The Influence of Job Insecurity and Work Environment on Turnover Intention Through Work Stress at Rama Restoran Bali Group

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Abstract

Turnover intention occurs when employees consider leaving their jobs due to dissatisfaction or high work pressure. This study examines the effect of job insecurity and work environment on turnover intention through work stress at Rama Restoran Bali Group. A descriptive quantitative approach was used, with a sample of 180 permanent employees selected through non-probability sampling. The analysis was conducted using Structural Equation Modeling (SEM) and Partial Least Squares (PLS) with SmartPLS. The results show that job insecurity has a positive and significant effect on work stress (β = 0.42, $p < 0.001$), as does the work environment (β = 0.35, $p < 0.001$). Job insecurity directly increases turnover intention (β = 0.38, $p < 0.001$), and the work environment also positively influences turnover intention (β = 0.31, $p < 0.001$). Furthermore, work stress significantly affects turnover intention (β = 0.47, $p < 0.001$) and acts as a partial mediator between job insecurity and turnover intention (β = 0.20, $p < 0.001$) as well as between work environment and turnover intention (β = 0.16, $p < 0.001$). To reduce turnover intention, the company should enhance internal communication through employee aspiration forums and improve working conditions by optimizing lighting and workspace ergonomics. Additionally, a fairer task distribution system, aligning work targets with employee capacity, and implementing time management training and employee welfare programs can help reduce work stress and improve job satisfaction.

Keywords: job insecurity, turnover intention, work environment, work stress.

INTRODUCTION

The management of human resource management holds significant meaning in achieving a sustainable competitive reputation in the business field (Xu, et al., 2020). Organizing human resources in a company is a complex task that requires dedication and hard work from employees so that the company can achieve its goals (Rahayu & Gunawan, 2022). Employees are valuable assets for the company; without their presence, the company's objectives will be significantly hampered (Anindyah & Nugroho, 2023).

To achieve the company's goals, it is important for the company to pay attention to and maintain employee welfare so that employees feel supported and motivated to stay and contribute to the company, rather than seeking opportunities to move or leave the company (Safitri & Ibrahem, 2021). The individual's desire to leave a company or organization, known as turnover intention, is caused by employees feeling dissatisfied with their jobs (Andriani et al., 2020).

Turnover intention refers to an employee's expressed inclination to leave their job due to dissatisfaction or external opportunities (Rosalina, 2022). This issue presents a significant challenge not only for companies but also for recruitment agencies in managing workforce stability (Johan et al., 2020). Employees may develop turnover intentions when they experience dissatisfaction, pressure, or unfavorable work conditions, leading them to seek new job opportunities (Riantini et al., 2021). However, existing studies have not adequately explored the interplay between job insecurity, work environment, and turnover intention, particularly through the mediating role of work stress. This research aims to fill that gap by analyzing how these factors contribute to employees' decisions to leave their jobs. The negative impact caused by turnover intention is reflected in the challenge of maintaining workforce quality when replacing employees who leave or resign (Maulana & Septyarini, 2024). A high employee turnover rate indicates an unstable work environment, which can hinder organizational productivity and reduce the creative potential of human resources (Yuliani et al., 2021). Moreover, prolonged workplace stress significantly affects employees' psychological well-being, prompting them to seek job opportunities with lower stress levels or consider transitioning to a different workplace (Mahanani, 2022). While existing research highlights these practical implications, further academic inquiry is needed to explore the underlying theoretical frameworks and strategic interventions that can mitigate turnover intention, contributing to a deeper understanding of employee retention dynamics.

Work stress arises from psychological pressure or physical demands experienced by employees, leading to tension, emotional instability, anxiety, and diminished job satisfaction (Fitriani, 2020). Prolonged exposure to work stress can result in adverse psychological and physical consequences if not managed effectively (Rinawati, 2023). While existing studies highlight the detrimental effects of work stress on employees, further academic exploration is needed to deepen the understanding of its implications for organizational performance and employee well-being, thereby contributing to the broader discourse on occupational health and productivity. Work stress is a significant factor in the industry, particularly in relation to turnover intention (Muslim, 2020). In addition to work stress, job insecurity also plays a crucial role in influencing turnover intention (Saputra et al., 2020). However, the connection between these factors and their combined impact on turnover intention requires further exploration to highlight the novelty of this study.

Job insecurity creates a sense of dissatisfaction and insecurity among employees regarding their jobs (Al Ghifari & Safitri, 2022). Job insecurity is a recurring feeling of anxiety while working, which drives employees to develop the intention to leave their

jobs (Karimah & Aslamiyah, 2024). A high level of job insecurity among employees contributes to a decline in work commitment, ultimately increasing employees' desire to resign (Arlen, 2024). The negative impacts of job insecurity encompass both psychological and non-psychological aspects, such as decreased job satisfaction, reduced work effectiveness, feelings of guilt, anxiety, and anger (Saputra et al., 2020). The factors influencing an individual's decision to leave the workplace are not limited to the work environment (Marzuqi, 2021) but can also be further explored in an academic context, such as how psychological and organizational mechanisms may moderate the relationship between job insecurity and the intention to leave.

