on Turnover Intention through Perceived Organizational Support (POS) as a Mediating Variable among Outsourcing Employees in PT. XYZ Sidoarjo

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Article Info :

Received:

25-9-2025

Revised:

27-10-2025

Accepted:

29-11-2025

Abstract

The high turnover intention among outsourced employees at PT. XYZ in Sidoarjo highlights the importance of understanding the psychological factors that influence the decision to change jobs. This study analyzes the influence of job insecurity and employee engagement on turnover intention, with perceived organizational support (POS) as a mediating variable. This study contributes theoretically by expanding the understanding of the dual role of POS in unstable employment relationships, and practically by providing implications for the management of outsourced workers in the manufacturing industry. Using an explanatory quantitative approach, data were collected from 189 outsourced employees and analyzed using PLS-SEM. The results show that job insecurity has a positive and significant effect on turnover intention. Employee engagement has a significant effect on POS, but does not directly reduce turnover intention. POS is proven to have a significant effect on turnover intention and mediates the inconsistent relationship between employee engagement and turnover intention. Meanwhile, POS does not mediate the effect of job insecurity on turnover intention. The research model was able to explain 30.5% of the variation in turnover intention, confirming that in the context of outsourcing, organizational support is not yet able to curb turnover intention when job insecurity remains high. Practically, this study recommends strengthening job security, clarifying career prospects, and improving the quality of organizational support relevant to outsourced employees to reduce turnover intention more effectively.

Keywords: Job Insecurity, Employee Engagement, Perceived Organizational Support, Turnover Intention, Outsourcing.



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INTRODUCTION

Human resource management (HRM) dynamics continue to adapt to changes in an increasingly competitive global business world. Many companies are required to be more efficient and flexible in managing human resources in order to maintain their competitiveness. This phenomenon has led to the emergence of various new employment models, one of which is outsourcing. Through outsourcing, companies can transfer non-core functions to third parties, allowing them to focus on strategic business activities. This practice is believed to provide cost efficiency, accelerate work processes, and increase productivity, as stated by Ghozali & Wibowo (2021).

The use of outsourced employees has become a common trend in various sectors, including manufacturing, services, and technology, reflecting companies' efforts to optimize costs and improve operational efficiency. This concept challenges the traditional model of employment, where employees work directly under the company. The manufacturing sector in Indonesia is one of the industries that has most massively adopted the outsourcing model. This adoption is driven by the need for high production flexibility to respond to fluctuating market demand (Hanifah et al., 2022).

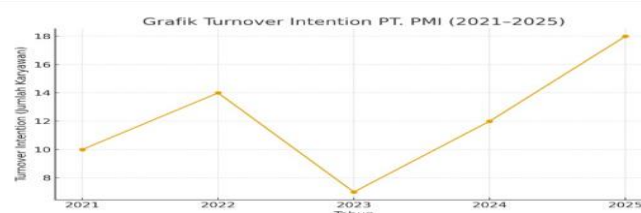


Figure 1. Data Processing of Turnover Intention at PT. XY

Data Source: Human Resources Development PT. XYZ

However, behind the promised efficiency, this trend poses serious challenges, one of which is the potential for job insecurity. Outsourced employees often work under short-term contracts, without any guarantee of job continuity, which causes anxiety and uncertainty. This situation is exacerbated by a lack of social protection and benefits that often differ from those of permanent employees, which can ultimately affect their overall psychological well-being and work behavior.

The theory of job insecurity explains that job insecurity is an employee's subjective perception of threats to the continuity of their desired job (De Witte, 2020). This phenomenon is not limited to the threat of physical job loss, but also includes the loss of important aspects of the job, such as role, status, or favorable working conditions. De Witte (2020) argues that job insecurity has adverse psychological effects, including increased stress, anxiety, and job dissatisfaction. When employees feel insecure, they tend to develop defense mechanisms, one of which is looking for other job alternatives, which triggers turnover intentions. High job turnover intentions can have a negative impact on companies, such as distracting the company's attention, leading to a decline in productivity and service quality (Chen et al., 2021). Research by Al-Mamary & Al-Nuzaili (2023) reinforces this argument by finding a positive and significant relationship between job insecurity and turnover intention.

Employee Engagement is a concept that refers to the level of involvement, enthusiasm, and dedication of employees to their work and organization. Ghazali & Wibowo (2021) define employee engagement as a psychological state characterized by energy, dedication, and total absorption in work. High levels of engagement have been proven to be a strong predictor of positive work behavior, including increased productivity and reduced turnover intention.

