

Analysis of Job Insecurity, Job Satisfaction and Organizational Culture on Turnover Intention Mediated by Organizational Commitments in PT. Seraphim Life Center, Jakarta

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Abstract

This research analyzes the effect of Job Insecurity, Job Satisfaction and Organizational Culture on Turnover Intention Mediated by organizational commitment at PT. Seraphim Life Center. Data was collected by survey to 200 samples of PT. Seraphim Life Center employees. The analytical method used is descriptive analysis with Structural Equation Model (SEM) approach to Analysis of Moment Structure (AMOS). The results revealed that Job Satisfaction, organizational culture and organizational commitment had a negative and significant effect on Turnover Intention. Job Insecurity has a positive and significant effect on Turnover Intention. Finally, organizational commitment mediates the relationship of Job Insecurity, Job satisfaction and organizational culture on Turnover Intention. This research can be beneficial for PT. Seraphim Life Center to reduce employee turnover through effective programs.

Keywords: Job Insecurity, Job satisfaction, Organizational Culture, organizational commitment, Turnover Intention

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INTRODUCTION

Human resources are valuable assets for a company. The increasingly fierce business competition has an impact to increase the search for talented employees to contribute to employee success. But retaining these employees is a big challenge for the company. Survey by Towers Watson Global Workforce Study found that 70% of Indonesia's companies consider that retaining employees are the biggest challenge (Chandra, 2014).

Furthermore, survey showed that 66% of Indonesia's employees have turnover intention (Chandra, 2014). Hay Group Indonesia in 2013 reported that the level of employee turnover in Indonesia reached 25.8% and became the country with the third highest level of employee turnover in world (Hay Group Indonesia, 2014).

The turnover creates company's main burden in the time and costs to recruit new employees (Waspodo, Handayani, & Paramita, 2013). Many companies are frustrated because qualified employees who recruited move to other organizations (Mulyadi, Hamid, & Mustikasari, 2010). The problem is underlined because turnover can sacrifice more than one and a half times of employee's salary a year when considering the overall costs; include costs for returning, recruiting, and training new employees (Cascio, 2005).

The phenomenon often arises in work world today is the dissatisfaction factor in workplace; it raises the desire of employees to leave the organization. High turnover intention can also cause ineffectiveness in company. It causes the loss of qualified employees and must train new employees. Other negative impacts of turnover are company losses related to recruitment costs, disrupt work processes, leakage of company secrets, and reduce the morale of other employees (Kashmir, 2016). Turnover intentions of employees have a negative impact on organization if it leads to the employee's decision to leave the organization (Manurung and Ratnawati, 2012).

Turnover in a company or organization is not a coincidence, it is caused by affecting factor and employees feel something wrong to avoid them to work in company or organization. Harnoto (2002) said that turnover intention is the level of intensity of employee's desire to leave the company, it can lead to turnover. Turnover intention is the intention to leave the company voluntarily; it can affect the company's status and will affect employee productivity (Issa et al, 2013). The employees leave in organization must be replaced (Mathis and Jackson, 2001).

Business conditions are increasingly competitive and uncertain. The changes must be made frequently in order an organization can survive and succeed. Organizational change has positive and negative impacts. The positive impact of organizational change is company ability to grow and develop. The negative impact is to triggers anxiety and worry to affect employee perceptions, attitudes, and behavior. Job insecurity is one of most common stress on a person's uncertainty about the future with his employment (Lee et al., 2006). Employee job insecurity can be interpreted as a situation of difference between the expectations of workers regarding their

work, and actual situation regarding the work itself (Adewale and Adekiya, 2015). The job insecurity phenomenon is considered as the helplessness of employees to continue the job they and threat of losing their jobs (Greenhalgh and Rosenblatt, 1984).

Organizational commitment is also affect the employees desire to leave the company. Allen & Meyer (1990) defined organizational commitment as a psychological construct with characteristic of organizational member relationship with their organizations and have implications to individual's decision to continue his membership in organization. Employees with a high commitment to the company will have a positive impact, but also vice versa, employees with low work commitment will have a negative impact on company, such as decreased productivity, quality of work, and job satisfaction and can higher level of delay, absenteeism, and turnover (Kingkin, 2010). Commitment is an important factor for organizations because of its influence on turnover and its relationship with performance which assumes that individuals commitment tend to develop greater effort towards their work (Morrison, 1997).