The work environment encompasses all aspects surrounding employees in carrying out various work activities and plays an important role in the responsibilities undertaken by employees (Aulia et al., 2021). Individuals who work in a good work environment are more motivated, whereas human resources working in inadequate facilities face difficulties in performing their tasks (Ramadhani, 2020). The work environment is a crucial aspect because beauty, cleanliness, and employee well-being will motivate better work results (Aulia et al., 2021). Similarly, this aspect is also an important factor considered by Rama Restoran Bali Group in maintaining the work performance of its employees.

Rama Restoran Bali Group is a company engaged in the food and beverage service industry, located at Jl. Kediri No. 45A, Tuban, Badung, Kuta, Bali. Rama Restoran Bali Group consists of eight restaurant units with different concepts and styles. Some of these restaurant units specialize in authentic Japanese, Chinese, German, and Western cuisine. Rama Restoran Bali Group has a total of 330 permanent employees. With this number of employees, Rama Restoran Bali Group often encounters issues related to employee turnover. Based on data obtained from Rama Restoran Bali Group regarding employee turnover, the turnover rate has shown a significant annual increase. In 2019, the number of employee turnovers was 43 out of 276 employees, or 10.32%. In 2020, it was 44 employees, or 10.34%. In 2021, it was 48 employees, or 10.93%. In 2022, it was 53 employees, or 11.67%. In 2023, it reached 57 employees, or 12.05%. It can be observed that the turnover percentage continues to increase. Each company has its own standards regarding acceptable employee turnover rates. However, based on many standards, if the turnover rate exceeds 10% per year, it is considered quite high and needs to be minimized (Aulia, 2020; Falakha, 2020). Therefore, it can be concluded that the number of employees leaving their jobs reached its highest peak in 2023, with 57 employees or 12.05% of the total workforce, and the average annual turnover rate was 11.06%. Compared to the acceptable employee turnover threshold of 10%, the average turnover rate at Rama Restoran Bali Group falls into the high category.

Based on interviews with the Human Resources Manager at Rama Restoran Bali Group, there is a phenomenon causing an increase in employee turnover, one of which is related to job insecurity in the workplace. Employees experience job insecurity regarding their career development. Some employees have remained in the same position/level for an extended period without any promotion or career development opportunities, making

them uncertain about whether there will be a chance to advance their careers. On the other hand, employees see their colleagues receiving promotions or better opportunities in the workplace, leading to concerns that they may not reach that level. This results in uncertainty about employees' career futures within the company and reduces their motivation to work effectively. As a consequence, employees feel stressed and worried about the direction of their careers in the future. The discomfort in carrying out daily tasks leads to a decline in loyalty and work behavior, ultimately resulting in an intention to leave the job (Aulia, 2020).

Additionally, an unfavorable work environment also causes employees at Rama Restoran Bali Group to have the desire to leave their jobs. The work environment aspect at Rama Restoran Bali Group is still not optimal, especially in terms of the non-physical work environment, which involves attitudes, culture, and behaviors influenced by employee habits. For example, employees' non-compliance with the morning shift; after the daily morning briefing, some employees still have breakfast in the break room, disrupting the workflow. Moreover, another issue is related to the physical work environment, particularly in the F&B Production department, where employees complain that their work is hindered by inadequate work facilities. One example is the limited availability of cooking equipment such as steamers and stoves, which are essential for food processing. The inadequate equipment for efficient operations slows down the food preparation process. As a result, employees must work at a higher pace, leading to fatigue. A low workload causes boredom among employees, while an excessive workload results in overexertion, which can lead to both mental and physical exhaustion, ultimately causing overstress (Diniari, 2019).

RESEARCH METHODS

This study employed a quantitative technique. The study was carried out at Rama Restoran Bali Group. The goal of the statistically or quantitatively focused data analysis was to test hypotheses that had already been developed. This study employed causality research as its methodology. Work stress was identified as the mediating variable in this study, turnover intention as the dependent variable, and job insecurity and work environtment as independent variables. With a total sample size of 180 respondents, non-probability sampling was the technique employed to choose the sample for this study. One of the sample determination criteria was that workers had to be Rama Restoran Bali Group staff members or regular employees. Questionnaires with a measuring scale utilizing a Likert scale rated at 1 to 5 were given to respondents as part of the data gathering method. Data validity testing, data reliability, measurement model testing or outer model testing (convergent validity test, discriminant validity test, composite reliability test), structural model testing or inner model testing (r-squared test, q-squared test, estimate for path coefficients test), hypothesis testing, and the use of SmartPLS software were all part of this quantitative study.

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RESULT AND DISCUSSION

Respondent Characteristics Results

Age, gender, and length of employment are the characteristics of the study's respondents. Age-based respondent characteristics reveal that there are 88 individuals, or 49%, in the 20–29 age range, 42 individuals, or 23%, in the 30-39 age range, 33 individuals, or 18%, in the 40–49 age range, and 17 individuals, or 9%, in the 50+ age range. According to respondent characteristics, males make up 97 individuals, or 54%, while females make up 83 individuals, or 46%. According to respondent characteristics, the greatest percentage of work tenure is 1–5 years for up to 78 individuals, or 43%, while the lowest percentage is 16–20 years for up to 12 individuals, or 7%. There were 180 responders in all for this investigation.

