



# The Effect of Job Insecurity as an Impact of Restructuring of a Merger of Four-Port State-Owned Enterprises on Job Satisfaction and Turnover Intention with Organizational Commitment as an Intervening Variable

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**Abstract.** Organizational changes (mergers, downsizing, reorganization, and new technology) will be a source of threat to employees and raises the perception of job insecurity. Extensive restructuring can encourage career plateaus, resulting in decreased performance, commitment, motivation, job satisfaction, and an increased intention to leave. This research determines the effect of job insecurity as an impact of restructuring a merger of four-port state-owned enterprises on organizational commitment, job satisfaction, and turnover intention. An Organizational Commitment is used as an intervening variable. The samples were 310 employees of PT Pelindo (Persero) ex PT Pelindo I (Persero), and the data was collected using questionnaires. SEM – PLS was used to analyze the data. The result is that the impact of restructuring significantly positively affects Job Insecurity. Job Insecurity has a significant negative effect on Organizational Commitment. Meanwhile, Organizational Commitment has a significant positive impact on Job Satisfaction. Organizational commitment has a significant negative effect on the Intention to Leave. Organizational commitment is known as a mediate the impact of Job Insecurity on Job Satisfaction and Intention to Leave.

**Keywords:** Job Insecurity · Restructuring · Job Satisfaction · Turnover Intention · Organizational Commitment

## 1 Introduction

Changes in the business environment are common and unavoidable. Companies must consider this and take appropriate actions to respond to changes in their business environment. [1] stated that restructuring occurred due to increasing global competition, rapid technological advances, and changing environmental conditions. Companies must be able to make and adapt to changes, as well as have the ability to innovate and carry out cost efficiencies to maximize the results obtained.

The implementation of restructuring must obtain the support and commitment of employees or at least a minimum level of resistance from employees. Organizational

changes (mergers, downsizing, reorganization, and new technology) will be a source of threat to employees. They will perceive that changes directly impact their existence in the organization. Indications of termination of employment as a logical consequence of change are the cause of perceptions of insecurity [2].

The implementation of restructuring raises the perception of job insecurity. Perceptions of job insecurity give rise to various negative impacts both in psychological and non-psychological aspects. The psychological aspects that arise include decreased job satisfaction, reduced creativity, feelings of depression and guilt, worries, and even anger [3].

Extensive restructuring can encourage career plateaus (career stagnation) to emerge more quickly in the career stages, primarily if a saturated job market supports this situation. Therefore, the consequences are decreased performance, commitment, motivation, job satisfaction, and an increased intention to leave [4].

One form of restructuring of large companies in Indonesia in 2021 is the merger of four state-owned ports. The merger of these four ports was ratified on October 1st, 2021 and is the starting point for increasing value creation for state-owned ports to increase the effectiveness and efficiency of national ports. Pre-Survey has been conducted to capture the phenomenon of job insecurity caused by the impact of restructuring.

### **Restructuring Impact**

According to [5], restructuring can be defined as changing the modification of the structure of debt, capital including operations, and the hope that this change process will significantly impact Organizational performance.

[6] in his research, revealed that in an organization, there are 5 (five) essential components of restructuring. The five dimensions are:

1. Changes in Corporate Conditions, encouraging management to be more innovative, changing the company's climate in creating products (goods and services) and new ways of working that are not boring.
2. Management Flexibility, restructuring is a step to make the organization's way of working more agile to make decisions/policies quickly and make improvements that are right on target.
3. Task Complexity refers to the level/differentiation of work that exists in the organization both in the level of specialization, division of tasks, and the number of hierarchies in the organization to the extent to which each organizational unit is geographically dispersed.
4. Formal control refers to the size/standardization of work. The organizational structure is considered formal if the rules and procedures are guidelines for what a person/employee needs to do. Concerning restructuring, this formal control covers the specialization of work, the amount of delegation/authority, and the span of control in the organization.
5. Communication System changes to the old and outdated communication system to be more effective in every scope of the work unit in the organization, both vertically and horizontally

### **Job Insecurity**

Job insecurity defines an employee's sense of powerlessness to maintain the balance needed in a job that is currently under threat. The threats that occur can be in the form of threats of job loss and other dimensions of work [7].

