

How Job Insecurity Affects Organizational Commitments Through Job Satisfaction

Shindy Devyani¹, Lista Meria²

^{1,2}Management Study Program, Esa Unggul University, Indonesia

¹shindydevyani@gmail.com, ²lista.meria@esaunggul.ac.id

Article Info

Article history:

Received 08-29-2023

Revised 09-14-2023

Accepted 09-18-2023

Keywords:

Job Insecurity

Organizational-

Commitment

Job Satisfaction



ABSTRACT

Work productivity can be optimal if the human resources have high organizational commitment. This study aims to determine the effect of job insecurity on organizational commitment with job satisfaction as a mediation carried out by employees of PT. Pelangi Elasindo. This study uses a type of causal research. The sampling technique used simple random sampling with a sample size of 208 employees and data analysis using SEM-PLS. The result of the study shows that there is an influence between job insecurity on job satisfaction and Job Insecurity on organizational commitment. While job satisfaction has no effect on organizational commitment, there is no evidence of a mediating effect between job insecurity and organizational commitment. From the results obtained, it can be seen that job insecurity plays an important role in job satisfaction and organizational commitment. This study has implications for management to reduce job insecurity and strengthen employee commitment.

This is an open access article under the [CC BY-SA](#) license.



Corresponding Author:

Lista Meria

Management Study Program, Universitas Esa Unggul, Indonesia

Email: lista.meria@esaunggul.ac.id

1. INTRODUCTION

The development and evolution of organizations necessitate a heightened sense of responsibility and professionalism among their workforce. Furthermore, it is imperative for every individual to exhibit a positive attitude to effectively contribute to the attainment of organizational objectives. In essence, the organization greatly benefits from employees who exhibit unwavering commitment[1]. Consequently, human resource management plays a pivotal role in motivating employees to enhance their productivity. Optimal work productivity is achievable when human resources display a profound commitment to the organization[2]. Hence, proficient human resource management plays a vital role in facilitating the realization of organizational goals. Organizational commitment is characterized by a psychological connection between the organization and its members, which empowers them to embrace and enact organizational goals through their adherence to organizational values[4]. Organizational commitment is exemplified through a belief in the organization's core values, a sincere dedication to advancing the organization's interests, and a genuine desire to maintain one's affiliation with the organization[5]. It is imperative for companies to foster such commitment among their employees to encourage them to exert their utmost efforts in driving the company's growth and prosperity[6].

An employee with a strong commitment not only demonstrates a keen interest and active involvement in their work but also maintains a sense of loyalty and connection to the organization. Such unwavering commitment yields numerous positive outcomes, including enhanced work performance, increased motivation, and heightened job satisfaction.

Job satisfaction stands as a critical factor that fosters high levels of organizational commitment among employees. When employees experience satisfaction in their roles, it nurtures a deeper willingness to engage actively and remain loyal to the organization. Substantiates this link, highlighting that heightened job satisfaction is directly correlated with an increase in organizational commitment[3]. These findings align with the conclusions, who assert that job satisfaction exerts a positive influence on organizational commitment[7]. Individuals who derive greater job satisfaction are more likely to exhibit higher levels of affective commitment and normative commitment.

Job satisfaction is subject to a multitude of influences, one of which is job insecurity an unsettling sensation stemming from the misalignment between employee expectations regarding the continuity of their employment. The presence of job insecurity among employees significantly impacts their work attitude. When employees experience job insecurity, it often leads to a reduction in their commitment and even an increased inclination to contemplate leaving the organization. This phenomenon is exacerbated by the prevalence of temporary or contractual work arrangements, contributing to widespread job insecurity and consequently diminishing overall employee job satisfaction[8]. Short-term job insecurity can erode organizational commitment, leading to a lack of trust in leadership. On the other hand, long-term job insecurity can adversely affect physical and mental health, work performance, and the emergence of intentions to seek alternative employment[9]. which underscores the influence of job insecurity on organizational commitment. In addition to job insecurity, job satisfaction also plays a pivotal role in shaping organizational commitment.

While prior research has explored the direct impact of job insecurity on job satisfaction, affective commitment, and work engagement, the present study introduces an intermediary variable[10]. It examines the influence of job insecurity on organizational commitment through the mediating role of job satisfaction, utilizing Structural Equation Modeling (SEM) analysis to yield comprehensive insights. The study's focal point is the employees of PT. Pelangi Elasindo, an enterprise operating in the garment industry. Grounded in the theoretical underpinnings outlined above, this research seeks to elucidate the relationship between job insecurity and organizational commitment, with job satisfaction as a mediating factor, within the context of PT. Rainbow Elasindo's workforce.

2. LITERATURE REVIEW

2.1 Organizational Commitment

Organizational commitment is a concept that encompasses the actions undertaken by individuals, specifically employees within an organization, to align their goals with the preservation of their positions[11]. This commitment is exemplified by employees' strong inclination to be integral members of the organization and actively engage in its activities[12]. Multidimensional framework, organizational commitment is comprised of three dimensions:

1. Affective commitment, which is tied to the emotional attachment and sense of belonging that employees feel toward the organization.
2. Continuous commitment, which pertains to an employee's perception of the potential losses they might incur if they were to leave the organization.
3. Normative commitment, which relates to the sense of duty and obligation that employees associate with their responsibilities towards the organization.