Validity Test Results

The validity test is used to correlate items within a variable with their overall scores. An instrument is considered valid if the correlation coefficient, or Pearson Correlation value, between individual items and the total instrument score exceeds 0.30 at a significance level of 5% (p < 0.05). Based on the validity test results, 20 statement items related to job insecurity, work environment, work stress, and turnover intentions were deemed valid, as their Pearson correlation values exceeded 0.30, their total indicator scores were above 0.30, and their significance levels were below 0.05. While these findings confirm the validity of the instrument, a more critical evaluation is necessary to consider potential biases, such as response tendencies or the contextual specificity of the sample. Additionally, the study should acknowledge methodological limitations, including the reliance on self-reported data and the potential for social desirability bias. Addressing these aspects would enhance the robustness of the research and provide a more comprehensive understanding of how these variables influence company policies and employee retention strategies.

Reliability Test Results

To ascertain whether or not the instrument being used is dependable, reliability testing is carried out. The Alpha Cronbach approach is used to test for reliability. If a construct or variable has an Alpha Cronbach value greater than 0.60, it is considered dependable. The findings of the reliability test indicate that the turnover intention variable is 0.865 greater than 0.60, the work stress variable is 0.901 greater than 0.60, the job insecurity variable is 0.915 greater than 0.60, and work environment variable has a value of 0.960 above 0.60. If a variable's Cronbach's Alpha value is more than 0.60, it is considered dependable (Sekaran & Bougie, 2017). Each variable is deemed to meet data reliability, it can be concluded.

Measurement Model or Outer Model Results

Outer model evaluation in SEM-PLS analysis is a measurement evaluation conducted to test instruments that assess model validity and reliability. The outer model is the specification of relationships between latent variables and their indicators called the outer relation or measurement model, which is done to define construct characteristics with their manifest variables. Indicator validity criteria are measured with Convergent

Validity, while reliability is measured with composite reliability and Average Variance Extracted (AVE). The outer model evaluation model is visualized in Figure 1.
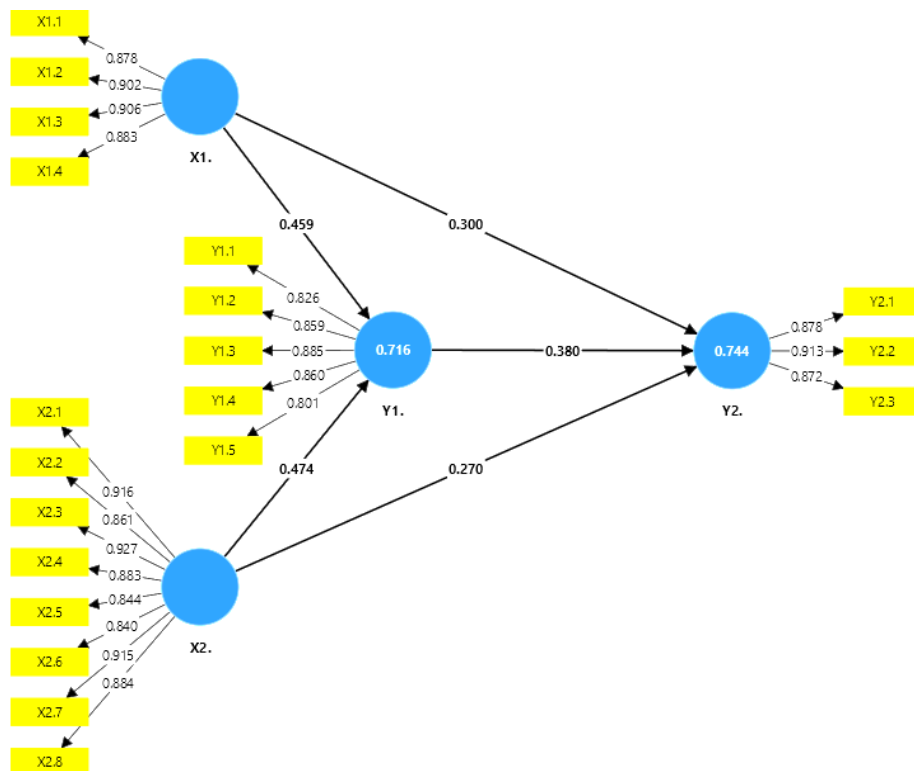

Figure 1. Path Diagram of The Measurement Model
Source: SmartPLS Output (2024)

Convergent Validity Test Results

Convergent validity with reflection indicators can be seen from the correlation between indicator scores and the scores of each variable (Ghozali, 2019). Outer loading or loading factor values are used to test convergent validity. Individual indicators are considered reliable if they have correlation values above 0.70. The convergent validity test obtained results that all outer loading values on 20 statement items in each variable have values exceeding 0.70. Thus, it can be concluded that each indicator meets the requirements of convergent validity and is declared valid.

Discriminant Validity Test

Discriminant validity aims to assess whether a construct has sufficient discrimination by comparing cross-loading values on the intended construct, which must be higher than the cross-loading values of other variables (Ghozali, 2019). Then the indicator is said to be valid. Discriminant validity values greater than 0.60 indicate that the latent variable has become a good comparison for the model. The discriminant validity test obtained results that the cross-loading value of each indicator from each variable is greater than the cross-loading of other variables, which exceeds 0.60. Therefore, these results can be interpreted as the discriminant validity data using cross loading in this study being declared valid.