[8] define job insecurity as a person's insecurity and confusion due to the changing organizational situation. One example is the application of contract or non-permanent work that the employee undertakes.

It can be concluded that employees' powerlessness to maintain changes under threats (internal factors) or changes in the environment (external factors) causes job insecurity. Someone with an upbeat personality (positive affectivity) or a negative personality (negative affectivity) will influence good or bad mental health.

Based on previous studies [9] and [7] describe several factors that affect perceived job insecurity at different levels, that is:

1. Organizational conditions.
2. The characteristic of the employee and the employee's job position. (e.g., gender, age, social status, and economic status).
3. The employee's personality (e.g., a sense of optimism/pessimism and a sense of community).

### **Organizational Commitment**

According to [10], organizational commitment is the state of an employee who wants to stay because they are very supportive of the organization. Therefore, Organizational commitment can also be defined as the level/degree of employee confidence in agreeing to the organization's goals that have been set so that they choose to remain in the organization. [11] said that organizational commitment is a statement by workers that they agree to achieve the mission of the work unit or the company's mission.

[11] explained that organizational commitment has 3 (three) dimensions, namely:

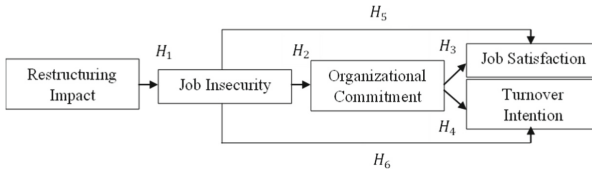
1. Affective commitment is an employee's strong emotional bond with an organization.
2. Continuance Commitment is a commitment to employees because they consider the negative impacts that arise if the employee leaves the company. This arises because these employees need salaries and other benefits to meet their needs.
3. Normative commitment is a commitment that occurs because a person feels she/he has to keep working at the organization at that time because it is essentially like that and believes that it is true.

### **Job Satisfaction**

In his research, [12] said that expressing individual feelings is described by job satisfaction through several aspects; it can be said that job satisfaction can explain the extent to which individuals like their work and vice versa. Spector's theory states that job satisfaction describes an assessment of work that can be seen from nine aspects of work.

These aspects of job satisfaction include:

1. Opportunities for Advancement, job satisfaction with promotion opportunities (fairness obtained from management for promotion opportunities).



**Fig. 1.** Conceptual Framework

2. Job security and job satisfaction with the type of work that must be done can be enjoyed or not.
3. Salary, job satisfaction with the amount of salary received, and the opportunity to get a salary increase.
4. Work Management, job satisfaction with the company's conditions, such as applicable regulations and procedures.
5. Working conditions, job satisfaction with work facilities that facilitate work, benefits outside of salaries (benefits) such as benefits outside of salary including insurance, vacation, and other facilities.
6. Supervision and job satisfaction with superiors (fairness and competence of assignments from superiors).
7. Intrinsic factors from work, job satisfaction is received because employees give good performance in their work, but the form is not always in the form of money (contingent rewards), for example, respect, recognition, and appreciation.
8. Communication, job satisfaction with communication within the organization, including communication among colleagues, superiors, or subordinates.
9. Social Aspects of Work, job satisfaction with co-workers, including interaction and cooperation.

### Turnover Intention

In their research, [13] explained that the intention to leave is the desire in the employee to quit the job of his own accord. Intention to leave can also be said as the level of employee intention to leave the company. There are several factors for the emergence of intention to leave, one of which is the employee's desire to have a better job.

Many factors affect the intention to leave a company. According to [13], several factors drive the intention to leave workers: job insecurity, low job satisfaction, and low organizational commitment. Meanwhile, according to [14], several things that encourage the intention to leave workers are the lack of trust in the organization and job insecurity.

After putting forward several theories about research variables, several possible concepts exist in theory, and a framework is needed to interpret these concepts. The conceptual framework used to test the research hypothesis is shown in Fig. 1.

Furthermore, from this phenomenon and the conceptual framework, this research was conducted to know the effects of restructuring the merger of state-owned ports.

