

The relationship between job insecurity and organizational commitment among employee of agency X in Jambi

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Abstract

Background: Human resources are the primary driving force of an organization, and employee attendance represents one form of organizational commitment, reflecting an employee's willingness to remain within the organization. One factor that may influence this commitment is job insecurity, referring to employees concerns about the continuity of their employment. **Objective:** This study aimed to examine the relationship between job insecurity and organizational commitment among employees of Agency X in Jambi Province. **Methods:** Using a quantitative correlational design, involving 48 employees selected from the agency. Data were collected using the Job Insecurity Scale by De Witte et al. (2008) and the Organizational Commitment Scale by Meyer and Allen (1998), and analyzed using Pearson's correlation test. **Results:** The results showed that most employees experienced moderate levels of job insecurity and organizational commitment. Job insecurity was found to be negatively but not significantly related to overall organizational commitment ($r = -0.110$, $p > 0.05$), but it showed a significant negative relationship with affective commitment ($r = -0.255$, $p < 0.05$). **Conclusion:** These findings suggest that higher job insecurity tends to reduce employees affective commitment, although it does not significantly affect other components of organizational commitment. The study highlights the importance of job stability and organizational support in maintaining employees emotional attachment to the organization.

Keywords: Job Insecurity; organizational commitment; government employee; Jambi

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INTRODUCTION

Human resources are among the most important assets within an organization. [1] state that human resources serve as the main actors in organizational activities, functioning as operators, producers, designers, and maintainers of every existing system. Similarly, emphasizes that humans are the central and irreplaceable elements of an organization [2]. Therefore, the presence of human resources is indispensable in achieving organizational goals and ensuring the sustainability of organizational performance.

The employment landscape in Indonesia has undergone significant change in recent years. According to the Badan Pusat Statistik [3] in the 2023 Sakernas Labor Mobility Analysis Report, labor migration among the 15–44 age group was driven by factors such as unsatisfactory income, unfavorable work environments, layoffs, business closures, and the expiration of employment contracts. Kementerian Ketenagakerjaan reported that 77,965 workers were laid off in 2024, a substantial increase compared to 25,114 in 2022 [4]. In Jambi Province alone, 1,106 workers experienced layoffs throughout 2022. Such instability can foster uncertainty and insecurity in the workplace, potentially weakening employee loyalty and commitment to their organizations.

In Indonesia, Law No. 20 of 2023 classifies government employees as Aparatur Sipil Negara (ASN), consisting of civil servants (Pegawai Negeri Sipil, PNS) and government employees with work agreements (Pegawai Pemerintah dengan Perjanjian Kerja, PPPK). However, there remains a category not explicitly mentioned in the law but still essential to government operations, namely honorary or non-civil servant government employees (Pegawai Pemerintah Non-Pegawai Negeri, PPNP). According to the Regulation of the Chairman of the ASN Commission No. 1 of 2018, PPNP refers to honorary or temporary staff who serve as technical or support personnel such as analysts, administrators, drivers, security guards, couriers, and cleaning staff. These employees are recruited directly by central or local governments to fulfill operational needs.

Agency X employs both PNS and PPNP staff. Employees entering an organization bring diverse expectations, aspirations, and experiences that shape their needs and job satisfaction [5]. Employees who feel supported and motivated are more likely to optimize their potential for organizational progress [6]. Organizational support through motivation, competency development, career clarity, and fair benefits can enhance job satisfaction, which in turn increases organizational commitment [7].

Organizational commitment is defined as an individual's psychological attachment to an organization, influencing the decision to remain or leave (Meyer & Allen, 1997). It consists of three dimensions: affective commitment (emotional attachment to the organization), continuance commitment (awareness of the costs of leaving), and normative commitment (a sense of moral obligation to stay). Previous studies [8,9] have shown that pride in being part of an organization, responsibility toward superiors, and shared vision and mission reflect affective and normative commitment. Meanwhile, organizational support—such as career opportunities and competency training can directly affect both performance and commitment [7].

Observations at Agency X revealed indications of declining organizational commitment. Several employees were found to arrive late, skip morning assemblies, neglect attendance sheets, and leave before official working hours. Absenteeism is one behavioral manifestation of low organizational commitment [10]. Factors influencing commitment include the fulfillment of employee expectations, organizational fairness, and perceived job security [11]. Employees tend to feel secure when they are treated

fairly, provided with development opportunities, and compensated equitably [12]. Conversely, contract-based employees often experience uncertainty regarding job continuity, unlike permanent employees who generally feel more stable [13]. However, even permanent employees may feel insecure due to potential transfers, rotations, or downsizing [14]. Asserts that feelings of job insecurity can decrease employee commitment [15].