Average Variance Extracted (AVE) Test

The Average Variance Extracted (AVE) test for each construct value is set to be greater than 0.50 (Ghozali, 2019). The results of the Average Variance Extracted (AVE) test are presented in Table 1.

Table 1. Results of Average Variance Extracted (AVE) Test

No	Variable	Average Variance Extracted (AVE)
1	Turnover Intention (Y2)	0,788
2	Work Stress (Y1)	0,717
3	Job Insecurity (X1)	0,797
4	Work Environment (X2)	0,782

Source: SmartPLS Output (2024)

The results of the Average Variance Extracted (AVE) test in Table 1 show that turnover intention variable (Y2), work stress (Y1), job insecurity (X1), and work environment (X2) have AVE values greater than 0.50. Therefore, this result can be interpreted as the Average Variance Extracted (AVE) has been validated.

Composite Reliability Test

Composite reliability refers to the part used to test the reliability values of the indicators of a variable (Ghozali, 2019). A construct is considered reliable if the composite reliability value or Cronbach's alpha is greater than 0.70. The results of the construct reliability test, using both Cronbach's alpha and composite reliability, are presented in Table 2.

Table 2. Results of Composite Reliability Test

No	Variable	Composite Reliability	Cronbach's Alpha
1	Turnover Intention (Y2)	0,866	0,865
2	Work Stress (Y1)	0,903	0,901
3	Job Insecurity (X1)	0,916	0,915
4	Work Environment (X2)	0,960	0,960

Source: SmartPLS Output (2024)

The results of the composite reliability test in Table 2 show that turnover intention variable (Y2), work stress (Y1), job insecurity (X1), and work environment (X2) have composite reliability and Cronbach's alpha values greater than 0.70. A construct is considered reliable if both Cronbach's alpha and composite reliability values are greater than 0.70 (Ghozali, 2019). Therefore, this result can be interpreted that all constructs in this study are considered reliable.

Structural Model or Inner Model Results

The inner model or structural model illustrates the relationship or estimation strength between constructs or latent variables derived from theoretical substance. The

structural model or inner model test is conducted by examining the R-square value. The R-square of a PLS model can be evaluated by looking at the R-square value for the model variables. The structural model is assessed with PLS structural analysis, which can be measured using the Q-square value for each endogenous latent variable as a predictive strength of the structural model. If the calculation results show a Q-square value greater than zero, the model is considered valid and has relevant predictive value. The Q-square calculation is performed using the blindfolding procedure by observing the Q-square value. The path diagram of the structural model is visualized in Figure 2.
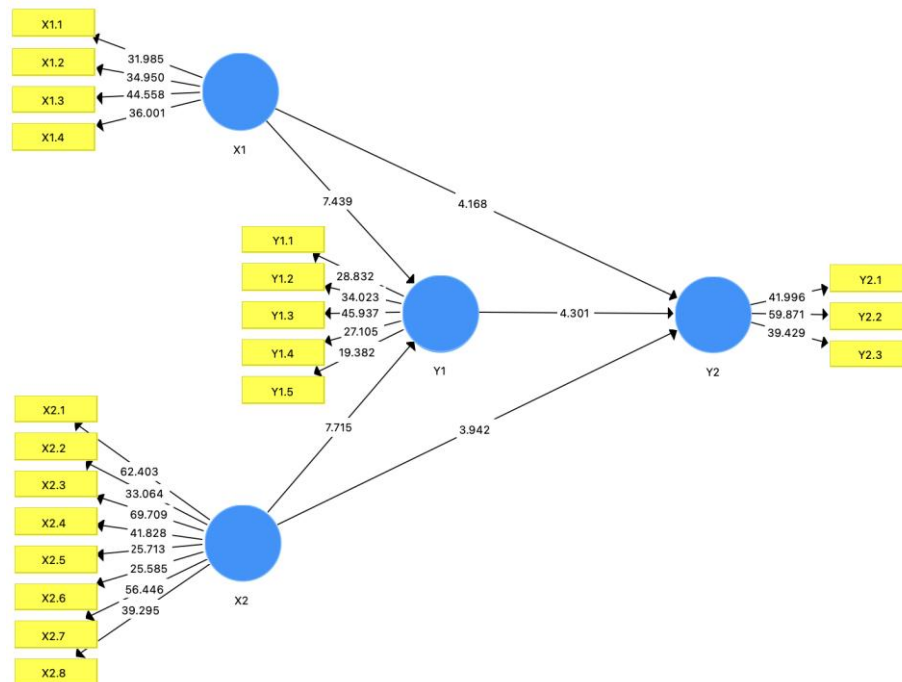

Figure 2. Structural Path Diagram (Inner Model)
Source: SmartPLS Output (2024)

R-Square Test

The R-square value is used to determine the percentage of influence of exogenous variables on endogenous variables (Ghozali, 2019). The range of R-square values is between 0 and 1, where if the R-square value approaches zero, the influence of exogenous variables on endogenous variables becomes weaker. Conversely, if it approaches one, the influence of exogenous variables on endogenous variables becomes stronger. An R-square value of 0.67 is categorized as strong, 0.33 as moderate or medium, and 0.19 as weak (Ghozali, 2019). The larger the R-square value, the better the result of the research. The results of the R-square test can be presented in Table 3.