## 2 Research Methods

This study used SEM-PLS, an alternative model estimation method, to answer the problem formulation. PLS is defined by two equations: the inner and outer models.

The outer (Outer Model) is measured to explain each indicator's relationship to the latent variable. This measurement shows the indicator properties of each latent variable, whether the latent variable is reflective or formative [15]. In this measurement, several test steps must be carried out, including:

1. Convergent validity.
2. Discriminant validity.
3. Composite reliability.

Measurement of the inner model (inner model) is carried out to explain the relationship of each latent variable according to the theory in the study [15]. In designing the structural model that will be carried out, namely the relationship between the variables, it must refer to the hypothesis that has been described previously. Tests on this measurement are as follows:

1. R<sup>2</sup> is the coefficient of determination on the endogenous construct. There are three criteria for this value, strong, moderate, and weak.
2. T-test. In this study, the value is said to be significant at the 95% confidence level or the error/significance rate of 5% or the t-value above 1.96 [15].

### 3 Results and Discussion

There were 310 respondents in total who filled in the questionnaires. The frequency distribution was then analyzed to meet the objectives of this study. Regarding gender, 183 people or 59.03% of respondents, were male, while 127 respondents or 40.97% of the total sample, were female.

In terms of years of service, 30.97% of them worked between 1–5 years, 28.06% worked for 6–10 years, 25.48% worked for 11–15 years, 2.58% worked for 16–20 years, and 12.9% worked for more than 20 years. Regarding their positions, 20.65% were in Structural positions, 11.29% were in Functional positions, and 68.06% were in staff positions.

This stage is related to forming an initial structural equation model before estimation. This initial model was based on previous theories or research (Fig. 2).

The research instrument was tested in three stages until an appropriate model was formed so that the inner model could be tested (Fig. 3).

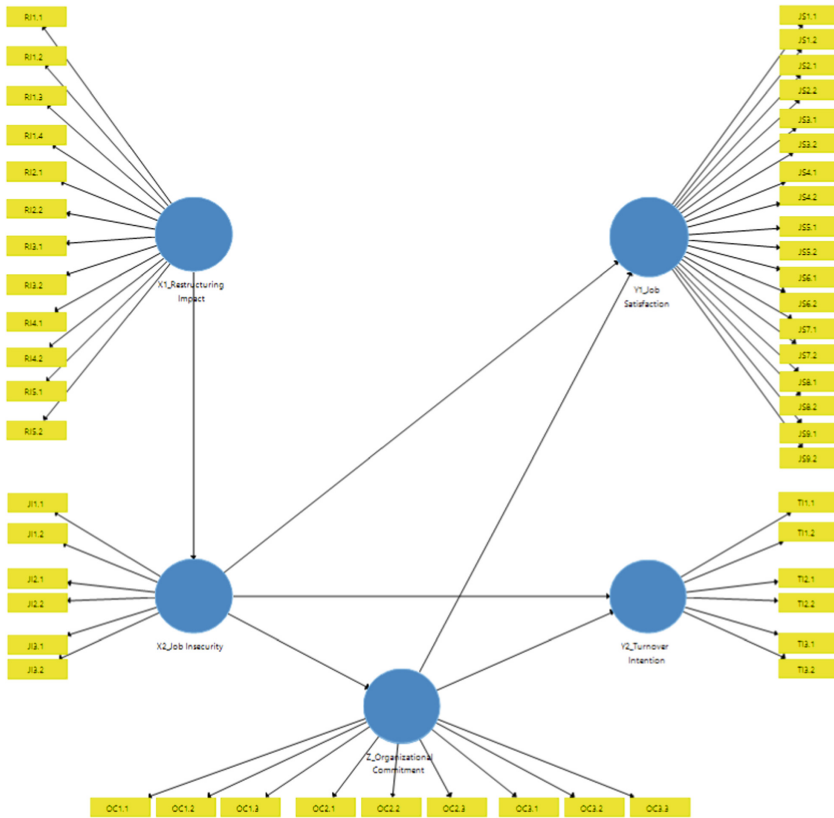
#### 3.1 Outer Model

##### 3.1.1 Convergent Validity

The results of the third stage of the convergent validity test can be seen in Table 1.