Various factors come into play in influencing employee commitment, including individual personal traits, organizational experiences, and organizational characteristics[13].

2.2 Job Satisfaction

Job satisfaction is a reflection of an individual's attitude toward their job[14]. It becomes evident in an employee's positive disposition towards their work and their overall experiences within the work environment. Employees who derive fulfillment from their roles typically feel content when the outcomes of their diligence align with fair and appropriate rewards. Monitoring job satisfaction is a pivotal responsibility for the human resources department or management, as it significantly influences absenteeism rates, staff turnover, morale, grievance levels, and other critical personnel-related issues. Fostering employee job satisfaction should be a primary objective to enhance employee morale, commitment, affection, and discipline.

Job satisfaction essentially constitutes an evaluative statement, reflecting an individual's pleasant or unpleasant feelings regarding a particular object or event. It serves as a gauge of how someone perceives something. Job satisfaction hinges on the alignment between an individual's expectations and what they actually receive, resulting in varying levels of satisfaction among individual employees. These disparities stem from differences in personal values, attitudes, behaviors, and work motivation[15].

Employee job satisfaction holds significant importance, as it profoundly impacts a company's operational efficacy. It serves as a bedrock of support for the organization's endeavors. Harahap (2020) identifies six dimensions of job satisfaction, which encompass salary, the nature of the work itself, relationships with coworkers, interactions with superiors, prospects for promotions, and the overall work environment. Furthermore, various factors contribute to job satisfaction, including salary and rewards, a nurturing work environment, interpersonal relationships with colleagues and superiors, and opportunities for career advancement[13].

2.2 Job Insecurity

Job insecurity is characterized as the psychological state experienced by employees who feel uneasy and uncertain due to a changing work environment that poses potential threats to their. This pervasive fear affects every employee to some extent, necessitating proactive measures by companies to alleviate it, as it can profoundly impact employees' job attitudes, propensity to consider resignation. Job insecurity can also be defined as a condition that induces anxiety regarding job loss or demotion due to external pressures, subsequently diminishing employee performance. Several factors contribute to job insecurity, encompassing environmental and organizational conditions, personal traits of workers, individual characteristics, and job positions.

Job insecurity can be subdivided into two primary dimensions: quantitative job insecurity, which entails employees' concerns about the risk of losing their current job and qualitative job insecurity, which pertains to the erosion of the quality of employment relationships, such as deteriorating work conditions, a dearth of promotional opportunities, and wage reductions. The perception of job insecurity encompasses employees' apprehension about the potential loss of their current job and the fear of becoming unemployed. Importantly, job insecurity serves as a catalyst for waning enthusiasm among employees for their work.

3. HYPOTHESES

3.1 Job Insecurity on Job Satisfaction

Job insecurity exhibits a close relationship with job satisfaction, who suggests that individual characteristics, namely job satisfaction, contribute to the factors causing job insecurity[18]. Employee job insecurity can be attributed to uncertainties surrounding various job aspects. These aspects encompass alterations in job roles, concerns related to career progression, reductions in working hours, and, most notably, the prospect of job loss [28]. Illustrates that job satisfaction can serve as an intervening variable, mediating the impact of job insecurity. Demonstrate that job insecurity significantly influences employee job satisfaction[16][17]. Employee job satisfaction holds the potential to influence job insecurity. Provide evidence that job insecurity exerts an influence on job satisfaction[19][20].

In light of these observations, the hypothesis for this research can be formulated as follows:

H1: Job Insecurity influences job satisfaction.

3.2 Job Insecurity on Organizational Commitment

Job insecurity wields a significant impact on organizational commitment, as it prompts employees facing uncertain conditions to contemplate changing jobs. Job insecurity often arises due to less conducive work environment conditions[21]. Job insecurity exerts a negative influence on organizational commitment.

The relationship between job insecurity and organizational commitment[22]. Further support this connection by explaining that job insecurity represents one of the factors capable of influencing organizational commitment[23].

Based on the aforementioned rationale, the hypothesis for this research can be framed as follows:

H2: Job Insecurity influences organizational commitment.

3.3 Job Satisfaction on Organizational Commitment

A relationship exists between job satisfaction and organizational commitment; specifically, job satisfaction serves as one of the measures employed by companies to gauge their employees' level of contentment, thereby influencing the degree of organizational commitment they exhibit. Job satisfaction exerts a positive influence on organizational commitment. Which underscores the role of job satisfaction as a significant influencing factor on organizational commitment[3]. This confirmation explains the magnitude of the influence of the job satisfaction variable on organizational commitment[13]. Bolsters the notion that job satisfaction plays a pivotal role in influencing organizational commitment[24].

Given this elucidation, the hypothesis for this research can be stated as follows:

H3: Job satisfaction influences organizational commitment.

