

THE EFFECT OF BURNOUT AND JOB INSECURITY ON TURNOVER INTENTION WITH ORGANIZATIONAL COMMITMENT AS A MEDIATION VARIABLE

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Abstrak

Sumber daya manusia adalah aspek penting dalam menjaga keberlangsungan organisasi, sehingga upaya mempertahankan karyawan yang berkualitas menjadi krusial. Namun, fenomena turnover intention masih banyak terjadi, termasuk di CV Soni Konveksi Kabupaten Ngawi yang menunjukkan adanya gejala *burnout*, *job insecurity*, dan tingkat *organizational commitment* yang belum optimal. Penelitian ini memiliki tujuan dalam rangka mengeksplorasi dampak *burnout* dan *job insecurity* pada *turnover intention*, dengan *organizational commitment* sebagai variabel yang berfungsi sebagai mediasi. Penelitian ini mengadopsi pendekatan kuantitatif dengan teknik sampling jenuh yang melibatkan 62 karyawan di CV Soni Konveksi. Data dihimpun melalui penyebaran kuesioner, yang berikutnya dianalisis menggunakan regresi linier berganda serta uji mediasi dengan bantuan SPSS. Temuan penelitian mengungkapkan bahwasanya *burnout* dan *job insecurity* menimbulkan pengaruh positif pada *turnover intention*, serta berdampak negatif terhadap *organizational commitment*. Di sisi lain, *organizational commitment* terbukti menimbulkan pengaruh negatif terhadap *turnover intention*. Lebih lanjut, *organizational commitment* berperan sebagai mediasi parsial pada relasi antara *burnout*, *job insecurity*, dan *turnover intention*. Temuan ini menegaskan pentingnya perusahaan untuk mengurangi beban kerja yang berlebihan, menciptakan kepastian kerja, serta meningkatkan komitmen organisasi agar *turnover intention* dapat ditekan dan stabilitas tenaga kerja tetap terjaga.

Kata Kunci: *Burnout, Job Insecurity, Organizational Commitment, Turnover Intention.*

Abstract

Human resources are a vital element in sustaining organizational continuity, making the retention of competent employees essential. Nevertheless, turnover intention remains a common challenge, as observed at CV Soni Konveksi in Ngawi Regency, where symptoms of burnout, job insecurity, and suboptimal organizational commitment are evident. The aim of this investigation is to explore the impact of burnout and job insecurity on turnover intention, with organizational commitment as a mediating variable. Using a saturation sample technique and a quantitative approach, this study included 62 CV Soni Konveksi employees. Questionnaires were used to gather data, and SPSS was used to analyze the results using multiple linear regression and mediation tests. The results of the study show that job instability and burnout have a detrimental effect on organizational commitment but a good effect on turnover intention. However, it has been demonstrated that organizational commitment has a detrimental effect on turnover intention. Additionally, the association between burnout, job

insecurity, and turnover intention is partially mediated by organizational commitment. These results emphasize the importance of reducing excessive workloads, ensuring job security, and strengthening organizational commitment to minimize turnover intention and maintain workforce stability.

Keywords: *Burnout, Job Insecurity, Organizational Commitment, Turnover Intention*

A. INTRODUCTION

Human resources (HR) are an essential element within an organization, significantly influencing the achievement of organizational objectives. Well-qualified HR not only boosts productivity but also plays a key role in ensuring the long-term viability and internal cohesion of the organization. Consequently, retaining skilled employees has become a strategic priority, particularly in response to the rapid and continuous changes occurring in the workplace. A major challenge in HR retention is the growing inclination of employees to leave, commonly referred to as turnover intention. This phenomenon is considered a precursor to employee attrition, which, if not addressed proactively, can have detrimental effects on team performance, operational efficiency, and the attainment of organizational goals. Elevated turnover intention leads to the loss of experienced personnel, increased costs related to hiring and training new employees, and disruption in the continuity of work processes.