Based on Table 1, it can be seen that some outer loading values range from 0.5 to 0.7, which means they need to be considered to be declared valid.

Based on Table 2, the AVE value of all variables is above 0.5, which means that all variables meet the absolute requirements for validity testing.



**Fig. 2.** Conceptual Model

**3.1.2 Discriminant Validity**

The following are the results of discriminant validity testing with Cross loading values. The cross-loading values in Table 3 show that discriminant validity has a fairly good value.

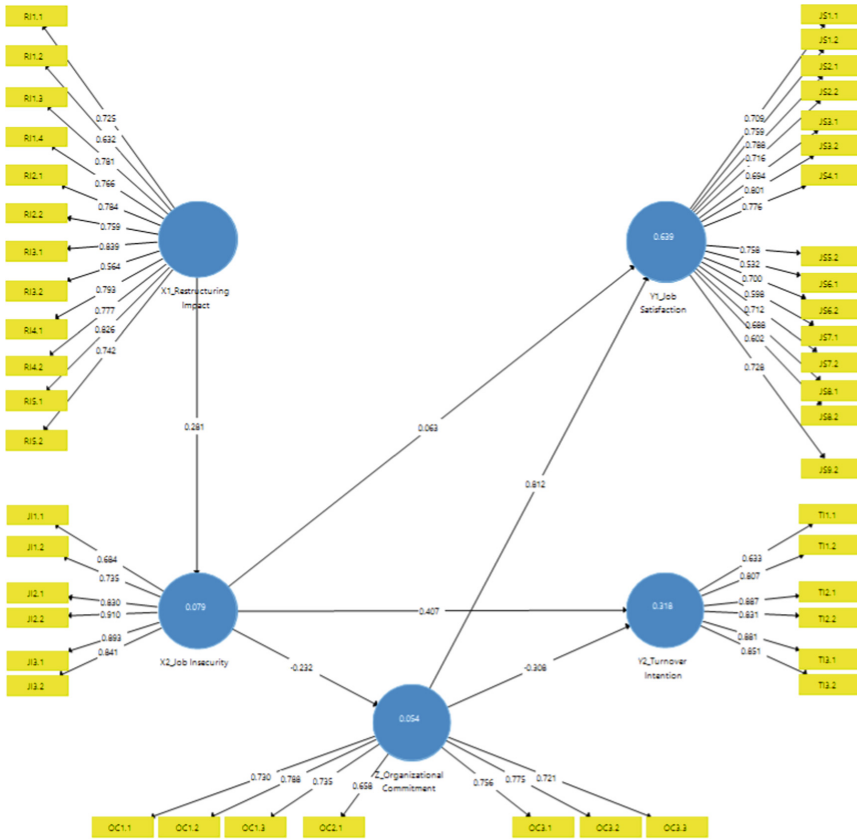
**3.1.3 Reliability Test**

The results of reliability testing are as follows. From Table 4, the values of composite reliability and Cronbach’s alpha for all variables are >0.7. So, all these variables can be said to be reliable and feasible for further testing.

**3.2 Inner Model**

**3.2.1 Coefficient of Determination (R-Square)**

Table 5 shows that the R-square value of Job Satisfaction (Y1) is 0.639. This means that Job Insecurity (X2) and Organizational Commitment (Z) have a simultaneous effect



**Fig. 3.** Final Stage Outer Model Evaluation

of 63.9% as independent variables on Job Satisfaction (JS). Meanwhile, the r-squared value for Turnover Intention (Y2) is 0.318. This means that Job Insecurity (X2) and Organizational Commitment (Z) have a simultaneous effect of 31.8% as an independent variable on Turnover Intention to Leave (Y2).

### 3.2.2 F-Square

Based on the results of the SmartPLS 3.0 test, the results of F Square are as Table 6.

Table 5 shows the effect of latent variable predictors at the structural level.

### 3.2.3 Partial Hypothesis Testing (t-Statistic)

The test statistic used is the significant p-value of the analysis output. If the p-value is > (0.05), the independent variables do not affect the dependent variables. The results of the direct effect test are as Table 7.

The results of the indirect effect test can be seen in Table 8.