The relationship between employees and companies is influenced not only by internal factors, but also by the perceived support from the organization. The Perceived Organizational Support (POS) theory, developed by Eisenberger et al. (1986), states that employees form general beliefs about the extent to which the organization values their contributions and cares about their well-being. When employees feel supported, they tend to reciprocate by increasing their commitment and engagement to the organization. Suroso et al. (2021) found that POS has a significant influence in reducing turnover intentions, as the perception of support creates a strong sense of security and loyalty.

Although the three main variables (job insecurity, employee engagement, and turnover intention) have been extensively studied, studies that integrate all three into a single mediation model are still limited, especially in the context of outsourced employees. The main gap is the lack of a deep understanding of how Perceived Organizational Support acts as a bridge or psychological mechanism that explains the relationship between job insecurity and employee engagement with turnover intention.

This research is of high urgency given the high turnover rate among outsourced employees in various companies, including PT. XYZ. This phenomenon causes significant financial losses for companies, ranging from recruitment costs to decreased productivity due to the loss of experienced employees. This research is important to provide strong empirical evidence regarding the central role of perceived organizational support in mitigating the negative effects of job insecurity and increasing employee engagement in order to effectively reduce turnover intentions. Previous studies, as mentioned by Hanifah et al. (2022) and Al-Mamary & Al-Nuzaili (2023), generally examine the direct relationship between variables without integrating relevant mediating variables. This study attempts to fill this gap by introducing perceived organizational support as a mediating variable, thereby providing a richer and more comprehensive theoretical model to explain the phenomenon of turnover intention among outsourced employees in a more holistic manner.

RESEARCH METHODS

This study uses a quantitative approach with explanatory research aimed at explaining the causal relationship between variables. The location of the study is PT. XYZ in Sidoarjo. The study population is all outsourced employees at PT. XYZ. The sampling technique is simple purposive sampling, with the criteria for respondents being outsourced employees in production positions. Based on the Slovin formula ($N=359$; $e=5\%$), the minimum sample size was 189 respondents. The variables studied included Job Insecurity (X1) and Employee Engagement (X2) as exogenous variables, Turnover Intention (Y)

as an endogenous variable, and Perceived Organizational Support (Z) as a mediating variable. Primary data were collected through online and offline questionnaires using a Likert scale (1-5). The main data analysis technique used was Structural Equation Modeling (SEM) with the Partial Least Square (PLS) method using SmartPLS software. Hypothesis testing was conducted through the bootstrapping procedure, where the hypothesis was accepted if the t-statistic value was > 1.96 or the P-value was < 0.05 .