Job insecurity refers to an employee's perception of a threat to the continuity of their employment, accompanied by anxiety regarding that threat [16]. It is subjective, as each individual interprets job uncertainty differently. Job insecurity as a state of powerlessness to maintain stability in the face of organizational changes, leading to anxiety and stress [13]. According to [17] job insecurity consists of two dimensions: cognitive (perceived uncertainty about job continuity) and affective (emotional reactions such as fear or stress). Previous empirical studies [18,19] found that higher job insecurity tends to decrease organizational commitment, suggesting a negative relationship between the two variables. However, differences between previous findings and observations in the field indicate a need for further investigation.

Based on these considerations, this study aimed to examine the relationship between job insecurity and organizational commitment among employees of Agency X in Jambi Province. Specifically, the study tested four hypotheses: job insecurity is negatively related to overall organizational commitment; job insecurity is negatively related to affective commitment; job insecurity is negatively related to continuance commitment; and job insecurity is negatively related to normative commitment.

METHODS

Study design and setting

This study used a correlational quantitative approach to examine the relationship between the variables under study and was cross-sectional and survey-based. The variables studied in this research were job insecurity as the dependent variable and organizational commitment as the independent variable.

Population, samples and sampling

There were 51 participants in this study, namely all employees at Agency X in Jambi Province in 2025. The characteristics of the participants consisted of gender, age, highest level of education, marital status, employment status, and length of service.

Instruments and criteria

This study used two measuring instruments developed by the researcher. The first measuring instrument used theory of job insecurity, which has two main dimensions: cognitive and affective [17]. The second measuring instrument used theory of organizational commitment, which consists of affective commitment, continuance commitment, and normative commitment [10]. Each measurement tool went through several stages, such as validity testing, research questionnaire trials, and reliability testing. After the entire process was carried out and the final measurement tools were produced, the measurement tools could be used for research data collection.

The job insecurity measurement tool is based on De Witte's theory of job insecurity, which has two main dimensions: cognitive and affective [17]. Each dimension consists of 4 items, so this measurement tool has a total of 8 final items with scores calculated using a Likert scale consisting of four options, namely Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD). The Cronbach's alpha

reliability test results for this job insecurity measurement tool obtained a value of 0.870.

The organizational commitment measurement tool is based on Meyer & Allen's theory of organizational commitment, which consists of affective commitment, continuance commitment, and normative commitment (10). Each dimension consists of 5 to 6 items, resulting in 17 final items with scores calculated using a Likert scale consisting of four options, namely Strongly Agree (SS), Agree (S), Disagree (TS), and Strongly Disagree (STS). The results of the Cronbach's alpha reliability test for this organizational commitment measurement tool obtained a value of 0.813.

Procedure and data collection

The procedures of this study consisted of several stages, including problem and variable identification, literature review, respondent selection, instrument development, data collection, data processing, and report preparation. Data were collected from participants after they received an explanation of the study's objectives and provided informed consent through a paper questionnaire. To comply with research ethics, the researcher ensured voluntary participation, maintained data confidentiality, and provided clear information about participants' roles during the study. Participants were also given appreciation for their participation in accordance with their contributions.

Statistical analysis

The data were analyzed using descriptive and inferential statistical methods with the assistance of SPSS version 27. Descriptive statistics were applied to present the data in a clear and concise manner [20]. Frequency distributions were used to categorize participants based on demographic characteristics such as age, gender, length of service, employment status, and marital status. Measures of central tendency (mean, median, and mode) and variability (standard deviation) were computed to describe the data comprehensively.

Prior to hypothesis testing, assumption tests were conducted, including the normality test and linearity test. The Kolmogorov–Smirnov test was used to examine whether the data were normally distributed, while the linearity test was conducted to assess whether the relationship between variables was linear. A significance value (p) greater than 0.05 indicated that the data met the assumption of normality and linearity, whereas a value below 0.05 indicated a violation of the assumption [20].

Based on the results of the assumption tests, appropriate correlation analyses were performed. When the data met both normality and linearity assumptions, parametric analysis using the Pearson Product Moment correlation test was applied. Conversely, when the data were normal but not linear, non-parametric analysis using Spearman's Rho correlation test was conducted. All statistical analyses were performed by the researcher using SPSS software.

Ethical considerations

This study was conducted following the ethical principles of psychological research, in accordance with the Declaration of Helsinki. Participation was voluntary, informed consent was obtained from all participants, and data confidentiality was strictly maintained.

RESULTS

Most participants (69%) were male, and 31% were female. The majority were aged 31–40 years (46%), held a bachelor's degree (50%), and were married (83%). Most were non-permanent government employees (PPNPN; 62%) and had worked for more than 10 years (39.5%) (see Table 1)

Table 1. Demographic characteristics of the respondents.