**Table 1.** Convergent Validity Loading Factor

<b>Indicator</b>	<b>Outer Loading</b>	<b>Parameter</b>	<b>Result</b>
<b>Restructuring Impact (RI)</b>			
RI1.1	<b>0.725</b>	$\geq 0.7$	Valid
RI1.2	<b>0.632</b>	$\geq 0.7$	To be considered
RI1.3	<b>0.781</b>	$\geq 0.7$	Valid
RI1.4	<b>0.766</b>	$\geq 0.7$	Valid
RI2.1	<b>0.784</b>	$\geq 0.7$	Valid
RI2.2	<b>0.759</b>	$\geq 0.7$	Valid
RI3.1	<b>0.839</b>	$\geq 0.7$	Valid
RI3.2	<b>0.564</b>	$\geq 0.7$	To be considered
RI4.1	<b>0.793</b>	$\geq 0.7$	Valid
RI4.2	<b>0.777</b>	$\geq 0.7$	Valid
RI5.1	<b>0.826</b>	$\geq 0.7$	Valid
RI5.2	<b>0.742</b>	$\geq 0.7$	Valid
<b>Job Insecurity (JI)</b>			
JI1.1	<b>0.684</b>	$\geq 0.7$	To be considered
JI1.2	<b>0.735</b>	$\geq 0.7$	Valid
JI2.1	<b>0.830</b>	$\geq 0.7$	Valid
JI2.2	<b>0.910</b>	$\geq 0.7$	Valid
JI3.1	<b>0.893</b>	$\geq 0.7$	Valid
JI3.2	<b>0.841</b>	$\geq 0.7$	Valid
<b>Organizational Commitment (OC)</b>			
OC1.1	<b>0.730</b>	$\geq 0.7$	Valid
OC1.2	<b>0.788</b>	$\geq 0.7$	Valid
OC1.3	<b>0.735</b>	$\geq 0.7$	Valid
OC2.1	<b>0.658</b>	$\geq 0.7$	To be considered
OC3.1	<b>0.756</b>	$\geq 0.7$	Valid
OC3.2	<b>0.775</b>	$\geq 0.7$	Valid
OC3.3	<b>0.721</b>	$\geq 0.7$	Valid
<b>Job Satisfaction (JS)</b>			
JS1.1	<b>0.709</b>	$\geq 0.7$	Valid
JS1.2	<b>0.759</b>	$\geq 0.7$	Valid
JS2.1	<b>0.788</b>	$\geq 0.7$	Valid

*(continued)*



**Table 1.** (continued)

<b>Indicator</b>	<b>Outer Loading</b>	<b>Parameter</b>	<b>Result</b>
JS2.2	<b>0.716</b>	$\geq 0.7$	Valid
JS3.1	<b>0.694</b>	$\geq 0.7$	To be considered
JS3.2	<b>0.801</b>	$\geq 0.7$	Valid
JS4.1	<b>0.776</b>	$\geq 0.7$	Valid
JS5.2	<b>0.758</b>	$\geq 0.7$	Valid
JS6.1	<b>0.532</b>	$\geq 0.7$	To be considered
JS6.2	<b>0.700</b>	$\geq 0.7$	Valid
JS7.1	<b>0.598</b>	$\geq 0.7$	To be considered
JS7.2	<b>0.712</b>	$\geq 0.7$	Valid
JS8.1	<b>0.688</b>	$\geq 0.7$	To be considered
JS8.2	<b>0.602</b>	$\geq 0.7$	To be considered
JS9.2	<b>0.728</b>	$\geq 0.7$	Valid
<b>Turnover Intention (TI)</b>			
TI1.1	<b>0.633</b>	$\geq 0.7$	To be considered
TI1.2	<b>0.807</b>	$\geq 0.7$	Valid
TI2.1	<b>0.887</b>	$\geq 0.7$	Valid
TI2.2	<b>0.831</b>	$\geq 0.7$	Valid
TI3.1	<b>0.881</b>	$\geq 0.7$	Valid
TI3.2	<b>0.851</b>	$\geq 0.7$	Valid