3.4 Job Satisfaction mediates Job Insecurity on Organizational Commitment

High levels of organizational commitment result in increased employee loyalty and dedication towards achieving the company's goals and progress[25]. Such commitment reciprocally fosters job satisfaction among employees, creating a mutually beneficial relationship with the company. Job satisfaction is inherently individualistic, varying based on an individual's value system[26]. The higher the alignment between an activity and an individual's desires, the greater the satisfaction derived from that activity. Consequently, satisfaction represents an evaluation that encapsulates a person's feelings of happiness or unhappiness, contentment or discontentment at work[27].

Underscore the influence of job insecurity on the organizational commitment of outsourced employees at PT. X, particularly when mediated by job satisfaction[29]. This suggests that an increase in job insecurity tends to diminish employee job satisfaction. Consequently, reduced job satisfaction can subsequently lead to a decline in employees' organizational commitment. In accordance with research by Hsiao & Chen (2019), job satisfaction can indeed serve as an intervening variable in the relationship between job insecurity and organizational commitment. These findings are further corroborated by Kuuruzum et al. (2019), who emphasize that job insecurity affects organizational commitment, with job satisfaction acting as a mediating variable.

Based on this rationale, the hypothesis for this research can be articulated as follows:

H4: Job satisfaction mediates the relationship between job insecurity and organizational commitment.

4. RESEARCH METHODS

4.1 Research Framework

In this research, job insecurity is designated as the independent variable, organizational commitment as the dependent variable, and job satisfaction as the mediating variable. Therefore, the framework is structured as follows:

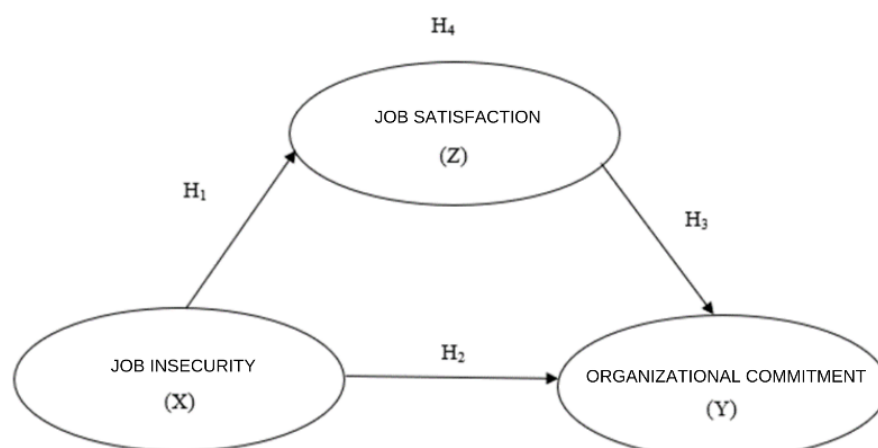


Figure 1. Conceptual Framework

4.2 Research Design

This research employs a causal research design, which seeks to establish causal relationships between the variables under investigation. In causal research, there are independent variables, which exert influence, and dependent variables, which are influenced by these independent variables[33]. In this particular study, job insecurity is considered the independent variable, organizational commitment serves as the dependent variable, and job satisfaction functions as the mediating variable.

4.3 Measurement and Data Collection

The measurement of organizational commitment variables consisted of 10 statements. The Job Insecurity variable measurement included 10 statements and was adapted from (Witte et al., 2015). Additionally, the measurement of the job satisfaction variable, comprising 10 statements. Thus, the questionnaire incorporated a total of 30 statements.

4.4 Population and Sample

The research population comprises all 450 employees employed at PT. Pelangi Elasindo. The sampling technique utilized for this study is Simple Random Sampling, wherein each member of the population is afforded an equal opportunity to be selected as a random sample, without regard to strata. Which yielded a final sample size of 208 participants.

4.5 Data Analysis Technique

The data processing method employed in this research involves Structural Equation Modeling (SEM) to construct and analyze equations. SEM represents a more advanced form of path analysis that allows for a comprehensive exploration of causal relationships between independent and dependent variables. SEM not only facilitates the detection of causal relationships, both direct and indirect, among observed variables but also enables the quantification of the components contributing to construct formation. Consequently, this approach enhances the informativeness, completeness, and accuracy of causal relationships between variables.

This study employs a quantitative analysis approach, employing Partial Least Squares (PLS) as the analytical method. PLS is a robust analysis technique due to its minimal reliance on assumption. Its advantages include not requiring multivariate normal distribution of data, accommodating smaller sample sizes, and enabling both hypothesis confirmation and the exploration of relationships between latent variables. To assess the formulated hypotheses, inferential statistical data analysis is utilized. Inferential statistics involve the analysis of sample data, and the outcomes are extrapolated to the broader population[33]. This analysis is executed using SmartPLS (Partial Least Squares) software. The measurement model (outer model) is evaluated to assess validity and reliability. Validity tests gauge the research instrument's ability to measure its intended constructs[32]. Meanwhile, reliability tests ascertain the consistency of measurement instruments and respondents in answering questionnaire items.

