

JOB INSECURITY AND ROLE OVERLOAD AS INDICATORS OF TURNOVER INTENTION: A LITERATURE REVIEW

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Abstract: Turnover intention has become a critical issue in human resource management due to its implications for both employee well-being and organizational stability. This study provides a comprehensive literature review on the influence of job insecurity and role overload as key predictors of turnover intention. Job insecurity, characterized by employees' perceptions of job instability, and role overload, defined as excessive job demands exceeding individual capacity, are explored in their respective roles in fostering turnover intention. The findings indicate that both factors significantly correlate with increased turnover intention through mechanisms such as job dissatisfaction, burnout, and reduced organizational commitment. Additionally, mediating variables such as job satisfaction and organizational commitment are identified as crucial in mitigating the adverse effects of these predictors. This review offers strategic recommendations for organizations to manage these factors effectively, thereby enhancing employee retention and organizational performance.

Keywords: Turnover intention, job insecurity, role overload, job satisfaction, organizational commitment.

Introduction

Turnover intention or intention to leave the organization has become one of the crucial issues in the field of human resource management. This condition not only has an impact on individuals, but also on the organization as a whole. On an individual level, turnover intention is often a manifestation of stress, job dissatisfaction, and uncertainty felt by employees. Meanwhile, at the organizational level, a high turnover intention rate can result in increased recruitment and training costs, as well as the loss of important knowledge and skills.

This phenomenon is often associated with psychological and structural factors, including job insecurity and role overload. Job insecurity reflects employees' insecurity towards the sustainability of their work, while role overload occurs when the demands of work exceed an individual's capacity to meet them. Job insecurity is an individual's perception of insecurity towards the sustainability of their work, which is an important concern in the modern work environment. Job insecurity can arise as a result of workforce reduction, automation, or organizational restructuring (Shoss, 2017). Employees who feel insecure at their jobs tend to experience stress, decreased organizational commitment, and ultimately increased intention to quit their jobs (Chirumbolo et al., 2020). Overload, which is a situation where the demands of work exceed the capacity of individuals to complete it, are also a significant factor contributing to turnover intention. This condition often leads to emotional exhaustion, job stress, and decreased job satisfaction, which ultimately affects employees' decisions to leave the organization (Montgomery et al., 2022).

Both of these factors have serious implications for employee well-being and organizational stability. Therefore, this study aims to provide a comprehensive review of the literature that

explores the influence of job insecurity and role overload as predictors of turnover intention. This article integrates previous findings to provide deeper insights into the relationship between these variables.

The two main factors that are often cited as drivers of turnover intention are job insecurity and role overload. Job insecurity refers to employees' perceptions of their job insecurity, including fear of losing their job or downgrading their employment status. On the other hand, role overload occurs when the demands of a job exceed an individual's ability to meet them, which can lead to burnout, work stress, and dissatisfaction.

The importance of understanding the dynamics between job insecurity, role overload, and turnover intention is driven by significant changes in the global work environment, such as increasing business competition, economic instability, and digital transformation. These factors not only increase the pressure on employees but also create greater uncertainty in the job. Therefore, this article aims to integrate various findings of previous research to explore the role of job insecurity and role overload as predictors of turnover intention. By reviewing the existing literature, this study provides in-depth insights into the relationship between these variables and offers strategic recommendations for organizations to manage these issues.

Previous research has shown that the relationship between job insecurity, role overload, and turnover intention has significant implications for organizations. Therefore, this literature review aims to present an in-depth understanding of how job insecurity and role overload function as important indicators in increasing turnover intention, as well as provide insights for human resource management to mitigate their negative impacts.

Literature Review

Job Insecurity

Job insecurity is a feeling of insecurity or uncertainty that employees feel regarding the sustainability of their future job position. These feelings can arise as a result of various factors, such as organizational restructuring, changes in company policies, or unstable economic conditions. In addition, Ghiffari and Safitri (2022) found that job insecurity and work stress significantly affect employee turnover intention. Employees who feel insecure at work tend to experience higher stress, which ultimately increases their intention to leave the company.