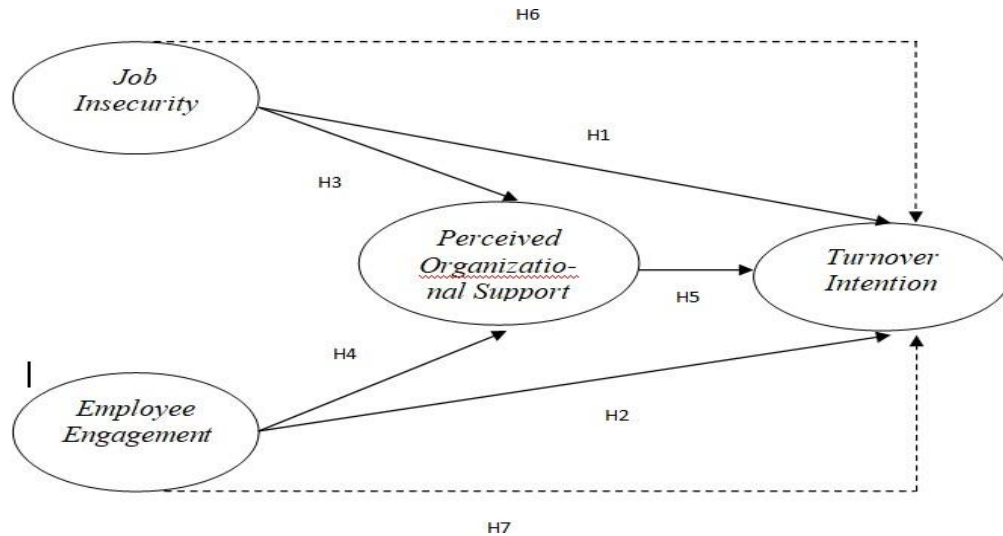


Figure 2. Conceptual Framework

The conceptual framework of this study describes the relationship between Job Insecurity, Employee Engagement, Perceived Organizational Support (POS), and Turnover Intention, with Job Insecurity and Employee Engagement as independent variables, POS as a mediating variable, and Turnover Intention as a dependent variable. Based on previous theories and research, several hypotheses were formulated, namely: H1 Job Insecurity affects Turnover Intention, because job insecurity increases anxiety and employees' desire to leave; H2 Employee Engagement affects Turnover Intention, where high employee engagement can reduce the intention to leave; H3 Job Insecurity affects Perceived Organizational Support because job threats lower perceptions of organizational support; H4 Employee Engagement affects POS because engagement arises from work experiences supported by the organization; and H5 POS affects Turnover Intention because perceptions of support can strengthen employees' sense of security and commitment. In addition to these direct effects, this study also proposes mediation hypotheses, namely H6 Job Insecurity affects Turnover Intention through POS, and H7 Employee Engagement affects Turnover Intention through POS, so that these hypotheses provide a comprehensive picture of the psychological mechanisms that shape employee turnover intentions.

RESULT AND DISCUSSION

Outer Loading – Convergent Validity

The following tables present the outer loading values obtained from the convergent validity assessment of each construct. These results indicate how strongly each indicator represents its corresponding latent variable within the measurement model. Indicators with higher loading values demonstrate stronger conceptual alignment and contribute positively to construct validity:

Table 1. Employee Engagement (EE)

Indikator	Loading
EE1a	0,561
EE1b	0,598
EE1c	0,676
EE2a	0,794
EE2b	0,746
EE2c	0,819

EE3a	0,705
EE3b	0,647
EE3c	0,767
EE4a	0,727
EE4b	0,752
EE4c	0,697

Source: Researcher's Findings, 2025

Table 2. Job Insecurity (JI)

Indikator	Loading
JI1a	0,630
JI1b	0,682
JI1c	0,693
JI2a	0,556
JI2b	0,809
JI2c	0,727
JI3a	0,579
JI3b	0,673
JI3c	0,820
JI4a	0,714
JI4b	0,790
JI4c	0,792

Source: Researcher's Findings, 2025

Table 3. Perceived Organizational Support (POS)

Indikator	Loading
POS1a	0,663
POS1b	0,693
POS1c	0,713
POS2a	0,797
POS2b	0,790
POS2c	0,720
POS3a	0,696
POS3b	0,677
POS3c	0,640

Source: Researcher's Findings, 2025

Table 4. Turnover Intention (TI)

Indikator	Loading
TI1a	0,809
TI1b	0,781
TI1c	0,817
TI2a	0,733
TI2b	0,776
TI2c	0,800
TI3a	0,827
TI3b	0,788
TI3c	0,754

Source: Researcher's Findings, 2025

Overall, the loading values illustrate that most indicators meet the recommended thresholds for convergent validity. These findings confirm that the constructs are sufficiently represented by their respective observed variables. With these satisfactory loading values, the measurement model can be considered reliable for further structural analysis.

AVE – Convergent Validity

The Average Variance Extracted (AVE) values shown below evaluate the degree to which each construct captures variance from its indicators. AVE is a key criterion in determining convergent validity within the measurement model. Higher AVE values indicate that a construct explains a greater proportion of variance relative to measurement error:

Table 5. AVE – Convergent Validity

Variabel	AVE
Employee Engagement (X2)	0,506
Job Insecurity (X1)	0,505
Perceived Organizational Support (Z)	0,507
Turnover Intention (Y)	0,621

Source: Researcher's Findings, 2025

The reported AVE values demonstrate that all constructs satisfy the minimum acceptable threshold of 0.50. These results confirm that each construct exhibits adequate convergent validity. Consequently, the constructs are deemed suitable for inclusion in subsequent hypothesis testing and path analysis.

Fornell–Larcker Criterion

The Fornell–Larcker Criterion presented below assesses the discriminant validity among the constructs used in this study. This criterion compares the square root of each construct’s AVE with its correlations to other constructs. Discriminant validity is achieved when a construct shares more variance with its own indicators than with other constructs:

Table 6. Fornell–Larcker Criterion

Variabel	EE	JI	POS	TI
EE	0,711			
JI	0,219	0,710		
POS	0,499	0,207	0,712	
TI	0,098	0,484	0,325	0,788

Source: Researcher's Findings, 2025

The results indicate that all constructs fulfill the Fornell–Larcker requirements, establishing adequate discriminant validity. Each construct displays a distinct empirical identity, minimizing risks of conceptual overlap. These findings support the robustness of the measurement model and validate its use in further structural evaluation.