This is supported by several studies which state that high employee commitment to the organization will make employees loyal and work well for the benefit of organization (Yuwaliatin, 2006). Sow et al. (2015) found a significant and negative relationship between affective commitment and turnover intention. Ratnawati (2002) also suggested that variables that consistently related to turnover intention were organizational commitment. Organizational commitment is believed to be an incentive to keep or leave employees from the organization (Yücel, 2012), committed employees tend to last longer in organization.

The values, beliefs, and behaviors create core identity of organization and help to shape employees to fit the organization's wishes. The values and beliefs to make up an organization's culture mostly stem from what previous employees have done. It can be concluded that the formation of organizational culture comes the founder of organization itself (Robbins, 1994). Organizational culture is open to adapt to the environment and can change because of influences from within and outside the organization, or because the organization desire to adapt to the existing culture. Kreitner and Kinicki (2010) indicated that company managers and researchers believe that organizational culture can become a motor to improve employee behavior, as well as organizational effectiveness and performance. The research implies that organizational culture has a major influence on nature and behavior of organizational members.

The importance of organizational culture ultimately encourages organizations to adopt the best cultures to become effective and stable (Brown, 1998; Kreitner & Kinicki, 2004). Kreitner & Kinicki (2010) emphasized that not all strong organizational cultures can always support organizational performance. Therefore, adaptation and constant cultural transformation are inevitable to maintain an organization's competitive advantage. Organizational culture must constantly change because the company's external conditions also change, including changes in competitors, increasingly evolving technology, and changes in local government policies (Greenberg and Baron, 2008)). The problem is not over; changes in work environment are continuous and uncertainty can create risks to the organization culture (Cameron & Quinn, 2006). One risk is employees who feel out of line with organizational culture will think to resign. It is also shown in employees at PT. Seraphim Life, at shown in table 1.

**Tabel 1. Employee Turnover data of PT. Seraphim Life Center, Jakarta
 January - Desember 2018**

Month	Total Employees	Employees Leave	Employees Accepted
January	352	11	7
February	348	19	14
March	343	17	11
April	337	13	8
May	332	15	10
June	327	11	17
July	333	14	0
August	319	19	12
September	312	12	13
October	313	27	20
November	306	20	10
December	296	28	11
Total		206	133

Source: HRD PT. Seraphim Life Center (2018)

According to Dessler (2013) the formula for calculating labor turnover:

$$\frac{\text{amount (employee accepted - employee leave)}}{\frac{1}{2} \text{ amount (initial employee - final employee)}}$$

Above formula shows the company has a turnover rate of 22.5% in 2018 from January to December. Table 1 show that every month the leaving employees are inconsistent and tend to increase. It shows a high problem of turnover intention. This happened in various departments both permanent and contract employees. Gillies (1989) stated that normal employee intention ranging between 5-10% per year and higher if more than 10% per year. The interviews results with the HRD (human resource development) PT. Seraphim Life Center shows many causes, as they feel less satisfied with the salary and appreciation of PT. Seraphim Life Center for their contribution to the company, and unclear paths career can kill career expectations.

Based on background above, research should be done to analyze the effect of job insecurity, job satisfaction and organizational culture on turnover intention mediated by organizational commitment. PT. Seraphim Life Center becomes a research subject because of high turnover intention of 22.5% per year.

LITERATURE REVIEW

Turnover Intention

The turnover itself is a classic problem for an organization. Turnover intention is defined as a mediation factor between attitudes to affect intention to leave and actual leave (Yucel, 2012). Bluedorn (1983) stated that turnover intention is the attitude tendency or the degree of an employee has the possibility to leave the organization or voluntarily resign from his job. The leave employees must be replaced (Mathis and Jackson, 2001).

