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# **The Influence of Job Insecurity on Turnover Intention with Perceived Organizational Support (POS) as a Moderating Variable in a Garment Company in Pematang**

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### **ABSTRACT**

This study aims to analyze the effect of job insecurity on turnover intention, with Perceived Organizational Support (POS) as a moderating variable in garment companies in Pematang. The method used is a survey, with questionnaires distributed to 60 employees from 3 garment companies in Pematang. Of these, 47 valid questionnaires were used for analysis. The results show that job insecurity has a significant negative impact on turnover intention, while POS acts as a moderator that can mitigate this negative effect. This research provides insights for company management to formulate strategies to improve employee retention and create a more stable work environment.

**Keywords:** Job Insecurity, Turnover Intention, Perceived Organizational Support (POS), Garment Industry, Pematang.

### **1. Introduction**

The garment industry plays a crucial role in Indonesia's economy, particularly in terms of employment in the Pematang region. However, over the past five years, there has been a notable increase in employee turnover within garment companies in Pematang. This high turnover rate raises serious concerns, as it leads to increased recruitment and training costs for new employees, while also diminishing overall productivity and efficiency (Hom et al., 2019). In the context of intense competition within the garment manufacturing sector, high turnover poses significant challenges in retaining quality employees.

Employee turnover in the garment industry is notably high and has become a major issue in many countries, including those in Southeast Asia and Africa. Various studies indicate that elevated turnover rates are often associated with poor working conditions, limited career development opportunities, and job insecurity. For instance, in Vietnam, the garment industry faces significant challenges related to employee turnover, with many workers lacking clear career paths and facing difficult working conditions, leading to fatigue and ultimately their decision to leave (Sverke et al., 2021). Additionally, the global demand fluctuations greatly affect the industry, heightening employee anxiety regarding job loss (Jiang & Lavaysse, 2019). External factors such as decreased export demand, trade wars, and the COVID-19 pandemic have exacerbated this uncertainty, prompting mass layoffs, wage

cuts, and reductions in working hours (Jiang & Lavaysse, 2019). Consequently, many employees prefer to seek more stable employment, resulting in an increase in turnover intention (Bertolino et al., 2020).

The impact of job insecurity can be moderated by how supported employees feel by their organization, a concept referred to as Perceived Organizational Support (POS). POS reflects employees' perceptions of how much the organization values their contributions and cares for their well-being (Eisenberger et al., 1986). When employees perceive strong support from their organization, they tend to exhibit higher commitment levels and are more likely to remain with the company despite facing job uncertainties (Baran et al., 2019). Several studies suggest that POS can mitigate the negative effects of job insecurity on turnover intention (De Cuyper et al., 2022).

Recent research has highlighted the complex relationship between job insecurity and turnover intention. For instance, studies by Obeng et al. (2020) and Ngo et al. (2022) found that job insecurity can increase employees' intentions to seek alternative employment due to decreased morale and commitment. Conversely, research by Arijanto et al. (2020) and Cheung et al. (2016) indicates that not all employees who experience job insecurity will leave, particularly if they have high motivation or organizational support. This gap in research underscores the need for further investigation, especially in dynamic industries such as garments.

This study aims to address this gap by incorporating the variable of POS. Recent studies have demonstrated that Perceived Organizational Support significantly influences turnover intention. AlHashmi et al. (2019) found that employees who feel supported by their organization are less likely to intend to leave. Furthermore, De Cuyper et al. (2022) showed that POS can lessen the adverse effects of job insecurity on turnover intention.

Theoretically, this research is expected to enhance understanding of the relationship between job insecurity and turnover intention, particularly within unstable industries. Practically, this study aims to provide guidance for management in garment companies in Pematang to reduce turnover intention by strengthening organizational support for employees.

## **2. Literature Review**

### *2.1. Organizational Justice Theory*

The Organizational Justice Theory developed by Adams (1965) emphasizes that employees pay attention to the balance between their contributions (such as effort, time, and skills) and the rewards they receive from the organization (such as salary, recognition, and job security). Employees will feel treated fairly if they perceive that the ratio of their contributions to the rewards they receive is equivalent to that experienced by their peers.

Organizational Justice Theory can be directly linked to the research titled "The Influence of Job Insecurity on Turnover Intention with Perceived Organizational Support (POS) as a Moderating Variable in Garment Companies in Pematang." According to Adams (1965), this theory emphasizes that employees evaluate whether they are treated fairly by the organization regarding the distribution of rewards and the treatment they receive, including job security. When employees feel that the organization does not provide fair guarantees or job security, they will perceive injustice, which may then trigger a desire to leave the company.