Cross Loading

The cross-loading values provided below offer additional evidence for assessing discriminant validity across indicators. Each indicator should load more strongly on its assigned construct than on other constructs within the model. This criterion ensures that indicators uniquely measure their intended latent variables:

Table 7. Cross Loading

Indikator	EE	JI	POS	TI
All EE indicators	0,561–0,819	0,012–0,301	0,087–0,479	-0,054–0,221
All JI indicators	0,017–0,285	0,556–0,820	0,028–0,234	0,036–0,505

All POS indicators	0,283–0,554	0,010–0,278	0,640–0,797	-0,041–0,323
All TI indicators	-0,078–0,229	0,242–0,556	0,136–0,422	0,733–0,827

Source: Researcher's Findings, 2025

The results confirm that the majority of indicators load highest on their corresponding constructs. These patterns reinforce the discriminant validity established through the Fornell–Larcker assessment. As a result, the measurement model demonstrates acceptable separation among the constructs included in the analysis.

Composite Reliability & Cronbach's Alpha

The table below presents the internal consistency reliability values for each construct. Cronbach's Alpha, rho_A, and Composite Reliability are used to evaluate the stability and consistency of the measurement indicators. Higher reliability scores indicate that indicators measure their constructs consistently across observations:

Table 8. Composite Reliability & Cronbach's Alpha

Variabel	Cronbach's Alpha	rho_A	Composite Reliability
Employee Engagement (EE)	0,914	0,925	0,924
Job Insecurity (JI)	0,913	0,932	0,923
Perceived Organizational Support (POS)	0,878	0,885	0,902
Turnover Intention (TI)	0,926	0,942	0,936

Source: Researcher's Findings, 2025

The results show that all constructs exceed the recommended reliability thresholds. These values confirm that the indicators provide stable and consistent measurements. Based on these findings, the constructs demonstrate strong internal reliability suitable for further structural testing.

R Square

The R Square values presented below indicate the explanatory power of the exogenous variables on the endogenous constructs. Higher R Square values reflect stronger predictive accuracy of the structural model. This measure helps determine how well the proposed model accounts for variance in the dependent variables:

Table 9. R Square

Variabel Endogen	R Square	R Square Adjusted
POS	0,259	0,251
TI	0,565	0,512

Source: Researcher's Findings, 2025

The results reveal that the model provides moderate to substantial explanatory power for POS and Turnover Intention. These values demonstrate that the predictor variables contribute meaningfully to the explained variance of the endogenous constructs. The structural model therefore possesses adequate predictive capability for hypothesis testing.

Hypothesis Testing Results – Direct and Indirect Effects

The following table summarizes the results of the hypothesis testing conducted using direct and indirect effect estimations. The analysis evaluates the significance of relationships among job

insecurity, employee engagement, perceived organizational support, and turnover intention. Statistical significance is assessed using t-statistics and p-values to determine whether each hypothesis is supported:

Table 10. Hypothesis Testing Results

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Conclusion
JI → POS	0.103	0.111	0.067	1.538	0.125	Not Significant
JI → TI	0.454	0.464	0.054	8.443	0.000	Significant
EE → POS	0.476	0.486	0.061	7.852	0.000	Significant
EE → TI	-0.156	-0.156	0.084	1.854	0.064	Not Significant
POS → TI	0.309	0.312	0.088	3.513	0.000	Significant
JI → POS → TI	0.032	0.036	0.026	1.216	0.224	Not Significant
EE → POS → TI	0.147	0.151	0.045	3.282	0.001	Significant

Source: Researcher's Findings, 2025

The results indicate that several direct and indirect relationships are statistically significant, while others are not supported. These findings highlight the complex interactions among the constructs and provide empirical insights into their behavioral dynamics. Overall, the hypothesis testing outcomes offer a comprehensive understanding of how the variables influence one another within the proposed model.

The Effect of Job Insecurity on Perceived Organizational Support (POS)

The results of the study indicate that job insecurity does not have a significant effect on POS. Outsourced employees perceive uncertainty as an inherent characteristic of their employment status, rather than as an indication of organizational neglect or insufficient concern. This suggests that fluctuations in job security may not directly shape employees' perceptions regarding the supportiveness of their organization, particularly in employment systems that are contract-based. Job insecurity might not be strong enough to undermine POS because employees interpret instability as a structural consequence of the outsourcing mechanism. This interpretation aligns with Rahmawati et al. (2025), who emphasize that job security among non-permanent employees is primarily shaped by organizational policy rather than psychological responses. Thus, the absence of a significant effect reflects the normative acceptance of uncertainty within outsourced employment arrangements.