Turnover Intention is the degree of attitude tendencies of employees to look for new jobs elsewhere or there are plans to leave the company within next three months, six months, one year, and two years (Dharma, 2013). Handoko (2001) said that turnover intention can occur if an employee sees greater career opportunities elsewhere.

Job Insecurity, Job Satisfaction, Organizational Culture and Organizational Commitment

Smithson and Lewis (2002) defined job insecurity as a psychological condition of an employee who shows confusion or feeling insecure due to changing environmental conditions. The theory of Hellgren et al (1999) also has similarities with the theory of De Witte et al (2010). The indicators job insecurity includes quantitative work insecurity and qualitative work insecurity. Quantitative job insecurities are classified as concerns about job loss itself, namely the emergence of feeling threatened at the total work of a person. On other hand, job loss might be permanent or someone might be fired or forced to retire too early. Insecurity in qualitative Feelings of being threatened with job features: For example organizational change might make it difficult for someone to make progress in organization, maintain salary or increase income. This might affect one's position in company, freedom to manage work, work appearance, and significance of job. The job performance threat may also play a role to access resources that were previously ready to be used. Such as: declining working conditions, low promotion opportunities and lower salaries.

This research is supported by the theory of Smithson and Lewis (2002) which defines job insecurity as a psychological condition of an employee who shows confusion or insecure feeling due to environmental conditions change. Greenglass (2002) describes job insecurity as a condition associated with a person's fear of losing his job or prospect of demotion and various other conditions threats in associated with lower employee commitment. Ashford et al. (1989) revealed that problems with insecurity at work will decrease an employee's organizational commitment. Therefore, the hypothesis is stated below.

H1: The lower threat of lose their jobs will increase commitment of employees at PT. Seraphim Life Center to PT. Seraphim Life Center.

Robbins (2002: 36) stated that job satisfaction refers to individual attitudes towards their work. Employee with a high level of job satisfaction has a positive attitude towards his job, while dissatisfied employee with his job has a negative attitude towards the job. Putra (2012: 73) stated that job satisfaction show how employees feel about their work. Issa et. al, (2013: 528) showed five indicators of satisfaction, namely 1) satisfaction with the work itself, 2) satisfaction with salary, 3) satisfaction with promotion, 4) satisfaction with supervisor, 5) satisfaction with colleagues. This study is relevant to Handoko (2001), Mathis and Jackson (2011) that job satisfaction reflects a person's feelings towards his work, satisfied employee to their work will more commit to the organization. Therefore, the hypothesis is stated below.

H2: Better job satisfaction will increase the organizational commitment of employees at PT. The Seraphim Life Center.

Djokosantoso (2003) stated that organizational culture or work culture is the dominant values disseminated within organization and referred to as employee work philosophy. Susanto (2002) defined organizational culture as values to guide the source human power to deal with external problems and efforts to adjust integration into the organization so that each member of organization must understand the values and how they should act or behave. Furthermore, Robbins and Judge (2008) provide organizational culture characteristics as follows: 1) Innovation and courage to take risks, 2) Attention to details, 3) Results-oriented, 4) Human-oriented, 5) Team-oriented, 6) Aggressiveness, and 7) Stability.

Khalili (2014) showed a positive influence of all components of organizational culture on organizational

commitment. Organizational culture is a pattern of shared values and beliefs to members of organization and to direct the behavior. These values focus on how the organization and its members view work. Therefore, the hypothesis is stated below.

H3: Better organizational culture will increase organizational commitment of employees at PT. Seraphim Life Center.

Job Insecurity, Job Satisfaction, Organizational Culture, Organizational Commitment and Turnover Intention

Organizational commitment is defined as the employee's involvement level in organization and the wishes to become members, it contains loyalty and willingness to work optimally for the organization where the employee works (Greenberg and Baron, 2003). There are several things that become indicators of employee organizational commitment. Mayer and Allen (1997) showed the indicators are affective commitment, rational commitment or continuance commitment and normative commitment. Affective commitment is the commitment of organization members to illustrate the extent of his emotional sense towards the organization. This commitment can be identified from the member's involvement in each activity and work program of organization. Meanwhile, rational commitment is a commitment related to the perception that employees will lose money if they leave the organization. Normative commitment is relates to the desire to remain in organization and obligation not to leave the organization (Meyer and Allen, 1991).