**Table 2.** Convergent Validity AVE

<b>Variable</b>		<b>AVE</b>	<b>Criteria</b>	<b>Result</b>
X1	Restructuring Impact (RI)	0.567	$\geq 0.5$	Met
X2	Job Insecurity (JI)	0.672	$\geq 0.5$	Met
Z	Organizational Commitment (OC)	0.546	$\geq 0.5$	Met
Y1	Job Satisfaction (JS)	0.501	$\geq 0.5$	Met
Y2	Turnover Intention (TI)	0.672	$\geq 0.5$	Met

**Table 3.** Discriminant Validity Test Results

Indicator	Variables				
	X1	X2	Z	Y1	Y2
RI1.1	(0.725)	0.184	-0.466	-0.443	0.315
RI1.2	(0.632)	0.157	-0.391	-0.333	0.164
RI1.3	(0.781)	0.233	-0.522	-0.469	0.331
RI1.4	(0.766)	0.240	-0.585	-0.515	0.219
RI2.1	(0.784)	0.226	-0.512	-0.467	0.263
RI2.2	(0.759)	0.173	-0.509	-0.458	0.227
RI3.1	(0.839)	0.246	-0.553	-0.491	0.304
RI3.2	(0.564)	0.174	-0.526	-0.474	0.279
RI4.1	(0.793)	0.196	-0.588	-0.498	0.269
RI4.2	(0.777)	0.222	-0.603	-0.545	0.280
RI5.1	(0.826)	0.248	-0.618	-0.523	0.281
RI5.2	(0.742)	0.206	-0.606	-0.533	0.235
JII.1	0.054	(0.684)	-0.015	0.065	0.197
JII.2	0.039	(0.735)	-0.014	0.068	0.248
JI2.1	0.262	(0.830)	-0.173	-0.074	0.335
JI2.2	0.239	(0.910)	-0.194	-0.091	0.391
JI3.1	0.264	(0.893)	-0.214	-0.130	0.425
JI3.2	0.301	(0.841)	-0.293	-0.209	0.536
OC1.1	-0.582	-0.302	(0.730)	0.507	-0.310
OC1.2	-0.620	-0.214	(0.788)	0.637	-0.355
OC1.3	-0.501	-0.070	(0.735)	0.526	-0.221
OC2.1	-0.363	-0.138	(0.658)	0.568	-0.302
OC3.1	-0.592	-0.181	(0.756)	0.550	-0.271
OC3.2	-0.525	-0.180	(0.775)	0.665	-0.333
OC3.3	-0.533	-0.099	(0.721)	0.639	-0.266
JS1.1	-0.452	-0.102	0.645	(0.709)	-0.320
JS1.2	-0.594	-0.127	0.688	(0.759)	-0.318
JS2.1	-0.595	-0.106	0.716	(0.788)	-0.284
JS2.2	-0.426	0.001	0.572	(0.716)	-0.257
JS3.1	-0.520	-0.123	0.588	(0.694)	-0.309
JS3.2	-0.615	-0.154	0.713	(0.801)	-0.317

*(continued)*

**Table 3.** (continued)

Indicator	Variables				
	X1	X2	Z	Y1	Y2
JS4.1	-0.548	-0.130	0.685	(0.776)	-0.318
JS5.2	-0.451	-0.133	0.564	(0.758)	-0.435
JS6.1	-0.261	-0.008	0.305	(0.532)	-0.222
JS6.2	-0.328	-0.134	0.482	(0.700)	-0.402
JS7.1	-0.276	0.089	0.351	(0.598)	-0.262
JS7.2	-0.368	-0.038	0.445	(0.712)	-0.399
JS8.1	-0.347	-0.017	0.455	(0.688)	-0.370
JS8.2	-0.289	-0.062	0.421	(0.602)	-0.394
JS9.2	-0.439	-0.147	0.526	(0.728)	-0.456
TI1.1	0.193	0.290	-0.228	-0.276	(0.633)
TI1.2	0.207	0.422	-0.250	-0.322	(0.807)
TI2.1	0.304	0.433	-0.376	-0.441	(0.887)
TI2.2	0.373	0.386	-0.351	-0.406	(0.831)
TI3.1	0.289	0.405	-0.349	-0.388	(0.881)
TI3.2	0.340	0.401	-0.396	-0.445	(0.851)