According to a survey by Robert Walters, 77% of employees across various companies have the intention to switch jobs or resign. This figure highlights that turnover intention is a widespread phenomenon, including at CV Soni Konveksi, the subject of this study. Over the past three years, there has been a fluctuation in the number of employees leaving, with a total of 13 individuals. This situation indicates potential issues in the company's efforts to retain its workforce. The phenomenon of turnover intention does not occur in isolation; it is influenced by several key factors, including burnout and job insecurity. These two factors have become increasingly significant issues in the modern workplace. However, organizational commitment can act as a variable that mitigates the negative impact of burnout and job insecurity on turnover intention.

From the perspective of burnout, high workload is one of the main causes. Following the bankruptcy of PT Sritex, the largest textile company in Indonesia, the supply of raw materials in the market became limited. Although PT Sritex is not a direct partner of CV Soni Konveksi,

the impact was still felt. The company now has to order raw materials in advance, which tightens production schedules, increases workload, and leaves employees vulnerable to both physical and mental fatigue. On the other hand, in terms of job insecurity, the external conditions in the textile industry create additional pressure for employees. The bankruptcy of a large textile company in Indonesia has raised concerns about job continuity. This phenomenon creates a perception that if even large companies can face failure, smaller companies may also be at risk of the same outcome. This situation generates job uncertainty, reduces motivation, and leads some employees to begin considering job opportunities outside the company.

From the perspective of organizational commitment at CV Soni Konveksi, the situation remains suboptimal. Many employees still do not fully understand the company's vision and goals, resulting in a weak emotional connection with the organization. The physical separation between locations and production spaces also limits communication among employees. Furthermore, the lack of clear employment contracts means many employees are simply working for their monthly salary, without long-term job security. These factors contribute to decreased loyalty, which ultimately triggers turnover intention.

Several previous studies support this phenomenon. Burnout has been shown to be positively related to turnover intention (Susilowati et al., 2024). Job insecurity also plays a significant role in increasing turnover intentions (Octaviani & Sumartik, 2024). Furthermore, burnout can decrease organizational commitment (Permatasari & Laily, 2021), while job insecurity negatively impacts employee affective commitment (Nadhiroh & Budiono, 2022). Organizational commitment itself has been shown to function as a mediating variable, suppressing the impact of both burnout and job insecurity on turnover intention (Suganda, 2022).

Building on the aforementioned phenomenon and previous studies, the hypotheses in this study are as follows, hypothesis 1 claims that burnout has a positive impact on turnover intention, hypothesis 2 asserts that job insecurity positively affects turnover intention, hypothesis 3 suggests that burnout negatively affects organizational commitment, hypothesis

4 states that job insecurity reduces organizational commitment, and hypothesis 5 posits that organizational commitment negatively influences turnover intention..

Based on the explanation above, this study purposes to analyze the effect of burnout and job insecurity on turnover intention, with organizational commitment as a mediating variable, among employees of CV Soni Konveksi in Ngawi Regency. Theoretically, the results of this research are expected to enrich the study of human resource management, particularly concerning the factors that influence turnover intention. Practically, the findings can provide valuable insights for the company in formulating human resource management strategies to reduce turnover intention and enhance employee commitment to the organization.

THEORITICAL REVIEW

Burnout

Regarding to (Sundari & Meria, 2022), burnout is a condition of deep work-related stress caused by job pressures, which diminishes performance and weakens both the physical and mental health of employees. Burnout arises from the accumulation of chronic stress, leading to emotional exhaustion, negative attitudes toward work, and a decline in self-performance. (Yildirim & Dinc, 2019), further explain that burnout can be measured through emotional exhaustion, depersonalization, and a decrease in personal accomplishment, which collectively reflect the impact of work stress on employees.

Job Insecurity

According to (Smithson & Lewis, 2000), job insecurity is a psychological condition where employees feel uncertain about the continuity of their employment due to changes or uncertainties in the workplace. This condition can lead to stress and decreased work motivation. Job insecurity can be measured through several indicators, as identified by (Greenhalgh & Rosenblatt);(Abidin, 2019), including the perceived value of the job to the individual, the level of threat perceived regarding job features, the perception of potential negative events, the importance of the threat to the individual, and the feeling of helplessness in facing these threats. High levels of job insecurity can encourage employees to consider alternative job opportunities, thus increasing turnover intention.