Steers (1983) in his book states that between organizational commitments has a negative relationship on turnover. Sow et al (2015) found a significant and negative relationship between affective commitment and turnover intention. Salleh et al (2012) also found a significant negative relationship between organizational commitment and turnover intention. In addition, Pepe (2010) found that high work supervision, organizational commitment (affective and continuous), and job satisfaction will reduce the desire of employees to leave the organization. Therefore, the hypothesis is stated below.

H4: The lower organizational commitment will decrease the desire of employees to leave the organization

Job insecurity can be interpreted as a psychological condition of an employee who shows a sense of confusion or insecure due to changing environmental conditions (perceived impermanence) (Smithson and Lewis, 2002). Hellgren et al. (1999) showed that job insecurity as a phenomenon of perception can reflect the fear of job loss. Job insecurity represents an individual's perception of an unsafe work situation. It is interpreted as a stressor of job psychosocial. Perceptions of job insecurity begin with a cognitive assessment of future situation to triggers emotions towards potential job loss (Sverke et al., 2002). Therefore, the hypothesis is stated below.

H5: Less threatened employee from job lose will decrease the employee desire to leave company.

Dissatisfied employee to his work tend to do things that can interfere with organizational performance: turnover high, high absenteeism, inaction at work, complaints or even strikes. Mathis and Jackson (2001) identified that turnover relates with job dissatisfaction. The higher job satisfaction will decrease the intensity to leave the job. This is evidenced in Lum et.al. (1998); Jonhson (1987); Yuyetta (2002) and Tett & Meyer (1993). Therefore, the hypothesis is stated below.

H6: Higher job satisfaction will decrease the employee turnover intention.

Kadiman and Rr. Dian Indriana TL (2012) showed that organizational culture has a significant influence on turnover intention. The employees with high organizational culture will have lower desire to change the work. This is also supported by I Ketut Mustika (2012) that organizational culture has a significant influence on turnover intention. Therefore, the hypothesis is stated below.

H7: Good organizational culture will reduce employee desire to change their work

The Role of Organizational Commitment in Relationships between Jobs Insecurity, Job Satisfaction, Organizational Culture and Turnover Intention

Jimenez (2017) found a direct and indirect influence of job insecurity on turnover intention. It was supported by Staufenbiel & Konig (2010) that job insecurity has direct and indirect effect on turnover intention.

Organizational commitment can mediate the relationship between job and turnover intention. Bima et al (2016) found that job satisfaction could explain turnover intention through organizational commitment. It can be concluded job satisfaction affect on turnover intention through the organizational commitment of employees at PT. Mayapada Auto Sempurna. Chaterina Melina Taurisa and Intan Ratnawati (2012) analyzed the influence of organizational culture and job satisfaction on organizational commitment to improve performance of 127 employees or respondents of PT. Sido Appears Kaligawe Semarang.

Organizational commitment can mediate the relationship between organizational cultures on turnover intention. Bima et al (2016) found that organizational culture affect turnover intention mediated by organizational commitment. It can be concluded that organizational culture affect on turnover intention through