Job insecurity has become a major concern in organizational research, especially due to its significant impact on employee well-being and organizational stability. Greenhalgh & Rosenblatt (1984) Defining job insecurity as the employee's perception of perceived uncertainty about the continuity of their job. Research shows that job insecurity not only increases work stress but also causes various negative impacts, including decreased job satisfaction, motivation, and employee loyalty. In the context of turnover intention, job insecurity was consistently found to be positively correlated, which shows that employees who feel insecure are more likely to look for alternative jobs.

Role Overload

Role overload is a condition in which an individual faces the demands of a role that exceeds the capacity or resources he has, making it difficult to meet the commitments, obligations, or requirements charged. According to Robbins and Judge (2009), role overload occurs when workers are expected to work beyond a set time. Baruch et al. (1985) and Rapoport (1976) in Coverman (1989) define role overload as a situation in which a person has too many role demands and too little time to complete them.

In the context of an organization, role overload can cause emotional exhaustion that negatively impacts employee behavior, such as a decrease in organizational citizenship behavior. Recent research by Fatmawati and Nugrohoseno (2023) shows that role overload has a significant positive effect on emotional fatigue, which in turn can mediate the influence of role overload on organizational citizenship behavior.

Role overload occurs when employees are faced with work demands that exceed their capacity or resources to complete these tasks (Kahn et al., 1964). This factor often arises in a dynamic work environment, where the pressure to meet targets or deadlines can increase employee workload. Studies show that role overload has a direct impact on burnout and work stress, which ultimately affects turnover intention (Podsakoff et al., 2007). In addition, role overload is also associated with a decrease in the quality of the relationship between employees and the organization, such as reduced organizational commitment.

Turnover Intention

Turnover intention is a multidimensional concept that reflects the intention or tendency of employees to leave the organization. Mobley et al. (1978) describing turnover intention as one of the main predictors of actual turnover behavior. Research shows that intrinsic factors, such as job insecurity and role overload, have an important role in influencing employees' decisions to leave their jobs. Turnover intention is also influenced by other factors, such as job satisfaction, organizational commitment, and external job opportunities.

Turnover, in the context of human resource management, refers to the level of employee turnover in an organization, i.e. the number of employees who leave the company in a certain period of time compared to the total number of employees. Turnover can be divided into two types: voluntary turnover (when an employee chooses to leave) and involuntary turnover (when an employee is dismissed or fired). A high turnover rate can indicate problems in company culture, compensation, or job satisfaction, while a low turnover rate can indicate high loyalty from employees to the company (Choi and Kim, 2020).

The Relationship between Job Insecurity, Role Overload, and Turnover Intention

Job insecurity, role overload, and turnover intention are three important factors that affect employee well-being and performance in an organization. In recent studies, the relationship between these three factors has been widely discussed, given the significant impact it has on organizations and individuals.

The combination of job insecurity and role overload can worsen turnover intention. Stress arising from feelings of insecurity in the workplace and excessive workload will motivate employees to seek other opportunities that are more adequate and safe. Recent research shows that when both are present simultaneously, turnover intention rates tend to be higher, as individuals feel that they are in an unfavorable situation and are unable to cope with it effectively (Alfina et al., 2020).

Previous research has indicated that job insecurity and role overload can simultaneously reinforce employees' intention to leave the organization. For example (De Witte, 1999) Finding that Job Insecurity not only affects employee well-being but also increases their willingness to seek other job opportunities. Meanwhile, (Podsakoff et al., 2007) It is emphasized that role overload increases work stress levels, which ultimately encourages turnover intention. The combination of these two factors creates significant work pressure, which makes employees more vulnerable to leaving the organization.

In addition, research shows that the effect of job insecurity and role overload on turnover intention can be mediated by other variables, such as job satisfaction and organizational commitment. For example, employees who have a high level of job satisfaction tend to be more resistant to the pressure of job insecurity and role overload, thereby reducing the risk of turnover intention.