Organizational Commitment

According to (Anastasya Br Ginting et al., 2023), organizational commitment is the employee's attitude toward maintaining membership in the organization due to emotional attachment, needs, and moral obligations toward the organization. Organizational commitment can be measured through three main indicators: affective commitment, continuance commitment, and normative commitment (Mayer Allen, 1990);(Akbar et al., 2017). Workers who are highly committed to the organization are typically more devoted, stay in the organization, and are motivated to contribute optimally, thereby reducing turnover intention.

Turnover Intention

According to (Sundari & Meria, 2022), An employee's intention to leave their position willingly due to personal preferences and decisions is known as turnover intention. Turnover intention can be measured through three main indicators: thinking of quitting, intention to search for alternatives, and intention to actually leave the organization (Mobley et al., 1978). Employees with high turnover intention are more likely to leave the organization, making this an important concern in human resource management.

B. METHOD

With organizational commitment serving as a mediating variable, this study employs a quantitative methodology to investigate the relationship between burnout and job insecurity and turnover intention. Data were gathered using a Likert-scale questionnaire, where all items were positively framed. Prior to data collection, the instruments were tested for validity and reliability to ensure the accuracy and consistency of the results.

In order to determine the applicability of regression analysis, the data analysis procedure started with descriptive testing to describe the features of the participants. This was followed by traditional assumption tests, such as normality tests. Both the partial and simultaneous impacts of the independent factors on turnover intention were evaluated using multiple linear regression. The t-test evaluated partial effects. The coefficient of determination (R^2) was utilized to measure the contribution of the independent variables. To examine the mediating role of organizational commitment, path analysis was conducted. All steps of the analysis were carried out using SPSS software to ensure a systematic and objective evaluation of the results.

C. RESULTS AND DISCUSSIONS

Normality Test

As shown in Table 1, the normality test results in this study indicate. The normality test is as follows:

Table 1. Normality Test Table
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		62
Normal Parameters ^{a, b}	Mean	,0000000
	Std. Deviation	4,30399162
Most Extreme Differences	Absolute	,068
	Positive	,068
	Negative	-,056
Test Statistic		,068
Asymp. Sig. (2-tailed)		,200 ^{c, d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: Processed Primary Data (2025)

As seen in the table above, the normality test analysis reveals that the Asymp. Sig. value for burnout, job insecurity, organizational commitment, and turnover intention is 0.200, which is above the 0.05 threshold, meaning the data in this study are normally distributed.

Multiple Linear Regression Analysis

As indicated in Tables 2 and 3, the multiple linear regression analysis results in this study are divided into Models 1 and 2. The findings for both models are as follows:

Table 2. Results of Multiple Linear Regression Analysis Model 1

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	14,618	13,033		1,122	,267		
	Burnout	,458	,111	,322	4,106	,000	,719	1,390
	Job Insecurity	,216	,079	,257	2,746	,008	,505	1,979
	Organizational Commitment	-,715	,138	-,525	-5,164	,000	,429	2,330

a. Dependent Variable: Turnover Intention

Source: Processed Primary Data (2025)

$$Y = 14,618 + 0,458X_1 + 0,216X_2 - 0,715X_3$$

1. Constant value = 14.618. This indicates that if the Burnout (X_1), Job Insecurity (X_2), and Organizational Commitment (X_3) variables are zero, then Turnover Intention is estimated to be 14.618.
2. The coefficient value of X_1 (Burnout) = 0.458, meaning that if Burnout increases by one point, assuming other variables remain constant, Turnover Intention will increase by 0.458 points
3. The coefficient value of X_2 (Job Insecurity) = 0.216, meaning that if Job Insecurity increases by one point, while other variables remain constant, Turnover Intention will increase by 0.216 points.
4. The coefficient value of X_3 (Organizational Commitment) = -0.715 , meaning that if Organizational Commitment increases by one point, assuming other variables remain constant, Turnover Intention will decrease by 0.715 points.