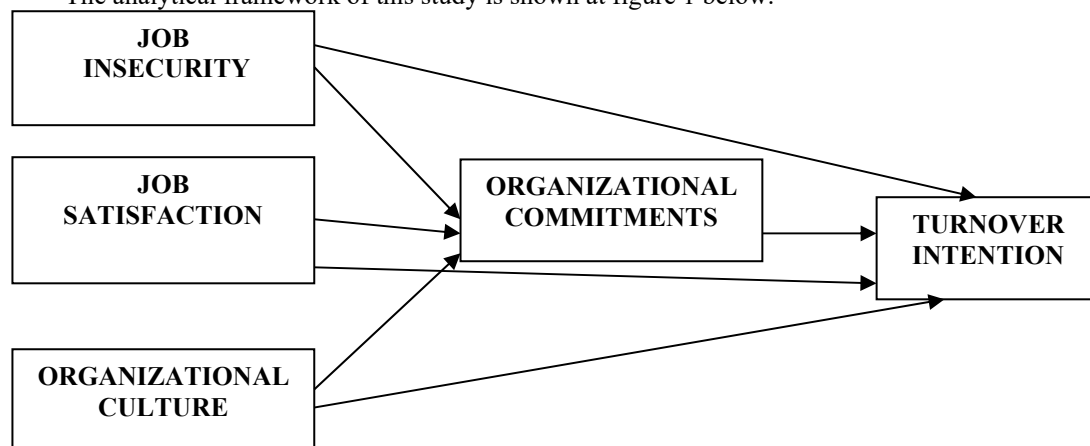
the organizational commitment of employees at PT. Mayapada Auto Sempurna. Hilda CF Nahusona et al. (2004) proved that job satisfaction will increase organizational commitment. I Ketut Mustika (2012) also found that organizational culture affect on organizational commitment. Therefore, the hypothesis is stated below.

H8: Organizational commitment mediates the effect of Job Insecurity on Turnover Intention of employee at PT. Seraphim Life Center.

H9: Organizational commitment mediates the effect of job satisfaction on Turnover Intention of employee at PT. Seraphim Life Center.

H10: Organizational commitment mediates the effect of organizational culture on Turnover Intention of employee at PT. Seraphim Life Center.

The analytical framework of this study is shown at figure 1 below.



METHODS

Research Design

This is a descriptive quantitative research type with aims to describe the characteristics of a situation or the research object conducted collection and analysis of quantitative data and statistical testing. While the nature of this study is to describe and explain (descriptive explanatory) the position of one variable and its relationship with other variables.

Population and Sampling Procedure

The population was all 323 employees of PT. Seraphim Life Center, Jakarta, amounting to employees. The samples were selected by probability sampling with Proportionate Stratified Random Sampling method. Samples The populations was divided into homogeneous groups called strata, and the samples were selected randomly from each strata Hair (1995) said that suitable samples for SEM were between 100-200 samples. Therefore, the samples selected are 200 employees. The data was collected by questionnaires interviews and observations.

Analysis Techniques

This research uses quantitative research approach. The model was analyzed using AMOS 22 statistical software to examine the direct effect. The indirect effects through mediation of organizational commitment variable was analyzed by sobel test (Ghozali, 2011) to examine the indirect effect of independent variable on dependent variable through the intervening variable. In addition, the sobel test is used to test the ability of intervening variables to become a mediator.

Calculation the sobel test uses the following formula:

$$sab = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

Significance of indirect effect is tested by calculate the t value of ab coefficient with the formula:

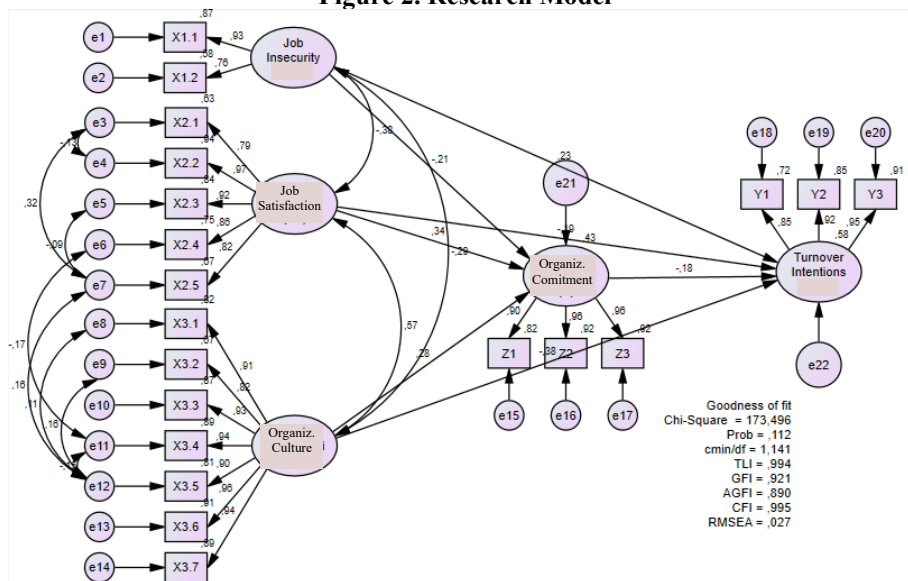
$$t = \frac{ab}{sab}$$

If the $t_{count} > t_{table}$, then it can be concluded that there is a mediation effect.