Convergent validity is evident when indicator scores correlate strongly with variable scores. An indicator is considered valid if its Average Variance Extracted (AVE) value exceeds 0.5 or if all outer loading dimensions for the variable exhibit values > 0.5 . To assess discriminant validity with reflexive indicators, cross-loading values for each variable should exceed 0.7. Alternatively, it can be evaluated by comparing the square root of AVE for each construct with the correlation between other constructs in the model. A variable demonstrates good composite reliability with a value of ≥ 0.7 , although this standard is not absolute. The structural model (inner model) is evaluated by examining the percentage of explained variance, particularly through R^2 for the dependent latent construct and the Stone-Geisser Q Square test measure. Additionally, the magnitude of the structural path coefficient is assessed. The stability of these estimates is evaluated using the t-test statistic obtained through bootstrapping. The Goodness of Fit Model is measured using the R-square of the dependent latent variable, with the same interpretation as the Q-Square predictive relevance regression for structural models. It evaluates how well the observed values align with the model and estimated parameters.

A Q-square value > 0 indicates predictive relevance, while a Q-Square value ≤ 0 signifies a lack of predictive relevance. The Q2 value falls in the range of $0 < Q2 < 1$, with closer proximity to 1 indicating a better model fit. This tests the influence of the independent variable on the dependent variable, and the significance should be indicated by a t-statistic > 1.96 . This assesses the influence of the independent variable on the mediating variable, with significance indicated by a t-statistic > 1.96 . This concurrently evaluates the influence of both the independent and mediating variables on the dependent variable. In the final stage of testing, if the influence of the independent variable on the dependent variable is not significant while the influence of the mediating variable on the dependent variable is significant (t-statistics > 1.96), it confirms that the job satisfaction variable mediates the influence of job insecurity on organizational commitment.

5. RESEARCH RESULT

Based on data obtained from respondents at PT. Pelangi Elasindo, consisting of 208 participants, the distribution of respondents across gender is fairly balanced, with 114 men (51%) and 94 women (49%). Concerning age groups, the majority of employees fall within the 21-30 years category (42%), followed by those under 20 years (30%), aged 31-40 years (22%), and over 40 years (6%). In terms of education levels, there is a diverse range, with the majority holding high school or equivalent degrees (49%), followed by bachelor's degrees (23%), master's degrees (21%), middle school diplomas (6%), and elementary school (1%). Regarding work experience, most employees have 1 to 3 years of experience (30.66%), followed by less than 1 year (25%), 3 to 5 years (23.58%), and more than 5 years (20.75%). This data provides a comprehensive overview of PT. Pelangi Elasindo's employee profile, offering insights that can be valuable for human resource development and strategic planning.

Before hypothesis testing, this research conducted an initial assessment of the measurement model to evaluate indicators and latent variables. Following the methodology proposed by Jong & Hartog (2010), construct validity testing encompassed Convergent Validity, Discriminant Validity, and Average Variance Extracted (AVE) assessments by examining the Outer Loading values for each variable indicator. The results of the outer loading test indicate that not all statements within each variable exhibit outer loadings > 0.7 . In the Job Insecurity (JI) variable, six indicators proved invalid due to outer loading values < 0.7 , specifically items JI5, JI6, JI7, JI8, JI9, and JI10. Similarly, in the Organizational Commitment (KK) variable, seven indicators exhibited invalidity due to outer loading values < 0.7 , specifically items KK1, KK2, KK4, KK7, KK8, KK9, and KK10. Lastly, in the Job Satisfaction (KO) variable, five indicators were considered invalid due to outer loading values < 0.7 , specifically items KO1, KO2, KO3, KO4, and KO5. Consequently, the number of indicators remaining for further data processing stands at 12 indicators, as illustrated in Figure 2.