**Table 4.** Reliability Test Results

Variables		Cronbach's Alpha	Composite Reliability
X1	Restructuring Impact (RI)	0.929	0.940
X2	Job Insecurity (JI)	0.909	0.924
Z	Organizational Commitment (OC)	0.861	0.893
Y1	Job Satisfaction (JS)	0.929	0.937
Y2	Turnover Intention (TI)	0.900	0.924

**Table 5.** Coefficient of Determination Test Results (R-Square)

Dependent Variables		R-square	Result
Y1	Job Satisfaction (JS)	0.639	Moderate
Y2	Turnover Intention (TI)	0.318	Weak

**Table 6.** F-Square

Dependent Variables		F-square	Results
Job Satisfaction (JS)			
X2	Job Insecurity (JI)	0.010	Small
Z	Organizational Commitment (OC)	1,726	Large
Turnover Intention (TI)			
X2	Job Insecurity (JI)	0.229	Medium
Z	Organizational Commitment (OC)	0,132	Small

**Table 7.** T-statistic Test Results (Direct Effect)

Hypotheses	Original Sample	p-values	Conclusion
Restructuring Impact (RI) → Job Insecurity (JI)	0.281	0.000	Ha accepted
Job Insecurity (JI) → Organizational Commitment (OC)	-0.232	0.000	Ha accepted
Organizational Commitment (OC) → Job Satisfaction (JS)	0.812	0.000	Ha accepted
Organizational Commitment (OC) → Turnover Intention (TI)	-0.308	0.000	Ha accepted

**Table 8.** T-statistic Test Results (Indirect Effect)

Hypotheses	Original Sample	p-values	Conclusion
Job Insecurity (JI) → Organizational Commitment (OC) → Job Satisfaction (JS)	-0.188	0.000	Ha accepted
Job Insecurity (JI) → Organizational Commitment (OC) → Turnover Intention (TI)	0.071	0.001	Ha accepted

## 4 Conclusions

After discussing the description of some of the effects of the variables studied, several conclusions can be drawn as follows:

1. The Restructuring Impact positively affects in increasing Job Insecurity.
2. Job Insecurity has a negative influence on decreasing Organizational Commitment.
3. Organizational commitment has a significant role in increasing employees' Job Satisfaction.
4. Organizational commitment has a significant role in reducing employees' Turnover Intentions.

5. The study results also concluded that Organizational Commitment partially mediated the relationship between Job Insecurity and employee job satisfaction.
6. The study results also concluded that Organizational Commitment partially mediated the relationship between Job Insecurity and the employees' Turnover Intentions.

This study contributes a novelty in human resources management related to efforts to mitigate the negative impact of restructuring, which significantly impacted the organization. Based on the findings of the study, some suggestions can be made. They can be seen in the following:

1. Based on the research, it can be seen that there have been several changes in the company after the restructuring, such as perceptions of job insecurity. The research shows that restructuring can impact job insecurity, indirectly decreasing employees' job satisfaction and increasing their turnover intentions.
2. The management is expected to mitigate the risks that occur due to corporate restructuring through the implementation of programs that can increase employees' job satisfaction and their engagement to mediate negative perceptions that might arise, such as:
  - a) Accelerating the alignment of work standards, such as preparing company guidelines (Board of Directors Regulations) and Standard Operating Procedures (SOP) to standardize work management after the merger.
  - b) Provision of standard work equipment and information technology systems to improve working conditions and accelerate employee work administration.
  - c) Alignment/standard of employee welfare components after the merger.
  - d) Programs should support the alignment and preparation of employee career patterns and appropriate organizational structures to increase employee competence. This is important as an effort to balance employee competency standards in each region of origin and create superior human resources within PT Pelindo (Persero).
  - e) Routine socialization and direction from the highest management to all employees regarding the company's future direction, post-merger programs, and the company's business prospects. This needs to be supported by the precise delivery of instructions regarding the work details from the leaders to the staff to improve communication after the merger.
  - f) To improve social communication, carry out activities that strengthen the relationship between employees from the origin company.

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