RESULTS AND DISCUSSION

The relationship between variables and indicators are shown in research model at figure 2.

Figure 2. Research Model



The Goodness of Fit test shows that the full model has a marginal goodness of fit with Chi Square value greater than the chi square table at the marginal results. While the probability, RMSEA, GFI, AGFI, CMIN / DF, TLI and CFI are suitable with Good fit.

The results of full model fit test are summarized in table 2 and table 3.

Table 2. The Conformity Test Result

No	Goodness of fit index	Cut off value	Result	Conclusion
1	X ² - Chi square	Should smaller. X ² CINV (0.05: 20) = 31.410	173.496	Marginal fit
2	Probability	> 0.5	0.112	Good fit
3	RMSEA	< 0.8	0.027	Good fit
4	GFI	>0.9	0.921	Good fit
5	AGFI	>0.9	0.890	Marginal fit
6	CMIN/DF	<2.0	1.141	Good fit
7	TLI	>0.95	0.994	Good fit
8	CFI	>0.95	0.995	Good fit

Source : Amos Data Processing (2019)

Table 3. Regression Weights:
(Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
KO	<---	JI	-.162	.054	-2.992	.003
KO	<---	KK	.229	.051	4.492	***
KO	<---	BO	.270	.069	3.896	***
TI	<---	JI	.198	.056	3.554	***
TI	<---	KK	-.135	.051	-2.671	.008
TI	<---	BO	-.403	.072	-5.627	***
TI	<---	KO	-.192	.075	-2.575	.010

Source : Amos Data Processing (2019)

The first model puts organizational commitment as an endogenous variable with Job Insecurity, Job satisfaction, organizational culture as exogenous variables. Analysis results for the first hypothesis show that Job Insecurity has a negative and significant effect on Organizational Commitment. This is evidenced by the CR value of -2.992 and a significance value of 0.003. This test states that job insecurity has a negative and significant effect on employee organizational commitment. Higher the feeling of losing job threat will cause lower commitment to PT. Seraphim Life Center. This study result is consistent Niek Peene (2009) that employees perception of high job insecurity show low affective organizational commitment.

The data analysis results for second hypothesis show that job satisfaction has a positive and significant

influence on organizational commitment, this is evidenced by the CR value of 4.492 and a significance value of 0.001 (***) . This shows that the better job satisfaction of employees will increase higher organizational commitment, and vice versa. This study is consistent with Handoko (2001), Mathis and Jackson (2011) that job satisfaction reflects a person's feelings towards his work, when someone is satisfied with their work then they will be more committed to the organization.

The analysis result for third hypothesis show that organizational culture has a positive and significant effect on employee organizational commitment at PT. Seraphim Life Center with a CR value of 3.896 and a significance value of 0.001 (***) . It means that the better organizational culture will increase employee organizational commitment. Thus the organizational commitment of employees at PT. Seraphim Life center is influenced by organizational culture. This study results is consistent with Rose et al (2009); Praptadi, (2009) and Odom et al, (1999) that organizational culture has a positive and significant influence on organizational commitment.

The second model puts turnover intention as an endogenous variable with Job Insecurity, Job Satisfaction, organizational culture and organizational commitment as exogenous variables. The data analysis for fourth hypothesis show that job insecurity has a positive and significant effect on turnover intention, this is evidenced by a CR value of 3.554 and a significance value of 0.001 (***) . This means that the more threatened employees from job loss will cause the desire to leave the company is also higher. Employees has no hope for a better job in company so they have intention to leave the organization also increases. The results of this study are in line with the opinion of Jiménez (2017) who found that job insecurity was proven to have a significant positive effect on intention to quit.