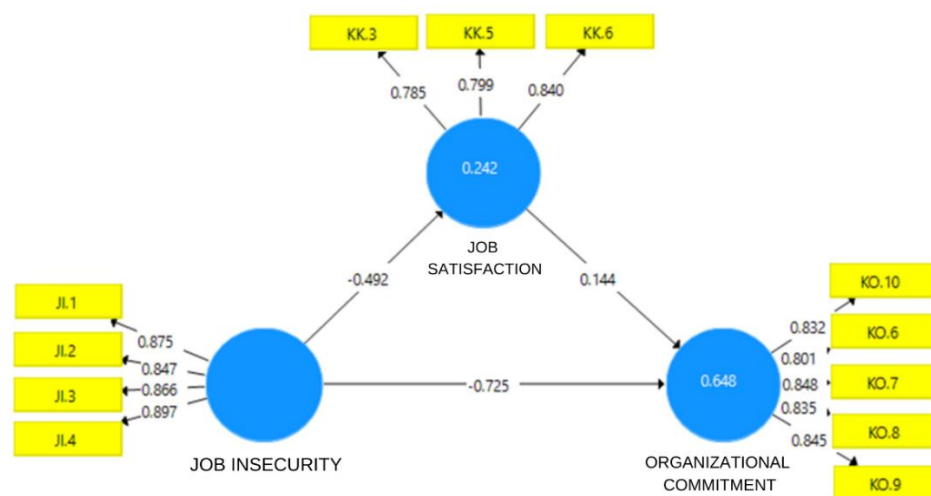


Figure 2. PLS SEM Output Results

In this research, a reflective measurement model was employed to assess construct validity and reliability. The majority of indicators within each variable should possess a loading factor value of at least 0.70 to ensure adequate construct validity. The overall quality of the measurement model is further assessed by calculating Composite Reliability (CR) and Average Variance Extracted (AVE), with recommended thresholds set at $CR \geq 0.70$ and $AVE \geq 0.50$. Additionally, it is crucial to scrutinize the cross-loading between indicators and their respective constructs to ascertain Discriminant Validity. Discriminant Validity is considered satisfactory when the AVE value for each construct exceeds the correlation between other constructs or when the Discriminant Validity value is > 0.6 . The calculation results demonstrate that this measurement model meets these criteria, affirming its reliability and construct validity. The ensuing sections provide the outcomes of the AVE and Discriminant Validity tests:

Table 1. AVE dan Discriminant Validity

| Variables | Average Variance Extracted (AVE) | Discriminant Validity | Information |
|-----------|----------------------------------|-----------------------|-------------|
| JI | 0,759 | 0,871 | Valid |
| KK | 0,653 | 0,808 | Valid |
| KO | 0,693 | 0,832 | Valid |

The Job Insecurity (JI) variable exhibits a high level of validity. The AVE value (0.759) surpasses the recommended minimum threshold (0.50). Moreover, the Discriminant Validity value (0.871) surpasses the suggested threshold (0.60), affirming that this variable possesses sufficient validity to distinguish itself from other variables. Similarly, the Job Satisfaction (KK) variable demonstrates strong validity. The AVE value (0.653) surpasses the minimum threshold, and the higher Discriminant Validity value (0.808) underscores the variable's adequate validity in distinguishing itself from other variables. Furthermore, the Organizational Commitment (KO) variable also presents a robust level of validity. The Organizational Commitment (KO) variable demonstrates strong validity, with an AVE value (0.693) surpassing the minimum threshold. Additionally, the relatively high Discriminant Validity value (0.832) reinforces that this variable possesses ample validity to distinguish itself from other variables.

Subsequently, a construct reliability test analysis was conducted for the research variables utilizing the Internal Consistency method. The objective of this reliability test is to assess the consistency and reliability of the indicators utilized in shaping each latent variable. The table below presents the outcomes of the construct reliability test for each variable:

Table 2. Research Variable Construct Reliability Test

| Variables | Cronbach's Alpha | Composite Reliability | Information |
|-----------|------------------|-----------------------|-------------|
| JI | 0,894 | 0,927 | Reliable |
| KK | 0,734 | 0,850 | Reliable |
| KO | 0,889 | 0,919 | Reliable |

Based on the data presented in Table 2 above, the construct reliability of the variables in this study meets the requirements, with Cronbach's Alpha values exceeding 0.6 and Composite Reliability surpassing 0.7. For the Job Insecurity (JI) variable, both Cronbach's Alpha (0.894) and Composite Reliability (0.927) values indicate a high level of reliability. These values not only exceed the recommended thresholds of Cronbach's Alpha > 0.6 and Composite Reliability > 0.7 but also affirm that the measurement instrument for the JI variable is consistent and accurate in assessing the concept of job insecurity.

The Job Satisfaction (KK) variable exhibits satisfactory reliability, with Cronbach's Alpha (0.734) and Composite Reliability (0.850) values meeting the required standards for measuring work quality related to measurement instrument consistency. The Organizational Commitment (KO) variable also demonstrates good reliability, with Cronbach's Alpha (0.889) and Composite Reliability (0.919) values that surpass the minimum threshold. This indicates that the measurement instrument for the KO variable is dependable in gauging organizational satisfaction levels.

Moving forward, to assess the relationships between constructs, a structural analysis was conducted, yielding R^2 values for each equation. R^2 is employed for predictive purposes, where values closer to 1 signify a strong relationship, while those closer to 0 indicate a weaker. The predictive outcomes using R^2 from this analysis are presented in the table below:

Table 3. R Square

| Variable | R Square Adjusted (R^2) | Information |
|----------|-----------------------------|-------------|
| KK | 0,238 | weak |
| KO | 0,645 | currently |

The R^2 for the KK variable is 0.238, signifying that roughly 23.8% of the variability in work quality can be elucidated by the independent variables or other factors within the model. This value is considered weak, as only a small portion of the variance in work quality can be attributed to the factors examined in this study. Conversely, the R^2 for KO variable is 0.645, indicating that approximately 64.5% of the variability in organizational satisfaction can be elucidated by the independent variables or other factors in the model. This value is considered moderate, as a substantial proportion of the variance in organizational satisfaction can be explained by the factors considered in this study. Subsequently, the analysis included the Q-Square test. Q-Square assesses how effectively the model and its parameter estimates yield observed values.