In the context of job insecurity, employees working in the garment industry, such as in Pematang, may feel insecure about their jobs due to the fluctuating conditions of the

industry. This insecurity can be viewed as a form of distributional injustice, especially if employees feel that their efforts or contributions are not commensurate with the job security guarantees provided by the organization (Adams, 1965). This aligns with the concept of distributive justice, where the perception of an imbalance between employee contributions and rewards in the form of job security can trigger dissatisfaction and increase turnover intention (Greenberg, 1990).

However, on the other hand, Perceived Organizational Support (POS) can act as a buffer that mitigates the negative impact of job insecurity. When employees feel that the organization supports them both emotionally and professionally, they may still feel valued and recognized by the organization, despite the uncertainties in their jobs (Eisenberger et al., 1986). POS can help strengthen interactional justice, where employees feel that the organization cares about their well-being and treats them with respect (Rhoades & Eisenberger, 2002). Thus, even in the face of uncertainty regarding job security, high POS can reduce turnover intention because employees perceive a form of justice and support from the organization (Stamper & Johlke, 2003).

Organizational Justice Theory explains that perceptions of injustice, whether in terms of reward distribution (distributive justice) or decision-making processes (procedural justice), can exacerbate the impact of job insecurity on turnover intention. However, the presence of POS as a moderating factor can help mitigate these negative effects by providing support and creating a stronger sense of interactional justice among employees (Eisenberger et al., 2001).

## *2.2. Job Insecurity*

Job insecurity is the feeling of uncertainty that employees have regarding the continuity of their jobs in the future. This feeling can be caused by economic instability, organizational restructuring, or changes in company policies that create concern among employees (Greenhalgh & Rosenblatt, 1984). Employees experiencing job insecurity often feel stressed, lose motivation, and develop a negative perception of the company they work for (Ashford, Lee, & Bobko, 1989). Previous research has shown that employees who feel insecure about their jobs are more likely to intend to seek other, more stable job opportunities (De Witte, 1999).

## *2.3. Turnover Intention*

Turnover intention refers to an employee's desire or intention to leave their current job and seek employment elsewhere. Turnover intention is influenced by various factors such as job satisfaction, organizational commitment, and job insecurity (Mobley, 1982). Employees who feel insecure in their jobs are more likely to plan or intend to leave the company (Griffeth, Hom, & Gaertner, 2000). Research indicates that an increase in job insecurity can directly raise turnover intention (Cheng & Chan, 2008).

## *2.4. Perceived Organizational Support (POS)*

Perceived Organizational Support (POS) refers to the extent to which employees feel that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Employees who perceive support from the organization tend to have stronger connections with the company and are less inclined to seek other employment opportunities, even in conditions of job insecurity (Rhoades & Eisenberger, 2002). With strong POS, employees feel more valued and supported, which can reduce the negative impact of job insecurity on turnover intention (Stamper & Johlke, 2003).

## *2.5. The Relationship Between Job Insecurity, Turnover Intention, and Perceived*

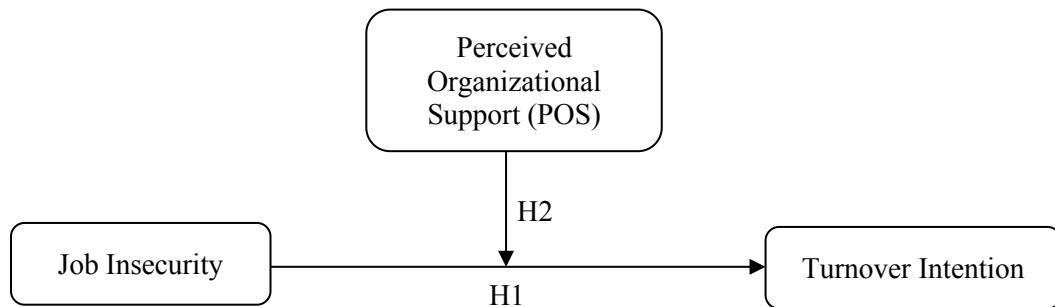
*Organizational Support (POS)*

Job insecurity and turnover intention are closely related, where feelings of job insecurity can trigger employees' intentions to leave the company (Sverke, Hellgren, & Näswall, 2002). However, the presence of POS as a moderating factor can weaken this relationship. When employees feel that the organization supports them, even in the face of job insecurity, their intention to leave the company may decrease (Rhoades & Eisenberger, 2002). Organizational support can make employees feel valued and recognized, ultimately enhancing their loyalty to the company (Eisenberger et al., 2001).