Characteristics	n	%
Gender		
Male	33	69
Female	15	31
Age		
21–30 years old	10	21
31–40 years old	22	46
≥ 41 years old	16	33
Highest level of education		
High School/Equivalent	19	40
Diploma	3	6
Bachelor's Degree	24	50
Strata 2 Professional	2	4
Marital Status		
Not Married	4	8
Married	40	83
Divorced	3	6
Divorce due to death	1	3
Employment Status		
Civil Servants (PNS)	18	37.5
Non-Civil Servant Government Employees (PPNPN)	30	62.5
Length of Service		
<1 Year	1	2
1-3 years	9	19
3-6 years	12	25
6-10 years	7	14.5
>10 years	19	39.5

Most employees reported moderate levels of job insecurity (81.3%), suggesting reasonable concern about job continuity (see Table 2). This means that employees feel concerned about the future of their jobs, but at a reasonable level. Meanwhile, 4 respondents showed low job insecurity, indicating a sense of security in their jobs. However, the 5 respondents who showed high job insecurity experienced high levels of concern, which could potentially affect their psychological condition and performance. The results of categorization based on respondent characteristics show that, in general, employees of Agency X have a moderate level of job insecurity. For each characteristic, there are at most five respondents who have high job insecurity.

Table 2. Categorization of job insecurity.

Categorization	Value	Frequency	Percentage
Low	$X < 14$	4	8.3
Medium	$14 \leq X < 20$	39	81.3
High	$20 \leq X$	5	10.4

The majority of employees (71%) demonstrated moderate organizational commitment, reflecting adequate attachment to the organization (see Table 3). This means that respondents feel committed to their organization, although not to a very high degree. Meanwhile, there are 9 respondents who show high organizational commitment, meaning they have a strong attachment to the organization. However, there are 5 respondents who show low organizational commitment, indicating a tendency to leave the organization. The results of categorization based on characteristics such as gender, age, marital status, work unit, employment status, and length of service show a tendency for organizational commitment to be in the moderate category. This means that for each characteristic, respondents have a sufficient sense of attachment to the organization. For each characteristic, there are at most five respondents who have low organizational commitment, meaning that respondents have a tendency to leave the organization.

Table 3. Categorization of organizational commitment

Categorization	Value	Frequency	Percentage
Low	$X < 47$	5	10
Medium	$47 \leq X < 58$	34	71
High	$58 \leq X$	9	19

Employees generally reported moderate levels across all commitment components, with affective commitment showing slightly higher mean scores (see Table 4).

Table 4. Categorization of organizational commitment components

Categorization	Affective	Continuance	Normative
Low	13	8	15
Moderate	67	77	77
High	21	15	8

Job insecurity was negatively and non-significantly correlated with overall organizational commitment ($r = -0.110$, $p > 0.05$). A significant negative relationship was found with affective commitment ($r = -0.255$, $p < 0.05$), indicating that higher job insecurity reduced employees emotional attachment to the organization. No significant correlations were observed with continuance or normative commitment (see Table 5).

Table 5. Results of Correlation between job insecurity and organizational commitment.

Correlation	Pearson Correlation (<i>r</i>)	Sig	Category
JI – Organizational Commitment	-0.110	0.228	Negative and very weak
JI– Affective Commitment	-0.255	0.04	Negative and weak
JI– Continuance Commitment	-0.042	0.389	Negative and very weak
JI– Normative Commitment	0.053	0.360	Positive and very weak

DISCUSSION

The findings of this study indicate that job insecurity has a negative but insignificant relationship with overall organizational commitment. This suggests that as job

insecurity increases, organizational commitment tends to decrease, although not significantly. The negative direction of the relationship implies that both variables move inversely, but the strength of association is weak. The insignificance of this relationship may be explained by differences in how employees perceive job insecurity. De Witte emphasizes that job insecurity is inherently subjective, as each individual interprets the threat of job loss differently [21]. Descriptive results showing that most employees fall into the moderate category of job insecurity and commitment suggest limited score variability, which may reduce the strength of the correlation. Therefore, while job insecurity may evoke tension, anxiety, or stress, the level experienced by employees of Agency X appears insufficient to meaningfully affect their organizational commitment.

These findings are consistent with previous studies among private sector employees in Taiwan and among workers in the JABODETABEK area, which also found a negative but insignificant relationship between job insecurity and organizational commitment [22,23]. However, the results contradict other studies that demonstrated a significant negative relationship between the two variables [18,19,24]. The divergence may stem from differences in organizational structures, employment policies, or the job characteristics of Agency X, where employees—particularly non-permanent staff may experience uncertainty but still perceive the organization as relatively stable compared to private agencies.