Method

The approach of this research is a systematic literature review with a focus on the identification and analysis of relevant academic articles. The method used consists of the following steps:

1. **Identification of the Source** of the Article that is the subject of the review is taken from leading academic databases such as Scopus, Web of Science, and Google Scholar. Keywords used include "job insecurity," "role overload," and "turnover intention."
2. **Inclusion and Exclusion Criteria**
 - a. **Inclusion:** Articles published in the last five years and discuss the relationship between job insecurity, role overload, and turnover intention.
 - b. **Exclusion:** Articles that are not available in full text, do not contain empirical data, or are irrelevant to the focus of the research.
3. **Selection Process** After the initial search, articles are selected based on abstracts and full content to ensure relevance to the topic. Only articles that meet the inclusion criteria are further analyzed.
4. **Data Analysis** Data from the selected articles was analyzed qualitatively to identify the main themes, relationships between variables, and research gaps. A thematic approach is used to summarize the key findings.
5. **Quality Evaluation** The methodology of each article is assessed using an assessment framework that includes research design, data validity, and reliability of results.

Table 1. Journal Mapping

It	Researchers	Research Title	Variable	Research Results
1	Achmad Fauzi, Annisa Suci Wilandari, Della Restu Cahyani, Nia Nurfitri, Nia Khairani (2022)	The Effect of Job Satisfaction and Work Stress on Turnover Intention On Employees (Performance Management Literature Review)	Independent : Job Satisfaction Work stress Dependen : Turnover intention	<ul style="list-style-type: none"> • <i>Job Satisfaction influences Turnover Intention</i> • <i>Job Stress influences Turnover Intention</i> • <i>Job Satisfaction, Job Stress both influence Turnover Intention</i>

<p>2.</p>	<p>Febryan Redafanza, Larasati Ahluwalia, Almira Devita Putri (2023)</p>	<p>Influence <i>Job Insecurity</i> And <i>Role Overload</i> Against <i>Turnover Intention</i> Generation Z Employees in Bandar Lampung</p>	<p>Independen : <i>Job Insecurity</i> <i>Role Overload</i></p> <p>Dependen : <i>Turnover</i> <i>Intention</i></p>	<ul style="list-style-type: none"> • Job insecurity partially has a positive and significant effect on turnover intention among Generation Z employees in Bandar Lampung. • Role overload partially has a positive and significant effect on turnover intention among Generation Z employees in Bandar Lampung • Job Insecurity, and role overload simultaneously has a positive and significant effect on turnover intention among Generation Z employees in Bandar Lampung
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<p>3.</p>	<p>Gracia Damara (2023)</p>	<p><i>Job Satisfaction As Mediator Against Influence Flexible Work Arrangements And Organizational Justice With Turnover Intention Employee</i></p>	<p>Independen : <i>Flexible Work Arrangements Organizational Justice</i></p> <p>Dependen : <i>Turnover Intention</i></p> <p>Mediator : <i>Job Satisfaction</i></p>	<ul style="list-style-type: none"> • There is no significant influence between flexible work arrangements on job satisfaction for employees who work at finance company. • There are factors that influence employee job satisfaction in finance companies positively, namely organizational justice. • There is a negative and significant influence between job satisfaction on the turnover intention of employees working in the company financing
<p>4.</p>	<p>Netti Situmorang, Abdul Heba Ramli, Heru Kreshna Reza (2023)</p>	<p><i>Development Influence Career Against Turnover Intention Through Employee performance moderated by organizational culture</i></p>	<p>Independen : <i>Career development Employee Performance</i></p> <p>Depend on: <i>Turnover Intention</i></p> <p>Moderator : <i>Organizational Culture</i></p>	<ul style="list-style-type: none"> • <i>Career development does not have a negative and significant effect on turnover intention</i> • <i>Performance has a positive and significant effect on performance. Then employee performance has a negative and significant effect on turnover intention. Employee performance mediates the</i>