(H1): Job insecurity has an impact on turnover intention.

(H2): Perceived Organizational Support (POS) moderates the relationship between job insecurity and turnover intention.

Figure 1. Research Model



**3. Research Methodology**

*3.1 Data Collection*

This study employs a quantitative design with a causal-comparative approach. This approach is used to determine the effect of job insecurity on turnover intention, as well as the moderating role of Perceived Organizational Support (POS) in that relationship. This design was chosen because it allows the researcher to test the relationships between the independent variable (job insecurity), the dependent variable (turnover intention), and the moderating variable (POS) (Creswell, 2014).

The population in this study consists of all employees working in garment companies in Pematang. A sample will be taken using a purposive sampling method, where employees who meet certain criteria, such as having a minimum tenure of 1 year and being employed by a garment company, will be selected as respondents. This technique was chosen to ensure that the sample is more representative of the research conditions (Neuman, 2014).

The sampling method based on the number of variables multiplied by 10 refers to a general rule often used in quantitative research, especially in regression analysis or factor analysis. This rule suggests that the minimum number of respondents or samples should be 10 times the number of items or variables measured in the study. This guideline was first introduced by Roscoe (1975), who stated that a good minimum sample size for quantitative research is 10 times the number of variables being studied. For example, if there are 3 variables in the study, the minimum number of respondents should be 30 employees. Respondents will be selected from 3 garment companies in Pematang, namely PT. Mega Putra Garmen, PT. Noor Amara Garmindo, and PT. Cahaya Timur Garmindo.

*3.2 Measurement*

In the measurement process, the questionnaire will utilize a 5-point Likert scale, where respondents are asked to provide ratings ranging from 1 (strongly disagree) to 5 (strongly agree). Job Insecurity: Measured using the scale developed by Ashford, Lee, & Bobko (1989), which consists of statements regarding job uncertainty, with a total of 10 items for this variable. Turnover Intention: Measured using the scale by Mobley (1982), which assesses employees' intentions to leave the company, containing 8 items for this variable. Perceived Organizational Support (POS): Measured using the scale by Eisenberger et al. (1986), which evaluates employees' perceptions of organizational support, comprising 10 items for this variable.

**4. Results**

*4.1 Respondent Profile*

In this study, a questionnaire was distributed to 60 employees from 3 garment companies in Pematang, namely PT. Mega Putra Garmen, PT. Noor Amara Garmindo, and PT. Cahaya Timur Garmindo. The questionnaire contained questions designed to measure job insecurity, turnover intention, and perceived organizational support (POS). Out of the 60 questionnaires distributed, only 47 were returned and met the criteria for analysis.

A total of 13 questionnaires were not returned or did not meet the completeness requirements. The valid response rate was 78.33% of the total distributed. Data from these 47 valid respondents were then used in the analysis to examine the relationship between job insecurity and turnover intention, with POS as the moderating variable.

Table 1. Respondents

Description	Total	Percentage (%)
Questionnaires Distributed	60	100%
Questionnaires Returned	47	78,33%
Questionnaires Not Returned	13	21,67%
Incomplete/Invalid Questionnaires	0	0%
Valid Questionnaires for Analysis	47	78,33%

Source: Secondary Data, 2024

The questionnaire return rate is quite good, at 78.33%. This indicates that the majority of respondents were willing to participate in the study. All returned questionnaires were suitable for analysis, which means the quality of the obtained data is satisfactory.

Table 2. Respondent Profile

Profile	Frequency	Percentage (%)
<b>Gender</b>		
Male	8	17 %
Female	39	83 %
<b>Age</b>		
< 20 Years	13	27,7%
20-30 Years	31	66%
> 30 Years	3	6,3%
<b>Education</b>		

Profile	Frequency	Percentage (%)
Junior high school or equivalent	14	29,8%
Vocational high school or equivalent	29	61,7%
Diploma / Bachelor	4	8,5%
Years of service		
1-2 Years	25	53,2%
2-3 Years	18	38,3%
>3 Years	4	8,5%

Source: Processed primary data, 2024

Data analysis was processed using SPSS software version 25. Table 2 presents the demographic profile of the respondents, which includes gender, age, education, and years of service. The majority of respondents were female (83%), aged between 20-30 years (66%), with a high school/vocational school education (61.7%), and having 1–2 years of service (53.2%). The respondents were predominantly female, as the nature of the work emphasizes diligence, patience, communication, and is not field-based. These tasks are often performed by high school/vocational school graduates, who show significant interest in the garment industry.