A Q-Square value greater than 0 signifies that the model possesses Predictive Relevance, while a Q-Square value less than 0 suggests a lack of Predictive Relevance. Therefore, the following are the Q^2 values:

Table 4. Q Square

| Variables | Q Square (Q^2) Redundancy | Information |
|-----------|-------------------------------|-------------|
| JI | | |
| KK | 0,151 | weak |
| KO | 0,436 | currently |

The Q-Square (Q^2) Redundancy value for the KK variable is 0.151, implying that the model exhibits a limited ability to predict the Work Quality variable based on the independent variables employed. On the other hand, the Q-Square (Q^2) Redundancy value for the KO variable is 0.436, indicating that the model demonstrates a moderate capacity to predict the Organizational Satisfaction variable using the selected independent variables. The evaluation of the Goodness of Fit Model through R Square (R^2) and Q Square (Q^2) testing yields relatively positive outcomes.

Consequently, it can be inferred that the model possesses acceptable predictive capability and is suitable for hypothesis testing. The comprehensive results of hypothesis testing are presented below:

Table 5. Test Research Hypotheses (Path Coefficients)

| Hypotheses | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P-Values |
|------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| JI -> KK | -0,492 | -0,500 | 0,079 | 6,242 | 0,000 |
| JI -> KO | -0,725 | -0,722 | 0,069 | 10,534 | 0,000 |
| KK -> KO | 0,144 | 0,144 | 0,087 | 1,650 | 0,100 |

Table 6. Research Hypothesis Testing for Indirect Effects

| Path Direction | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P-Values |
|----------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| JI -> KK -> KO | -0,071 | -0,073 | 0,050 | 1,425 | 0,155 |

Table 7. Research Model Hypothesis Testing

| Hypothesis | Hypothesis Statement | T Value | Information |
|------------|--|---------|----------------------------------|
| H1 | Job Insecurity influences job satisfaction (JI – KK) | 6,242 | Data supports the hypothesis |
| H2 | Job Insecurity influences organizational commitment (JI – KO) | 10,534 | Data supports the hypothesis |
| H3 | Job satisfaction influences organizational commitment (KK – KO) | 1,650 | Data not supports the hypothesis |
| H4 | Job satisfaction mediates job insecurity on organizational commitment (KK – JI – KO) | 1,425 | Data not supports the hypothesis |

Hypothesis testing employs the fundamental T-Value measurement, with a threshold value of 1.96 serving as the criterion. Results exceeding 1.96 indicate a significant influence between the relevant variables, while values below this threshold suggest otherwise. Based on the test outcomes, it is evident that out of the four hypotheses, two fall below the 1.96 threshold. Specifically, H3 exhibits a T-Value of 1.650, and H4 records a T-Value of 1.425, both of which lead to the rejection of these hypotheses. Conversely, H1, with a T-Value of 6.242, and H2, with a T-Value of 10.534, find support in the data, thereby corroborating the hypothesis statements.

6. DISCUSSION

This research delves into and empirically tests the influence of Job Insecurity on Organizational Commitment, with Job Satisfaction as a mediator. In the first hypothesis (H1), Job Insecurity is predicted to affect job satisfaction. The research findings support H1, indicating that Job Insecurity has a negative impact on Job Satisfaction, implying that higher levels of job insecurity are associated with lower job satisfaction. Job insecurity among employees can arise due to uncertainties related to job features such as changes in the nature of work, career concerns, reduced working hours, or, most crucially, job loss[28]. Highlighted the significant influence of job insecurity on employee job satisfaction, corroborating the findings of this study[16][17]. The subsequent finding pertains to the relationship between Job Insecurity and Organizational Commitment, indicating that Job Insecurity has a negative impact on organizational commitment (H2 is accepted).

The research reveals that higher levels of Job Insecurity lead to lower Job Satisfaction. When employees experience reduced job insecurity, their organizational commitment tends to increase, as it is linked to a reduced desire to change jobs. Establishes that organizational commitment is influenced by the variable of job insecurity[23].

Moving on to the relationship between Job Satisfaction and Organizational Commitment, the findings reveal that job satisfaction does not influence organizational commitment, leading to the rejection of H3. Employee job satisfaction is derived from success at work, positive relationships and motivation from superiors, and receiving appropriate compensation. However, this satisfaction does not inherently translate into employees' dedication, commitment, and loyalty to the organization. Employees may still be inclined to accept better offers from other organizations, such as higher salaries, making it easier for them to resign and switch jobs. Although in practice, job satisfaction is considered one of the factors influencing organizational commitment, the job satisfaction variable significantly affects organizational commitment[3][13]. In light of these findings, it can be concluded that the results of this study differ from previous research. Finally, the results of H4 indicate that job satisfaction does not mediate the relationship between job insecurity and organizational commitment (H4 is rejected). This outcome is consistent with the earlier hypothesis testing, which found that job satisfaction could not directly influence organizational commitment. Job insecurity on the organizational commitment of outsourced employees[29]. Employees with high commitment to the organization typically exhibit greater loyalty and dedication to achieving company goals[25]. Consequently, satisfaction reflects an individual's evaluation of their feelings of happiness or unhappiness, satisfaction or dissatisfaction with their work [27]. Other researchers who have previously investigated job satisfaction mediation have also found evidence supporting its mediating role [30][31]. In summary, the findings of this research diverge from prior research in this area.