Table 3. Results of Multiple Linear Regression Analysis Model 2

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	80,005	6,462		12,380	,000		
	Burnout	-,426	,089	-,409	-4,791	,000	,999	1,001
	Job Insecurity	-,399	,053	-,648	-7,594	,000	,999	1,001

a. Dependent Variable: Organizational Commitment

Source: Processed Primary Data (2025)

$$Y = 80,005 - 0,426X_1 - 0,399X_2$$

1. Constant value = 80.005. This indicates that if the Burnout (X_1) and Job Insecurity (X_2) variables are zero, then Organizational Commitment is estimated at 80.005.
2. The coefficient value of X_1 (Burnout) = -0.426 , meaning that if Burnout increases by one point, while other independent variables remain constant, Organizational Commitment will decrease by 0.426 points.
3. The coefficient value of X_2 (Job Insecurity) = -0.399 , meaning that if Job Insecurity increases by one point, assuming other variables remain constant, Organizational Commitment will decrease by 0.399 points.

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As shown in Tables 4 and 5, the t-test results for this study are provided for Models 1 and 2. The findings for both models are as follows:

Table 4. T-Test Results Model 1

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta					
1	(Constant)	14,618	13,033		1,122	,267		
	Burnout	,458	,111	,322	4,106	,000	,719	1,390
	Job Insecurity	,216	,079	,257	2,746	,008	,505	1,979
	Organizational Commitment	-,715	,138	-,525	-5,164	,000	,429	2,330

a. Dependent Variable: Turnover Intention

Source: Processed Primary Data (2025)

Based on the data analysis results in model 1 (dependent variable: Turnover Intention), the t-test results are as follows:

1. For Burnout (X_1), the calculated t-value of 4.106 exceeds the t-table value of 1.996, with a significance level of 0.000, which is lower than 0.05. Hence, H_0 is rejected and H_a is accepted, signifying that Burnout has a positive and significant effect on Turnover Intention.
2. For Job Insecurity (X_2), the t-value of 2.746 is greater than the t-table value of 1.996, with a significance level of 0.008, which is also below 0.05. This leads to rejecting H_0 and accepting H_a , demonstrating that Job Insecurity significantly impacts Turnover Intention in a positive direction.
3. For Organizational Commitment (X_3), the t-value of -5.164 surpasses the t-table value of 1.996, with a significance level of 0.000, which is less than 0.05. Therefore, H_0 is rejected and H_a is accepted, indicating that Organizational Commitment has a negative and significant effect on Turnover Intention.

Table 5. T-Test Results Model 2

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta					
1	(Constant)	80,005	6,462		12,380	,000		
	Burnout	-,426	,089	-,409	-4,791	,000	,999	1,001
	Job Insecurity	-,399	,053	-,648	-7,594	,000	,999	1,001

a. Dependent Variable: Organizational Commitment

Source: Processed Primary Data (2025)

As indicated by the data analysis results in model 2 (dependent variable: Organizational Commitment), the following t-test results were obtained:

1. With a significance level of 0.000, which is less than 0.05, the computed t-value of -4.791 for the Burnout variable (X_1) is more than the t-table value of 1.996. As a result, H_0 is rejected and H_a is accepted, indicating that burnout significantly and negatively affects organizational commitment.
2. For the Job Insecurity variable (X_2), the calculated t-value of -7.594 is greater than the t-table value of 1.996, with a significance level of 0.000, which is smaller than 0.05. Therefore, H_0 is rejected and H_a is accepted, indicating that Job Insecurity has a negative and significant effect on Organizational Commitment.