Interestingly, job insecurity showed a significant negative relationship with affective commitment. This implies that employees who feel more insecure and uncomfortable about their job continuity tend to have lower emotional attachment to the organization. According to Meyer and Allen (1997), affective commitment represents an employee's emotional bond and willingness to remain involved in organizational activities. Similar results were found among employees of private and state-owned enterprises, and among hotel employees in Padang [25,26]. Low affective commitment may lead to absenteeism, reduced engagement, and higher turnover intentions. Conversely, when organizations succeed in reducing employees job insecurity through transparent communication, career opportunities, and supportive leadership employee sense of belonging and enthusiasm to contribute tend to increase, producing positive outcomes for both employees and the organization.

The results also revealed a negative but insignificant relationship between job insecurity and continuance commitment. According to Meyer and Allen, continuance commitment reflects employee awareness of the costs and benefits associated with leaving the organization. Thus, even when employees feel insecure, they may choose to remain because leaving could threaten their financial or family stability [10]. This aligns with findings that job insecurity is negatively but not significantly related to continuance commitment [23,27]. In the context of Agency X, this may indicate that economic factors and job availability continue to anchor employees despite feelings of uncertainty.

In contrast, a positive but insignificant relationship was found between job insecurity and normative commitment. This suggests that employees who experience higher job insecurity may also feel a stronger moral obligation to remain in the organization. Meyer and Allen describe normative commitment as an internalized sense of duty to stay with the organization [10]. Although this finding contradicts [28], who found a significant negative relationship, it supports [29] argument that career development opportunities can buffer the negative effects of job insecurity. At agency X, such opportunities are provided regardless of employment status, as confirmed by employee interviews. Through training programs and capacity-building activities,

employees are encouraged to develop their potential, which may strengthen their sense of obligation to the organization despite job insecurity.

The demographic analysis offers further insight. Most employees reported moderate levels of job insecurity, indicating awareness of uncertainty related to work environment, wages, or contracts without excessive anxiety. Male employees exhibited higher job insecurity than females, consistent with gender role theory [30], which posits that men often perceive greater responsibility as primary earners. Younger employees (aged 20–30) also reported higher job insecurity, a trend supported [31] who found that temporary employment and uncertain contract renewal are major stressors for young workers. Additionally, non-civil servant employees (PPNPN) reported higher job insecurity compared to civil servants (PNS), consistent with previous findings [13,32].

Job insecurity can have far reaching implications. It may reduce job satisfaction, psychological well-being, motivation, and commitment while increasing counterproductive behaviors and turnover intentions [33]. For instance, absenteeism and lack of participation in morning assemblies at Agency X reflect lower engagement, consistent with Meyer and Allen's assertion that absenteeism signals reduced commitment (10). If unmanaged, job insecurity could undermine organizational effectiveness and the achievement of agencyal goals.

Organizational commitment among Agency X employees was found to be moderate overall, indicating a sufficient level of attachment and willingness to remain involved. Male and married employees demonstrated higher organizational commitment, aligning with [22,34], who found that these groups often exhibit stronger commitment due to economic and familial responsibilities. However, civil servants displayed lower organizational commitment than non-civil servants, as reflected in lower attendance rates. This may relate to job security differences and the guaranteed social benefits available to civil servants [35]. Leadership changes, which occur every two to five years at Agency X, may also influence commitment levels, as leadership style and policy direction vary [36].

This study is not without limitations. The relatively small sample size limits the generalizability of findings. Additionally, literature examining the direct relationships between job insecurity and the three components of organizational commitment remains limited, particularly in the public sector context. Future research should include larger and more diverse samples and explore moderating variables such as perceived organizational support, leadership style, and job satisfaction to deepen understanding of this relationship.

CONCLUSIONS

Based on the findings, job insecurity showed a negative but non-significant relationship with overall organizational commitment among employees of Agency X. This indicates that higher job insecurity tended to be followed by lower organizational commitment, although the effect was not statistically significant. However, job insecurity demonstrated a significant negative relationship with affective commitment, suggesting that increased job insecurity reduced employee's emotional attachment to the organization. In contrast, non-significant relationships were found with continuance and normative commitment. Overall, employees exhibited moderate levels of job insecurity and organizational commitment, reflecting a manageable level of concern and attachment. Practically, these findings highlight the importance for organizations to reduce employees' perceptions of job insecurity to strengthen their affective bond and loyalty. Future studies are recommended to include larger samples

and explore other mediating variables that may influence the link between job insecurity and organizational commitment.

CONFLICT OF INTEREST

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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DECLARATION OF ARTIFICIAL INTELLIGENCE USE

AI-based language models, such as ChatGPT, were/was employed to Language refinement (improving the grammar, sentence structure, and readability of the manuscript). We confirm that all AI-assisted processes were critically reviewed by the authors to ensure the integrity and reliability of the results. The final decisions and interpretations presented in this article were solely made by the authors

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