Table 3. Results of R-Square Test

No	Construct	R-Square
1	Turnover Intention (Y2)	0,744
2	Work Stress (Y1)	0,716

Source: SmartPLS Output (2024)

The R-square value test in Table 3 shows that the construct of turnover intention (Y2) has a value of 0.744, which can be interpreted as 74.4%, categorized as a strong model. This means that the turnover intention variable is influenced by job insecurity, work environment, and work stress, while other variables outside the model influence the remaining 25,6%. The R-square value for the work stress construct (Y1) is 0.716, which can be interpreted as 71,6%, categorized as a strong model. This means that the work stress variable is influenced by job insecurity and work environment, while the remaining 28.4% is influenced by variables outside the model.

Q-Square Test

Q-square is used to measure how well the observed values are obtained from the parameter estimates and the model. Predictive relevance is the test conducted to show how well the observed values are predicted using the blindfolding procedure by examining the Q-square value. A Q-square value greater than 0 (zero) indicates that the model has predictive relevance, while a Q-square value less than 0 (zero) indicates that the model has low predictive relevance. If the Q-square value is 0.02, the predictive relevance is considered small/weak. If the Q-square value is 0.15, the predictive relevance is considered moderate/medium. If the Q-square value is 0.35, the predictive relevance is considered large/strong. The results of the Q-square test can be presented in Table 4.

Table 4. Results of Q-Square Test

No	Construct	Q-Square
1	Turnover Intention (Y2)	0,573
2	Work Stress (Y1)	0,499

Source: SmartPLS Output (2024)

The Q-square value test in Table 4 shows that the Q-square value for the turnover intention model is 0.573, which is greater than 0. This indicates that job insecurity, work environment, and work stress have predictive relevance for the turnover intention variable. With a Q-square value of 0.573, which is greater than 0.35, it can be concluded that the predictive relevance is considered large/strong. Meanwhile, the Q-square value for the work stress model is 0.499, which is greater than 0. This indicates that job insecurity and work environment have predictive relevance for the work stress variable. With a Q-square value of 0.499, which is greater than 0.35, it can be concluded that the predictive relevance is considered large/strong.

Hypothesis Test of Direct Effects (Path Coefficients)

Hypothesis testing is performed by examining the probability value and t-statistics (Ghozali, 2019). The t-table value for a 5% alpha level is 1.96. Therefore, the rejection or acceptance of the hypothesis is based on whether the t-statistic is greater than the t-table value of 1.96, meaning Ha is accepted, and Ho is rejected if the t-statistic is greater than 1.96. In accepting or rejecting the hypothesis, the p-value is also considered, so Ha is accepted if the p-value is less than 0.05. Hypothesis testing is based on the values found in the path coefficients results. The output results from the structural model test are presented in Table 5.

Table 5. Results of Direct Effect Test (Path Coefficients)

Model Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (|O/STDEV|)	P-Values
(X1) → (Y1)	0,459	0,458	0,064	7,199	0,000
(X2) → (Y1)	0,474	0,476	0,064	7,445	0,000
(X1) → (Y2)	0,300	0,298	0,072	4,175	0,000
(X2) → (Y2)	0,270	0,266	0,068	3,972	0,000
(Y1) → (Y2)	0,380	0,385	0,086	4,410	0,000

Source: SmartPLS Output (2024)

Hypothesis testing using the Partial Least Square (PLS) method was conducted through simulations for each hypothesized relationship using the bootstrap method. The bootstrap method aims to assess the significance value between variables. A hypothesis can be accepted if the bootstrap test value exceeds 1.96. If the t-statistic value is greater than 1.96 and the p-value is lower than 0.05, the hypothesis will be accepted. Based on the path coefficient test in Table 5, the results show that the t-statistic value is above 1.96, and the p-value is below 0.05. This indicates that all direct influence models have a positive and significant effect.

The Influence of Job Insecurity on Work Stress

The hypothesis test results in Table 5 show that the influence of job insecurity (X1) on work stress (Y1) obtained a t-statistic value of 7.199, which is greater than 1.96 (7.199 > 1.96), with a p-value of 0.000, which is lower than 0.05. Since the t-statistic is greater than 1.96 and the p-value is smaller than 0.05, H0 is rejected, and Ha is accepted. This means that Hypothesis 1 in this study, which states that the job insecurity variable positively and significantly affects employee's work stress at Rama Restoran Bali Group, is accepted. This indication provides an understanding that the higher the job insecurity of employees, the higher the level of work stress they experience while working at Rama Restaurant Bali Group. Conversely, the lower the level of job insecurity felt by employees, the lower the level of work stress they experience while working at Rama Restaurant Bali Group. Job insecurity causes employees to feel anxious, which repeatedly arises while working, leading to stress in their work (Karimah & Aslamiyah, 2024). The high level of job insecurity among employees results in a decrease in employee commitment, which ultimately leads employees to desire to leave their jobs (Arlen, et. al., 2020).