7. CONCLUSION

Among the several hypotheses formulated in this research, it is evident that 2 out of the 4 hypotheses were supported. The accepted hypotheses are the impact of Job Insecurity on job satisfaction and the influence of Job Insecurity on organizational commitment. Conversely, the hypotheses suggesting a link between job satisfaction and organizational commitment, as well as job satisfaction as a mediator between job insecurity and organizational commitment, were not supported. These results underscore the significance of job insecurity in both job satisfaction and organizational commitment. It is undeniable that when employees experience reduced job insecurity, their organizational commitment tends to increase, as it relates to their inclination to switch jobs.

Based on the research findings, several recommendations can be made to address the primary issues affecting employees and to enhance both job satisfaction and organizational commitment. Furthermore, future researchers can address the limitations of this study by exploring various variables, models, and populations, thereby broadening our understanding of organizational commitment.

REFERENCES

- [1] N. Faishal and I. G. A. M. Dewi, "Pengaruh Kompensasi, Lingkungan Kerja, dan Budaya Organisasi Terhadap Komitmen Organisasional Karyawan," *E-Jurnal Manajemen*, vol. 8, no. 6, pp. 3730–3755, 2019.
- [2] T. Maryani, "Kontribusi Kepuasan Kerja dan Keterlibatan Kerja Terhadap Komitmen Organisasi pada Karyawan," *Jurnal Ilmiah Psikologi*, pp. 74–82, 2018.
- [3] L. Meria, N. Nurhasanah, and Saukani, "Peran Kepuasan Kerja Terhadap Hubungan Antara Work-Life Balance Dan Komitmen Organisasional," *Forum Ilmiah*, vol. 18, no. 1, 2021.
- [4] Y. T. Huang, H. Liu, and L. Huang, "How transformational and contingent reward leaderships influence university faculty's organizational commitment: The mediating effect of psychological empowerment," *Studies in Higher Education*, vol. 46, no. 11, pp. 2473–2490, 2021.
- [5] R. Reskantika, A. Paminto, and Y. Ulfah, "Pengaruh Gaya Kepemimpinan Dan Budaya Organisasi Serta Motivasi Terhadap Kepuasan Kerja dan Komitmen Organisasi," *Jurnal Manajemen*, vol. 11, no. 2, pp. 195–202, 2019.
- [6] A. Rahmi and Mulyadi, "Pengaruh Keterlibatan Karyawan, Budaya Organisasi Dan Kepemimpinan Transformasional Terhadap Komitmen Organisasional Karyawan Pada PT. PLN Banda Aceh Amelia," *Jurnal Iman*, vol. 6, no. 1, pp. 68–76, 2018.