				<i>relationship between career development and turnover intention, but career development and employee performance cannot be moderated by organizational culture.</i>
5.	Rikha Ihwanti, Ce Gunawan (2023)	Literature Review: The Effect of Job Satisfaction and Job Stress on <i>Turnover Intention</i> on Employees	Independent : Job Satisfaction Work Stress Dependen : <i>Turnover Intention</i>	<ul style="list-style-type: none"> • <i>Job satisfaction has a negative effect on turnover intention work stress has a positive effect on turnover intention</i> • <i>Job satisfaction and job stress have an influence significantly to turnover intention.</i>
6.	Noor Aasni Gaani, Andrie Prithvi, Anastasya Poornamchari (2022)	The Effect of Compensation and Work Environment on <i>Turnover Intention</i> Mini ng Companies in Kalimantan	Independent : Work Environment Compensation Dependen : <i>Turnover Intention</i>	<ul style="list-style-type: none"> • Compensation has a positive and significant effect on turnover intention the work environment has a positive and significant effect on turnover intention
7.	Alone Kurnia Chaputra, Zainiyah, Octjaya Abrios, M. Rizki (2022)	The Effect of Compensation on <i>Employee Turnover Intention</i> at PT. Bintan Megah Abadi	Independent: Compensation Dependen : <i>Turnover Intention</i>	<ul style="list-style-type: none"> • <i>Compensation has a negative and significant effect on Turnover Intention</i>

8.	Eli Retnowati, Arif Rachman Putra (2023)	Influence Performance and Satisfaction Assessment System Towards Work Turnover Intention	<p>Independent: Job Satisfaction Performance Assessment System</p> <p>Dependen : Turnover Intention</p>	<ul style="list-style-type: none"> • The performance appraisal system has a negative and significant effect on turnover intention • Job satisfaction has a negative and significant effect on turnover intention
9.	I Nyoman Tri Sutaguna, Rihfenti Ernayani, Festus Evly R.I. Liow, Cut Susan Octiva, Rianti Setyawasih (2022)	Analysis of the Effect of Remuneration Package and Work Stress on Turnover Intention With Job Satisfaction as a Mediation Variable On Employees	<p>Independent: Work Stress Remuneration Package</p> <p>Dependen : Turnover Intention</p> <p>Mediator : Job Satisfaction</p>	<ul style="list-style-type: none"> • Job satisfaction does not mediate the effect of work stress on turnover intention • Job satisfaction is unable to mediate the influence of the remuneration package on turnover intention
10.	Sutikno Muhammad (2020)	Influence of workload and Compensation for Turnover Intention With Satisfaction As Work Variable intervention	<p>Independent: Compensation Workload</p> <p>Dependen : Turnover Intention</p> <p>Intervening : Job Satisfaction</p>	<ul style="list-style-type: none"> • Workload has a negative and significant effect on job satisfaction • Compensation has a positive and significant effect on job satisfaction. Affected workloads

Result and Discussion

1. Job insecurity was found to have a significant positive correlation with turnover intention.

Job insecurity refers to an individual's perception of threats to their job stability, either due to organizational restructuring, budget cuts, or a reduction in the number of employees. Several studies reveal that job insecurity is directly related to turnover intention, which is the employee's intention to leave their company. This uncertainty creates psychological stress that triggers dissatisfaction and the desire to find a safer job (De Witte, 2020). Employees who feel their jobs are insecure tend to be motivated to look for other, more stable opportunities.

Employees who feel insecure about the sustainability of their work are more likely to have the intention of leaving the organization. Another study by Priyono and Tampubolon (2023) shows

that job insecurity and workload have a significant positive influence on turnover intention, especially in millennial and Gen Z employees.

From the results of this study that there is a positive and significant influence between job insecurity on turnover intention, this can be interpreted that when employees have worries about their jobs which can be caused by several aspects such as the clarity of the job tenure, job promotions, inappropriate salaries, the work environment will result in an employee having thoughts or desires to leave the company. Especially considering that Generation Z workers are considered to dislike complicated regulations in a company, so this generation is not reluctant to leave the current company if they are not comfortable with the existing regulations. This is evidenced by the majority of respondents with less than 2 years of work or 71% have the desire to leave the company (turnover intention) (Atphalia & Attic, 2024).

Cheng & Chan (2008) In their meta-analysis, they showed that job insecurity had a significant relationship with various negative work outcomes, including an increase in turnover intention. They highlight that feelings of job insecurity can trigger psychological stress that ultimately encourages employees to seek more stable job opportunities. Sverke et al. (2002) also reported that job insecurity is directly related to turnover intention because job uncertainty creates dissatisfaction and lowers organizational commitment. (De Witte, 1999) It is stated that job insecurity often leads to a decrease in work motivation and engagement, thereby increasing the desire to leave the organization.