#### 4.2 Classical Assumption Test Results

Table 3. Classical Assumption Test

Test	Description	Value
Normality	Kolomogorov-Smirnov	
	Asymp. Sig. Value (2-tailed)	0,200
Multicollinearity	Variance Inflation Factor (VIF)	
	Job Insecurity	1,809
	Perceived Organizational Support (POS)	1,809
	Tollerance	
	Job Insecurity	0,553
	Perceived Organizational Support (POS)	0,553
Heteroscedasticity	Glejser Test	
	Job Insecurity	0,831
	Perceived Organizational Support (POS)	0,171

Source: Processed primary data, 2024

Table 3 summarizes the results of the classical assumption tests, which include tests for normality, multicollinearity, and heteroscedasticity. The autocorrelation test was not conducted because the data used are not secondary data. The results of the normality test using the Kolmogorov-Smirnov test show an Asymp. Sig. (2-tailed) value of (0.200 > 0.05), indicating that the data are normally distributed. The VIF (Variance Inflation Factor) value of (1.809 < 10) and the tolerance value (0.553 > 0.05) indicate that there is no multicollinearity issue.

Thus, regression analysis can proceed without a strong correlation among the independent variables. The Glesjer test results were (0.831 > 0.05) for the Job Insecurity variable and (0.171 > 0.05) for the Perceived Organizational Support (POS) variable. This indicates that there are no heteroscedasticity issues, so the variance of the residuals is assumed to be constant throughout the regression model, meaning the magnitude of prediction error does not change significantly along the regression line.

*4.3 Regression Test Results*

Table 4. Equation 1  
Regression Test of the Effect of Job Insecurity on Turnover Intention

Test	Description	Value
Model Summary	R-Square	0,619
	Standard Error	1,146
Analysis of Variance	F	73,112
	Significance	0,000
Regression Coefficient	Constant	11,767
	Job Insecurity	
	Unstandardized. Coeff. B	0,585
	t	8,551
	Sig	0,000

Source: Processed primary data, 2024

Table 5. Equation 2  
Regression Test of the Effect of Job Insecurity on Turnover Intention Moderated by Perceived Organizational Support (POS)

Test	Description	Value
Model Summary	R-Square	0,689
	Standard Error	1,060
Analysis of Variance	F	31,722
	Significance	0,000
Regression Coefficient	Constant	-80,558
	Job Insecurity	
	Unstandardized. Coeff. B	2,519
	t	1,523
	Sig	0,135
	Perceived Organizational Support (POS)	
	Unstandardized. Coeff. B	2,298
	t	1,488
	Sig	0,144
	Moderasi Perceived Organizational Support (POS)	
	Unstandardized. Coeff. B	-0,049
	t	-1,277
	Sig	0,209
	Standard Error	65,834

Source: Processed primary data, 2024

Hypothesis testing is done using regression test. Table 4 summarizes the results of hypothesis testing for the influence of Job Insecurity variable on Turnover Intention. The results of the regression test show a coefficient of determination (R Square) of (0.619) or 61.9% so that the R-Square value is able to influence the Job Insecurity variable on Turnover Intention well. Furthermore, the standard error of estimate value shows a value of (1.146) which means that the model prediction results can provide a deviation value of (1.146). The results of the analysis of variance show an F test value of 73.112 with a

significance value of 0.000 which means that the regression model for each variable can be used relatively to make good predictions. The value of the T test results above is (8.551 > 2.014) and the significance value is (0.000 < 0.05) so that this hypothesis has a significant effect between the Job Insecurity variable on Turnover Intention.

$$\text{Turnover Intention} = 11,767 + 0,585 \text{ Job Insecurity} + 1,146$$

Furthermore, hypothesis testing is carried out using regression tests. Table 5 summarizes the results of hypothesis testing for the influence of Job Insecurity variables on Turnover Intention moderated by Perceived Organizational Support (POS). The results of the regression test show a coefficient of determination (R Square) of (0.689) or 68.9% so that the R-Square value is able to influence the Job Insecurity variable on Turnover Intention moderated by Perceived Organizational Support (POS) well. Furthermore, the standard error of estimate value shows a value of (1.060) which means that the model prediction results can provide a deviation value of (1.060). The results of the analysis of variance show an F test value of 31.722 with a significance value of 0.000 which means that the regression model for each variable can be used to make good predictions. The value of the results of the moderation T test above is (-1.277 < 2.014) and the significance value is (0.209 > 0.05) so that this hypothesis does not have a significant effect between the Job Insecurity variable and Turnover Intention which is moderated by Perceived Organizational Support (POS).