Path Analysis

Tables 6 and 7 display the path analysis results for Models 1 and 2 in this study. The results from both models are as follows:

Table 6. Results Path Analysis Model 1

		Coefficients ^a				Collinearity Statistics		
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	14,618	13,033		1,122	,267		
	Burnout	,458	,111	,322	4,106	,000	,719	1,390
	Job Insecurity	,216	,079	,257	2,746	,008	,505	1,979
	Organizational Commitment	-,715	,138	-,525	-5,164	,000	,429	2,330

a. Dependent Variable: Turnover Intention

Source: Processed Primary Data (2025)

Table 7. Result Path Analysis Model 2

		Coefficients ^a				Collinearity Statistics		
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	80,005	6,462		12,380	,000		
	Burnout	-,426	,089	-,409	-4,791	,000	,999	1,001
	Job Insecurity	-,399	,053	-,648	-7,594	,000	,999	1,001

a. Dependent Variable: Organizational Commitment

Source: Processed Primary Data (2025)

According to the path analysis results, organizational commitment functions as a mediator between burnout and turnover intention, as well as between job insecurity and turnover

intention. The significant relationships between burnout and organizational commitment (Beta = -0.409) and job insecurity and organizational commitment (Beta = -0.648) confirm this. Consequently, organizational commitment helps mitigate the negative impacts of burnout and job insecurity on turnover intention. In other words, even in the presence of high burnout and job insecurity, increasing organizational commitment can reduce turnover intention, illustrating its crucial mediating role.

Koefisien Determinasi

As for the coefficient of determination, the results can be found in tables 8 and 9 in models 1 and 2. The findings of the coefficient of determination in the 2 models are as follows:

Tabel 8. Hasil Koefisien Determinasi Model 1
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,862 ^a	,743	,730	4,65330

a. Predictors: (Constant), Organizational Commitment, Burnout, Job Insecurity

b. Dependent Variable: Turnover Intention

Source: Processed Primary Data (2025)

The coefficient of determination test in model 1 yields a R Square value of 0.743, as seen by the above table. This suggests that organizational commitment, burnout, and job insecurity account for around 74.3% of the difference in turnover intention.

Tabel 9. Koefisien Determinasi Model 2
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,755 ^a	,571	,556	4,37633

a. Predictors: (Constant), Job Insecurity, Burnout

b. Dependent Variable: Organizational Commitment

Source: Processed Primary Data (2025)

Meanwhile, in model 2, An R Square value of 0.571 indicates that approximately 57.1% of the variation in organizational commitment is explained by the effects of burnout and job insecurity on the organizational commitment of CV Soni employees.

D. CONCLUSIONS

Based on the findings of this study, it can be concluded that burnout and job insecurity positively influence employees' turnover intention at CV Soni Konveksi in Paron District, Ngawi Regency. This suggests that as employees perceive higher levels of burnout and job insecurity, their intention to leave the job increases. Additionally, burnout and job insecurity also negatively affect organizational commitment, suggesting that as burnout and job insecurity increase, employees' commitment to the organization decreases. On the other hand, organizational commitment was found to negatively affect turnover intention, meaning that the higher the commitment of employees to the organization, the lower their tendency to leave the job.

The limitations of this study include the limited sample, which only involves employees at CV Soni Konveksi in Paron District, Ngawi Regency, making the results potentially not generalizable to other companies or industries. Furthermore, the use of a questionnaire as the primary instrument may influence the results due to the subjective bias of the respondents. The variables used in this study were also limited to burnout, job insecurity, organizational commitment, and turnover intention, while other factors that could influence turnover intention have not been explored. Additionally, the relatively short data collection period limits the study's ability to capture changes in employees' psychological conditions or commitment over time.

E. SUGGESTIONS

For future research, it is recommended that researchers include additional variables to provide a deeper understanding of the factors influencing turnover intention. Variables such as job satisfaction, leadership style, work motivation, or organizational culture can serve as important additions to further explore how these aspects interact with burnout, job insecurity, and organizational commitment. Moreover, expanding the research by examining external factors such as economic conditions, company policies, or social support could offer more comprehensive insights. It is also advised to broaden the sample to include various companies across different sectors, such as manufacturing, services, or technology, in order to obtain results that are more representative and generalizable to a wider population. This will enable

future research to contribute more significantly to understanding the turnover intention phenomenon in diverse organizational contexts. Furthermore, longitudinal studies involving data collection over time are recommended to examine how these factors change and interact in the long term.

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