The Effect of Employee Engagement on Perceived Organizational Support (POS)

Employee engagement has been shown to have a positive and significant effect on POS. Employees who exhibit higher levels of enthusiasm, dedication, and emotional attachment tend to perceive that their organization appreciates their contributions. These affective and cognitive mechanisms strengthen the perception that the organization provides adequate support and values their presence. Strong employee engagement fosters a deeper relational bond between employees and the organization, making individuals more sensitive to signals of organizational care. These findings are consistent with Rais and Parmin (2020) as well as Widodo (2021), who highlight engagement as a key psychological mechanism shaping the perception of organizational support. This consistent evidence underscores the importance of engagement-based interventions in enhancing perceived support.

The Effect of Job Insecurity on Turnover Intention

Job insecurity has a positive and significant effect on turnover intention. Employees who experience uncertainty about the continuity of their employment become more vulnerable to anxiety

and stress, which intensify their desire to find more stable job opportunities. This relationship suggests that job insecurity serves as a critical trigger for the formation of turnover-related cognitions. From a causal perspective, the perceived threat of job loss compels employees to evaluate alternative employment options as a means of regaining stability. The findings are consistent with Habib et al. (2025) and Fauzi et al. (2024), who demonstrate that job insecurity is a major antecedent of turnover intention among contract-based employees. This empirical pattern strengthens the argument that job insecurity is a central determinant of labor mobility in flexible work arrangements.

The Effect of Employee Engagement on Turnover Intention

Employee engagement shows a negative but insignificant effect on turnover intention. Although engaged employees typically demonstrate stronger organizational attachment and lower intentions to leave, this study does not provide sufficient evidence to confirm the strength of this relationship. Variations in job conditions and employment contexts may weaken the expected influence of engagement on turnover behavior. Employees who feel engaged may still consider leaving if external factors such as contract limitations or job instability outweigh their emotional connection to work. These findings are aligned with studies by Wijayanto, Widiartanto, and Dewi (2022) as well as Laurensius (2024), which generally show a negative effect of engagement on turnover intention but acknowledge that the magnitude may vary. Thus, engagement alone may not be adequate to suppress turnover intention within outsourced environments.

The Effect of Perceived Organizational Support (POS) on Turnover Intention

POS has a positive and significant effect on turnover intention, revealing a phenomenon often referred to as the POS paradox. Higher organizational support enhances employees' confidence, skills, and readiness to explore better job opportunities, particularly in unstable employment arrangements. This dynamic highlights a counterintuitive relationship between support and turnover. When employees feel valued and supported, they may interpret their enhanced competence as a signal of employability beyond their current organization. Such a mechanism is evident in outsourced environments, where employees may aspire to secure more permanent or stable positions elsewhere. These findings align with those of Wijaya and Suhardiyah (2021) and Wachidah et al. (2023), who document similar paradoxical effects in contexts characterized by job instability.

The Effect of Job Insecurity on Turnover Intention through POS

POS does not mediate the relationship between job insecurity and turnover intention. Since job insecurity does not significantly influence POS, the indirect pathway involving POS is not activated. This indicates that perceptions of organizational support remain unaffected by changes in job insecurity among outsourced employees. The absence of mediation reflects employees' interpretation of insecurity as a structural rather than relational issue. This result differs from the findings of Effendi and Suharnomo (2025), who observed significant mediation in a context involving millennial employees in the service sector. Differences in employment type and sensitivity to organizational support may explain the contrasting outcomes between studies.

The Effect of Employee Engagement on Turnover Intention through POS

POS is found to mediate the relationship between employee engagement and turnover intention through an inconsistent mediation pattern. Engagement increases POS, but POS subsequently increases turnover intention, resulting in a contradictory yet empirically meaningful pathway. This suggests that the enhancement of support perception may unintentionally strengthen employees' confidence to leave. The support provided by the organization appears to elevate employees' perceived competence and readiness to transition to more stable employment opportunities. In outsourced contexts, this mechanism is particularly relevant as employees continuously evaluate long-term career stability. These findings are consistent with those of Wijaya and Suhardiyah (2021), who demonstrate that POS can paradoxically contribute to higher turnover when job stability is low.

CONCLUSION

The findings of this study demonstrate that job insecurity and employee engagement play distinct roles in shaping perceived organizational support and turnover intention among outsourced employees.

Job insecurity significantly increases turnover intention but does not influence POS, whereas employee engagement enhances POS but does not significantly reduce turnover intention. POS itself shows a paradoxical effect, where higher perceived support leads to greater turnover intention due to increased confidence and employability among workers in unstable job environments. Furthermore, POS does not mediate the effect of job insecurity on turnover intention, yet it mediates the relationship between employee engagement and turnover intention through an inconsistent pathway. Overall, these results highlight the complexity of psychological and structural factors influencing turnover in outsourced work settings and underscore the importance of organizational strategies that address both employment stability and employee development.

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