$$\text{Turnover Intention} = -80,558 + 2,519 \text{ Job Insecurity} + 2,298 \text{ Perceived Organizational Support (POS)} - 0,049 \text{ Moderasi Perceived Organizational Support (POS)} + 1,060$$

## **5. Discussion**

### *5.1 The Influence of Job Insecurity on Turnover Intention*

Hypothesis 1 posits that the T-test results indicate a t-value of 8.551, which exceeds the critical t-value of 2.014, with a significance level of 0.000, falling below the 0.05 threshold. This outcome supports the acceptance of the first hypothesis, indicating a significant relationship between job insecurity and turnover intention. This finding aligns with previous studies that have also demonstrated that when employees perceive their jobs as unstable or insecure, they tend to exhibit a higher intention to leave the company (Sverke et al., 2021; Dey et al., 2022). The results are consistent with earlier research showing a robust correlation between job insecurity and turnover intention. Employees who feel their jobs are precarious are more likely to desire to exit their organizations (Kraimer et al., 2019; Wang et al., 2023). Furthermore, this study corroborates findings from Wu et al. (2022), which revealed that job insecurity significantly impacts turnover intention, particularly in industries facing economic challenges and job uncertainty. Overall, these findings significantly contribute to understanding how job insecurity influences turnover intention, especially within the garment sector in Pematang. They reinforce the notion that in situations where employees perceive a lack of job certainty, turnover intention tends to increase substantially.

### *5.2 The Influence of Job Insecurity on Turnover Intention is Moderated by Perceived Organizational Support (POS)*

Hypothesis 2 indicates that Perceived Organizational Support (POS) does not significantly moderate the relationship between job insecurity and turnover intention.



Regression analysis results reveal a T-value of -1.277, which is less than the critical value of 2.014, and a significance level of 0.209, exceeding the 0.05 threshold. Therefore, the hypothesis suggesting that POS moderates the effect of job insecurity on turnover intention is not supported. A study aligned with the findings of this research, which shows that Perceived Organizational Support (POS) does not moderate the relationship between job insecurity and turnover intention, was conducted by Matimulane (2022), (Rasul et al., 2021). However, the results of this study may be more applicable in the context of the garment industry in Pemalang, where perceived organizational support might be more limited. Overall, this research indicates that in the context of the garment industry in Pemalang, POS does not play a significant moderating role in the relationship between job insecurity and turnover intention. While prior studies suggest that POS can help reduce employees' intentions to leave a company, this study shows that in conditions of high job uncertainty—often experienced in the garment industry POS may not be sufficient to significantly influence that relationship.

## **6. Conclusion**

This study indicates that Job Insecurity significantly affects Turnover Intention among employees in garment companies in Pemalang, with a coefficient of determination (R-Square) of 61.9%. This figure suggests that this factor accounts for a substantial portion of the variation in employees' intentions to leave the company (Rizwan et al., 2022). Although Perceived Organizational Support (POS) was tested as a moderator, the results revealed that POS does not significantly influence the relationship between Job Insecurity and Turnover Intention (Rasul et al., 2021). This implies that organizational support is insufficient to mitigate the negative impact of Job Insecurity on employees' intentions to leave (Zhou et al., 2023).

Companies need to address the factors contributing to Job Insecurity and strengthen organizational support to reduce turnover intention (De Witte et al., 2022). This research provides guidance for management in formulating employee retention strategies and creating a more stable work environment (Liu et al., 2020). Future research should explore additional factors that might moderate this relationship, such as job satisfaction and organizational commitment (Kahn et al., 2021), as well as conduct longitudinal studies to understand the dynamics of Job Insecurity and POS over time (Khan et al., 2022).

Practically, this study underscores the necessity for companies to proactively reduce Job Insecurity. Recommended strategies include improving communication regarding business conditions, providing clear career development programs, fostering a culture of emotional support, and offering fair compensation to enhance employee loyalty (Bashir et al., 2022). By implementing these strategies, garment companies in Pemalang can enhance employee retention and create a more productive work environment (Bashir et al., 2022).

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