The results of this study are in accordance with the attribution theory proposed by Heider (1958), which states that individuals tend to attribute the causes of an event or condition to internal or external factors. In the context of this study, job insecurity can trigger work stress because individuals internally attribute this situation to something related to their competence, performance, or stability in the workplace. Employees who feel that their job positions are insecure often associate this condition with internal factors, such as a lack of skills, perceived inadequate performance, or an inability to compete with

colleagues. Employees experience greater psychological pressure, feel anxious, worry about the future of their jobs, and even suffer from decreased motivation and productivity. This situation is exacerbated by a sense of helplessness arising from negative internal attributions, where employees perceive job insecurity as a result of their own weaknesses rather than external factors such as company policies or economic conditions. This research strengthens several previous studies, namely the research conducted by Saputri et al. (2020), Ibrahim et al. (2021), as well as Sita and Suwarsi (2024), all of which found that job insecurity has a significant effect on workplace stress.

The Influence of Work Environment on Work Stress

The hypothesis test results in Table 5 show that the influence of work environment (X2) on work stress (Y1) obtained a t-statistic value of 7.445, which is greater than 1.96 (7.445 > 1.96), with a p-value of 0.000, which is lower than 0.05. Since the t-statistic is greater than 1.96 and the p-value is smaller than 0.05, H0 is rejected, and Ha is accepted. This means that Hypothesis 2 in this study, which states that the work environment variable positively and significantly affects employees' work stress at Rama Restoran Bali Group, is accepted. This indication provides an understanding that the worse the work environment applied, the more stressed employees or individuals will be while working at Rama Restoran Bali Group. On the other hand, the better the work environment applied, the lower the level of work stress employees will experience while working at Rama Restoran Bali Group.

The results of this study align with the attribution theory proposed by Heider (1958), which explains that individuals tend to seek the causes of the behavior or conditions they experience, whether internally or externally. In the context of the influence of the work environment on work stress, attribution theory can be used to understand how employees interpret environmental factors that affect their stress levels. If the work environment is perceived as unsupportive, such as high work pressure, disharmonious interpersonal relationships, inadequate facilities, or unclear company policies, employees tend to attribute the stress they experience to external factors, namely a poor work environment. Conversely, if the work environment is comfortable, supportive, and provides a sense of security and satisfaction, employees will attribute their low levels of stress to positive external factors. Additionally, attribution theory also explains that individuals may internalize work stress as a result of internal factors, such as a lack of skills in managing pressure or low personal resilience. Thus, the influence of the work environment on work stress does not solely depend on the environmental conditions themselves but also on how individuals interpret and attribute their experiences at work. This research finding strengthens several previous studies, namely the research conducted by Aprilia et al. (2023); Maryani et al. (2022); Rini (2022), which shows that work stress is positively and significantly influenced by the work environment.

The Influence of Job Insecurity on Turnover Intention

The hypothesis testing results in Table 5 regarding the influence of job insecurity (X1) on turnover intention (Y2) show a t-statistic value of 4.175, which is greater than 1.96 (4.175 > 1.96), and a p-value of 0.000, which is lower than 0.05. Since the t-statistic

is greater than 1.96 and the p-value is smaller than 0.05, H0 is rejected and Ha is accepted. This indicates that hypothesis 3 in this study is accepted, meaning the job insecurity variable positively and significantly affects turnover intention at Rama Restoran Bali Group. This indication provides an understanding that the higher the level of job insecurity perceived by employees, the higher the level of turnover intention at Rama Restaurant Bali Group. Conversely, if the level of job insecurity perceived by employees is lower, then the level of turnover intention at Rama Restaurant Bali Group will also be lower. Job insecurity causes a sense of dissatisfaction and insecurity among employees regarding their jobs (Al Ghiffari & Safitri, 2022).

The results of this study are in line with the attribution theory proposed by Heider (1958), which explains that individuals tend to seek causes for events they experience, whether caused by internal (dispositional) or external (situational) factors. If employees attribute job insecurity to external factors, such as organizational policies or industry dynamics, they may feel less control over the situation and tend to seek more stable job alternatives, thereby increasing turnover intention. The level of turnover intention tends to increase when employees perceive job insecurity as something caused by uncontrollable external factor. The results of this study reinforce several previous studies, namely those conducted by Gayatri & Muttaqiyathun (2020); Aulia (2021); Karimah & Aslamiyah (2024); Maulana & Septyarini (2024); and Athfalia & Attiq (2024), which explain that turnover intention is positively and significantly influenced by job insecurity.

The Influence of Work Environment on Turnover Intention

The hypothesis testing results in Table 5 regarding the influence of work environment (X2) on turnover intention (Y2) show a t-statistic value of 3,972, which is greater than 1.96 (3,972 > 1.96), and a p-value of 0.000, which is lower than 0.05. Since the t-statistic is greater than 1.96 and the p-value is smaller than 0.05, H0 is rejected and Ha is accepted. This indicates that hypothesis 4 in this study is accepted, meaning the work environment variable positively and significantly affects turnover intention at Rama Restoran Bali Group. This indication provides an understanding that the worse the work environment in the company, the higher the employees' turnover intention at Rama Restoran Bali Group. Conversely, the better the work environment implemented in the company, the lower the employees' turnover at Rama Restoran Bali Group.