2. Role overload was also found to be positively correlated with turnover intention.

Role overload occurs when a person feels that the responsibilities or workload given exceed the abilities or resources they have. This often triggers work stress that can worsen the turnover intention rate. According to some studies, overload can cause employees to feel burnout, frustrated, and eventually tend to leave their organization (Bakker & Demerouti, 2021). Employees who feel overwhelmed with their tasks are likely to look for jobs that don't weigh them down too much. Excessive workload increases work stress, which affects job satisfaction and increases the intention to leave the organization. Role overload occurs when employees feel that their job demands exceed the capacity or resources they have. This is often associated with work stress, burnout, and increased turnover intention.

Beehr & Glazer (2005) highlighting that role overload is one of the main stressors in the workplace that contributes to burnout and intention to leave. (Kahn et al., 1964) In their role stress theory, they explain that role overload can lead to role conflicts and job dissatisfaction, which is a predictive factor of turnover intention. There was a significant relationship between the level of work stress due to role overload and turnover intention, and the mediation of job satisfaction.

Role overload increases psychological and physical stress, causing employees to feel incapable of meeting job expectations. This stress affects employees' perception of their jobs, lowers job satisfaction, and ultimately encourages them to look for other jobs.

3. Several studies have shown that the effect of job insecurity and role overload on turnover intention can be mediated by variables such as job satisfaction and organizational commitment.

These two factors often interact in influencing employee well-being. Job uncertainty can exacerbate feelings of overload, as employees who feel their jobs are under threat may feel more overwhelmed to perform better or try harder to maintain their position (Sverke et al., 2019). Conversely, role overload can exacerbate feelings of insecurity, as employees who are overwhelmed with their tasks may feel that they are not able to meet existing expectations, which increases feelings of uncertainty about their work.

Job satisfaction and organizational commitment have been identified as important mediating variables in the relationship between job insecurity, role overload, and turnover intention. Meyer & Allen (1991) Explains in the theory of the three components of organizational commitment that affective commitment (emotional attachment) can reduce the intention to leave even though there are stressors such as job insecurity or role overload. Judge et al. (2001) It shows that job satisfaction mediates the relationship between work stress and turnover intention. When employees are satisfied with their jobs, they tend to stay afloat despite the pressure. Rosen et al. (2009) found that the perception of job insecurity can be overcome in part with a high level of organizational commitment, which reduces the intention to leave.

Employees who are satisfied with their jobs tend to be more tolerant of job insecurity and role overload. Job dissatisfaction acts as a trigger to leave the organization. High levels of commitment create emotional and psychological attachment, which reduces the likelihood of employees looking for other job alternatives.

Discussion

Job insecurity refers to the uncertainty that employees feel about the stability of their future job. Studies have shown that the perception of job insecurity has a significant impact on employee behavior and intention, including the intention to leave the organization (turnover intention).

Job Insecurity has an effect on the increase in turnover because they always feel insecure in carrying out their work activities (Adi et al., 2017). The results of this study support the previous findings obtained from Puspitawati et al., (2023), Dwipayanti & Astrama (2022), and Audina & Kusmayadi (2018) that job insecurity has a positive and significant effect on turnover intention.

Job insecurity affects the psychological well-being of employees, such as stress and anxiety. This reduces job satisfaction, which then contributes to the intention to leave the organization. Employees feel that there is no long-term stability and start looking for safer job alternatives.

In addition to the impact on turnover intention, job insecurity can also cause emotional exhaustion in employees. Nurhasanah et al. (2024) found that job insecurity, through the role of ambiguity, has a positive and significant influence on emotional fatigue, especially in Generation Z employees.

Overall, job insecurity is an important issue in human resource management that can affect employee welfare and organizational stability. Therefore, companies need to take proactive steps to address feelings of insecurity among employees in order to create a healthier and more productive work environment.

These findings underscore the importance of organizations to manage factors such as job insecurity and role overload. Poor management can negatively impact employee productivity and retention. Strategies such as internal communication development, stress management training, and workload planning can help mitigate the negative impact of both variables.

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