- [7] F. Farha, J. Soebandono, and A. Fuady, "Peran Kepuasan Kerja Sebagai Mediator Antara Keseimbangan Kehidupan Kerja Terhadap Komitmen Organisasi Pada Karyawan di PTX," *Jurnal Muara Ilmu Sosial, Humaniora, dan Seni*, vol. 1, no. 2, p. 213, 2018.
- [8] T. M. Probst, L. Jiang, and W. Benson, "Job insecurity and anticipated job loss: A primer and exploration of possible," in *The Oxford Handbook of Job Loss and Job Search*, U. Klehe and E. van Hooft, Eds., pp. 31–53, 2018.
- [9] R. Ezra, R. F. Y. Fitria, and Syahrizal, "Pengaruh Ketidakamanan Kerja Terhadap Intensi Keluar Dengan Komitmen Organisasional Sebagai Variabel Mediasi Pada Perawat Kontrak Rumah Sakit Umum Citra BMC Padang," *Jurnal Kajian Manajemen Dan Wirausaha*, vol. 1, no. 1, pp. 183–191, 2019.
- [10] Z. Stankeviciute, E. Stanikiene, and J. Ramanauskaite, "The Impact of Job Insecurity on Employee Happiness at Work: A Case of Robotised Production Line Operators in Furniture Industry in Lithuania," *Sustainability*, vol. 13, p. 1563, 2021.
- [11] Q. Yu, D. A. Yen, B. R. Barnes, and Y. A. Huang, "Enhancing firm performance through internal market orientation and employee organizational commitment," *The International Journal of Human Resource Management*, vol. 30, no. 6, pp. 964–987, 2019.
- [12] D. Metz, L. Ilieș, and R. L. Nistor, "The impact of organizational culture on customer service effectiveness from a sustainability perspective," *Sustainability*, vol. 12, no. 15, p. 6240, 2020.
- [13] P. Nahita and E. H. Saragih, "Pengaruh kepuasan kerja terhadap komitmen organisasional karyawan pada organisasi kantor hukum," *Journal of Management and Business Review*, vol. 18, no. 2, pp. 393–405, 2021.
- [14] M. I. Hendri, "The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance," *International Journal of Productivity and Performance Management*, vol. 68, no. 7, pp. 1208–1234, 2019.
- [15] W. Ahmad, W. G. Kim, Z. Anwer, and W. Zhuang, "Schwartz personal values, theory of planned behavior and environmental consciousness: How tourists' visiting intentions towards eco-friendly destinations are shaped?," *Journal of Business Research*, vol. 110, pp. 228–236, 2020.
- [16] F. Y. Cheung, A. M. S. Wu, L. Ching, and C. Cindia, "Effect of Job Insecurity, Anxiety and Personal Resources on Job Satisfaction Among Casino Employees in Macau: A Moderated Mediation Analysis," *Journal of Hospitality Marketing & Management*, vol. 28, no. 03, pp. 1–18, 2019.
- [17] M. F. Aldiassajjad and S. Suwarsi, "Pengaruh Job Insecurity dan Job Stres Terhadap Kepuasan Kerja Karyawan Dalam Issue Covid 19 Pada PT. X," *Journal Riset Manajemen Bisnis*, vol. 1, no. 1, pp. 51–57, 2021.
- [18] I. K. Putrayasa, "Pengaruh Etos Kerja dan Job Insecurity terhadap Kepuasan Kerja Karyawan pada PT. Danamas Insan Kreasi Andalan (DIKA) Denpasar," *Jurnal Widya Amrita*, vol. 1, no. 1, pp. 25–37, 2021.
- [19] X. Zheng, I. Diaz, T. Ningyu, and T. Kongshun, "Job insecurity and job satisfaction," *Career Development International*, vol. 19, no. 4, pp. 426–446, 2019.
- [20] M. Darvishmotevali, H. Arasli, and H. Kilic, "Effect Of Job Insecurity on Frontline Employee's Performance: Looking Through The Lens of Psychological Strains and Leverages," *International Journal of Contemporary Hospitality Management*, vol. 29, no. 6, 2020.
- [21] A. P. Arsuta and I. A. Mashyuni, "Pengaruh Job Insecurity, Budaya Organisasi, Dan Lingkungan Kerja Terhadap Komitmen Organisasional Karyawan Mara River Safari Lodge Gianyar," *Widya Amrita: Jurnal Manajemen, Kewirausahaan dan Pariwisata*, vol. 1, no. 2, pp. 501–512, 2021.
- [22] T. Rikardo and F. Susanti, "Pengaruh Job Insecurity, Dan Beban Kerja Terhadap Stres Kerja Pada PT. Garda Total Security Padang," *Jurnal Pundi*, pp. 1–27, 2018.
- [23] N. F. A. Siswanda, N. L. A. A. Wulandari, and I. A. Mashyuni, "Meningkatkan Kinerja Karyawan Perusahaan Umum Daerah," *Jurnal Manajemen, Kewirausahaan dan Pariwisata*, vol. 2, no. 3, 2022.
- [24] T. H. Hammer and A. Avgar, "The Impact of Union on Job Satisfaction, Organizational Commitment and Turnover," *Journal of Labour Research*, vol. 26, no. 2, pp. 241–266, 2018.
- [25] N. L. S. Dewi and I. W. Suana, "Ketidakamanan Pekerjaan Pengaruh, Kepuasan Kerja dan Keadilan Organisasi terhadap Komitmen Organisasi Karyawan Kontrak," *E-Jurnal Manajemen Unud*, vol. 5, no. 5, 2018.
- [26] H. Haris, "Pengaruh Kepuasan Kerja dan Komitmen Organisasi terhadap Kualitas Layanan di PT Asuransi Jasindo (Persero) Kantor Cabang Korporasi dan Ritel Bandung," *Jurnal Ekonomi Manajemen Sumber Daya*, vol. 19, no. 2, pp. 135–151, 2019.

- [27] E. Kristine, "Pengaruh Kepuasan Kerja dan Komitmen Organisasi terhadap Kinerja Melalui Motivasi Kerja Pegawai Alih Daya (Outsourcing) di PT. MitraKarya Jaya Sentosa," *Jurnal Eksekutif*, vol. 14, no. 2, pp. 384–401, 2018.
- [28] A. K. Astuti, "Peranan Dukungan Supervisor Pada Keseimbangan Kehidupan Kerja Dan Kepuasan Karyawan," *Jurnal Riset Manajemen Dan Bisnis*, vol. 14, no. 1, p. 1, 2019.
- [29] E. C. Yasmin and N. Ramdhani, "Pengaruh job insecurity terhadap komitmen organisasional yang dimediasi oleh kepuasan kerja pada karyawan outsource PT. Asia Outsourcing Services yang ditempatkan di PT. X," *Jurnal Manajemen*, vol. 8, no. 1, p. 1, 2020.
- [30] J. M. Hsiao and Y. C. Chen, "Antecedents and Consequences of Job Satisfaction: A Case of Automobile Component Manufacturer in Taiwan," *Journal of Organizational Innovation*, vol. 5, no. 2, pp. 164–178, 2019.
- [31] A. Kuuruzum, E. I. Cetin, and S. Irmak, "Path Analysis of Organizational Commitment, Job Involvement and Job Satisfaction in Turkish Hospitality Industry," *Journal of Tourism Review*, vol. 64, no. 1, pp. 4–16, 2019.
- [32] Abdillah and Jogiyanto, *Konsep Dan Aplikasi PLS (Partial Least Square) Untuk Penelitian Empiris*. Yogyakarta: Fakultas Ekonomi dan Bisnis UGM, 2018.
- [33] Sugiyono, *Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif, dan R&D)*. Bandung: CV. Alfabeta, 2018.