The analysis result for fifth hypothesis shows that job satisfaction has a negative and significant effect on turnover intention, this is evidenced by the CR value of -2,671 and a significance value of 0.008. The negative relationship direction indicates that better Employee Job Satisfaction will decrease the Employee Turnover Intention variable. These results are consistent with Robbins (2001: 179) that "Job satisfaction is negatively associated with the employee Turnover Intention from the company." Robbins opinion is supported by empirical study of Ibrahim (2016) that employee job satisfaction has a significant negative effect on Turnover Intention.

Analysis results for sixth hypothesis shows that organizational culture has a positive and significant effect on employee organizational commitment at PT. Seraphim Life Center, with a CR value of -5,627 and a significance value of 0.001 (***) . This means that employees with high organizational culture will have the desire to move to smaller jobs. Kadiman and Rr. Dian Indriana TL (2012) shows that Organizational Culture has significant influence on Turnover Intention. Johartono and Widuri Retnaningtyas (2013) also show that organizational culture has an influence on turnover intention.

Analysis results for seventh hypothesis shows that organizational commitment has a negative and significant influence on turnover intention, this is evidenced by the CR value of -2.575 and a significance value of 0.010. This shows that organizational commitment is significantly and negatively has a significant influence on turnover intention of employee at PT. Seraphim Life Center. These results are consistent with Sow et al (2015) who found a significant and negative relationship between organizational commitment, especially affective commitment and turnover intention. Furthermore, mediation relationship between variables are shown in table 4.

Table 4. Sobel Test

Path	Correlation	Path Coefficient		Direct Effect	Standard Error			t _{count}	t _{table}	Conclusion
		a	B		a.b	Direct				
				Sa		Sb	Sab			
JI-KO-TI	JI - KO	-0.206		0.037	0.054		0.019	1.967	1.96	Significant
	KO - TI		-0.178			0.075				
KK-KO-TI	KK - KO	0.343		-0.061	0.051		0.028	-2.216	-1.96	Significant
	KO - TI		-0.178			0.075				
BO-KO-TI	BO - KO	0.276		-0.049	0.069		0.025	-1.995	-1.96	Significant
	KO - TI		-0.178			0.075				

Table 4 shows the sobel test results for eighth hypothesis to shows a mediation relationship between insecurity on turnover intention and a positive and significant effect with a t-value of 1.967 (greater than 1.96). The implication of this finding is that organizational commitment variable is not the only one of intervening variable, there are still other variables that can mediate the relationship between job insecurity on turnover intention that is not analyzed in this study.

The analysis results for ninth hypothesis showed that the mediation the relationship between job satisfactions with turnover intention had a negative and significant effect with a t-value of -2.216 (lower than -1.96). The implication of this finding is that organizational commitment variable is not the only one intervening

variable, there are still other variables that can mediate the relationship between job satisfaction and turnover intention that is not analyzed in this study.

The analysis results for tenth hypothesis shows that the mediation of relationship between organizational culture and turnover intention had a negative and significant effect with a t-value of -1.995 (lower than -1.96). The implication of this finding is that organizational commitment variable is not the only one intervening variable, there are still other variables that can mediate the relationship between organizational culture and turnover intention that is not analyzed in this study.

CONCLUSION AND SUGGESTION

Management should guarantee employees not to worry about losing their jobs in company if they work well. It can advance the company and prevent bankruptcy, which in turn employees continue to work in this company.

Management should implant to all employees to have a strong sense of belonging to company. It will make employees commit to advance the company. Leaving work causes the employee does not have a better job.

Employees have job satisfaction, mainly for indicators of salary, the job itself, promotion and work environment. Therefore, PT. Seraphim Life Center should pay more attention to improve the above indicators to increase job satisfaction. The salary should be adjusted to the workload of employees, promotion should be done in more transparent by involving employee unions. Work environment can be improved by regularly hold a family gathering program to make closer the fellow employees.

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