The results of this study are in line with the attribution theory proposed by Heider (1958), which explains that individuals tend to attribute the causes of their behavior to internal or external factors. Attribution theory explains that employees who feel that their work environment is not supportive, whether in terms of facilities, relationships with colleagues, leadership, or overall working conditions, will tend to associate this discomfort with external factors, namely the organization or company where they work. When the work environment is considered less conducive, employees will conclude that the organization does not provide sufficient support for their well-being and career development, making them more likely to experience an increase in turnover intention. Conversely, if the work environment provides comfort, social support, and good self-development opportunities, employees will be more likely to attribute their satisfaction

to internal factors, such as personal motivation and commitment to their work, which ultimately reduces their desire to leave the company. These research findings reinforce several previous studies, namely the studies conducted by Ussu et al. (2023), Marlina & Lawita (2022), Mawey & Moniharapon (2024), and Nursalimah & Oktafien (2023), which explain that the work environment has a positive and significant effect on turnover intention.

The Effect of Work Stress on Turnover Intention

The hypothesis test results in Table 5 show that the effect of work stress (Y1) on turnover intention (Y2) obtained a t-statistic value of 4,410, which is greater than 1.96 (4,410 > 1.96), with a p-value of 0.000, which is lower than 0.05. Since the t-statistic is greater than 1.96 and the p-value is smaller than 0.05, H0 is rejected, and Ha is accepted. This indicates that hypothesis 5 in this study is accepted, meaning the work stress variable has a positive and significant effect on turnover intention at Rama Restoran Bali Group. This indication provides an understanding that the higher the work stress on employees, the higher the turnover intention will be. Conversely, the lower the work stress on employees, the more employee turnover will decrease at Rama Restaurant Bali Group.

The results of this study are in line with the attribution theory proposed by Heider (1958), which explains that individuals tend to seek the causes of their behavior, whether originating from internal or external factors. Attribution theory explains that employees experiencing work stress will strive to understand and interpret the causes of the stress they are experiencing. If they perceive that the stress comes from external factors, such as excessive workload, an unfavorable work environment, pressure from superiors, or role ambiguity within the organization, they tend to attribute the stress to the organization and the existing work situation. This can increase their intention to leave the company (turnover intention) as a response to conditions they perceive as unfavorable. Conversely, if employees associate work stress with internal factors, such as a lack of ability to manage work or insufficient skills required, they may attempt to improve themselves before considering leaving the organization. High work stress is more often associated with external factors beyond an individual's control, so employees who feel that the company does not provide adequate support or fails to reduce the sources of stress will be more vulnerable to an increase in turnover intention. These research findings reinforce several previous studies, namely the research conducted by Hanif & Siswanto (2023); Fauzi et al. (2022); Wahyuni et al. (2023); and Supiyanti & Kunanto (2023), which found that work stress has a significant effect on turnover intention.

Hypothesis Testing Results of Indirect Effects and Total Effects

The test of indirect effects and total effects aims to determine the strength of influence between constructs indirectly and the total effect. The output results for the indirect effect test between constructs are presented in Table 6.

Table 6. Results of Indirect Effect Test and Total Effect

Type of Effects	Model Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (|O/STDEV|)	P-Values
Indirect Effect	(X1)→(Y1)→(Y2)	0,174	0,177	0,050	3,498	0,000
	(X2)→(Y1)→(Y2)	0,180	0,183	0,046	3,914	0,000
Total Effect	(X1) → (Y1)	0,459	0,458	0,064	7,199	0,000
	(X2) → (Y1)	0,474	0,476	0,064	7,445	0,000
	(X1) → (Y2)	0,474	0,475	0,055	8,636	0,000
	(X2) → (Y2)	0,450	0,449	0,052	8,697	0,000
	(Y1) → (Y2)	0,380	0,385	0,086	4,410	0,000

Source: SmartPLS Output (2024)

The hypothesis of indirect influence through mediation variables can be accepted if the bootstrapping test value is above 1.96 the t-statistic value is equal to 1.96, and the p-value is less than 0.05. Conversely, if the t-statistic value is below 1.96 and the p-value is less than 0.05, the hypothesis is rejected. Based on the specific indirect effects and total effects testing results in Table 6, it is shown that the t-statistic value is above 1.96, and the p-value is below 0.05. Therefore, these results indicate that all direct influence construct models have a positive and significant effect.

The Influence of Job Insecurity on Turnover Intention Through Work Stress

The results of the indirect influence in Table 6 for the effect of job insecurity (X1) on turnover intention (Y2) through work work stress (Y1) obtained a t-statistic value of 3,498, which is greater than 1.96 (3.498 > 1.96), with a p-value of 0.000, which is lower than 0.05. It can be concluded that H0 is rejected and Ha is accepted, meaning that the work stress variable can significantly mediate the job insecurity variable's influence on the turnover intention variable at Rama Restoran Bali Group. If the indirect effect value in hypothesis 6, which is the role of work stress (Y1) in mediating job insecurity (X1) on turnover intention (Y2), obtains a t-statistic value of 3.498 with a p-value of 0.000, compared to the direct effect result in hypothesis 3, which is the effect of job insecurity (X1) on turnover intention (Y2), obtaining a t-statistic value of 4.175 with a p-value of 0.000. After including the work stress (Y1) variable, the effect of job insecurity (X1) on work stress (Y1) remains significant after incorporating the work stress (Y1) variable into the indirect effect model (specific indirect effects). Therefore, this indicates that the work stress (Y1) variable partially mediates job insecurity (X1) on employee turnover intention at Rama Restoran Bali Group. This indication provides an understanding that the higher the level of job insecurity employees experience in their work, the more it can increase work stress among employees, which in turn can increase employee turnover intention at Rama Restoran Bali Group.

This research finding is in line with the attribution theory proposed by Heider (1958), which states that individuals tend to interpret the causes of an event or behavior based on internal (dispositional) and external (situational) factors. Attribution theory explains that when employees feel insecure in their jobs, they will seek the causes of this

insecurity, either from within themselves or from external environments, such as unstable company policies, uncertain economic conditions, or organizational changes that impact the sustainability of their employment. This perceived job insecurity can then increase work stress, as employees feel anxious, pressured, and lack control over their career future. Prolonged stress due to job insecurity can affect employees' psychological and emotional well-being, leading them to consider leaving the company as a response to a situation they perceive as unfavorable. These research findings reinforce several previous studies, namely the studies conducted by Hanif & Siswanto (2023); Fauzi et al. (2022); Wahyuni et al. (2023); and Supiyanti & Kunanto (2023), which found that work stress has a significant positive effect on turnover intention.

The Influence of Work Environment on Turnover Intention Through Work Stress

The results of the indirect influence in Table 6 for the effect of work environment (X2) on turnover intention (Y2) through work stress (Y1) obtained a t-statistic value of 3,914, which is greater than 1.96 (3,914 > 1.96), with a p-value of 0.000, which is lower than 0.05. It can be concluded that H0 is rejected and Ha is accepted, meaning that the work stress variable can significantly mediate the work environment variable's influence on the turnover intention variable at Rama Restoran Bali Group. Thus, it can be interpreted that hypothesis 7 (H7) in this study is accepted. If the indirect effect value in hypothesis 7, which is the role of work stress (Y1) in mediating the work environment (X2) on turnover intention (Y2), obtains a t-statistic value of 3.914 with a p-value of 0.000, compared to the direct effect result in hypothesis 4, which is the effect of the work environment (X2) on turnover intention (Y2), obtaining a t-statistic value of 3.972 with a p-value of 0.000, after including the work stress (Y1) variable, the effect of the work environment (X2) variable on work stress (Y1) remains significant after including the work stress (Y1) variable in the indirect effect model (specific indirect effects). Therefore, this can be interpreted as work stress (Y1) partially mediating the work environment (X2) on employee turnover intention at Rama Restoran Bali Group. This indication provides an understanding that the worse the work environment applied in the company, the higher the work stress experienced by employees, which ultimately increases employee turnover intention at Rama Restoran Bali Group.

The results of this study are in line with the attribution theory proposed by Heider (1958), which explains that individuals tend to seek the causes of certain behaviors or events based on internal (dispositional) or external (situational) factors. The work environment serves as a significant external factor influencing turnover intention through work stress. An unfavorable work environment, such as high work pressure, lack of support from superiors or colleagues, and an imbalance between job demands and available resources, can lead to increased work stress. Employees who experience stress due to work environment factors will associate these conditions as the main cause of their discomfort at work. If the work stress they experience continues to increase without effective solutions, employees are likely to seek alternatives, including considering leaving the company. This research strengthens several previous studies, namely the research conducted by Syaharudin et al. (2018); Suganda et al. (2023); Hasanah (2022),

which found that the work environment has a significant positive influence on turnover intention through work stress.

CONCLUSION

Based on the analysis and discussion, job insecurity positively and significantly influences employee work stress, and the work environment also positively and significantly influences employee work stress. Additionally, job insecurity and work environment positively and significantly affect turnover intention, both directly and indirectly through work stress. The main limitation of this study lies in the sample size, which could be expanded in future research to improve generalizability. Future studies should also consider incorporating additional variables that contribute to turnover intention at Rama Restoran Bali Group, such as employee remuneration, organizational culture, and work motivation. To address these findings, the company should establish clear and fair employment policies to minimize job insecurity, provide transparent career development opportunities, and enhance communication regarding job stability. Furthermore, fostering a positive and supportive work environment by encouraging teamwork, improving workplace facilities, and addressing potential stressors is essential. Since work stress significantly influences turnover intention, the company should implement stress management programs such as counseling services, workload balancing, and flexible working arrangements. Additionally, initiatives to promote employee well-being, such as mental health support, wellness programs, and work-life balance policies, should be prioritized to improve job satisfaction and reduce turnover rates. To strengthen employee retention, the company should conduct regular employee satisfaction surveys, recognize and reward employee contributions, and develop career growth opportunities that enhance job commitment and motivation. By implementing these strategies, Rama Restoran Bali Group can create a more stable and supportive work environment, reducing job insecurity and work stress while ultimately lowering employee turnover intention.

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