
Analysis Of the Influence of Job Insecurity and Organizational Commitment on Turnover Intention and Its Impact on The Performance of Contract Workers in Aceh Apparatus Work Unit

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Abstract

This study aims to examine the analysis of the job insecurity and organizational commitment effect on turnover intention and its impact on the performance of contract workers in the Aceh Apparatus Work Unit (SKPA). This research was conducted on 55 SKPAs, with a population of 10,073 contract workers. The sample was determined proportionally in each SKPA, so that 351 people were obtained as respondents. Data collection was carried out by distributing questionnaires, with the answer format using a Likert scale. The model was tested using SEM-AMOS. The results prove that for contract workers at SKPA, job insecurity significantly affects performance; job insecurity significantly affects turnover intention; job insecurity significantly affects performance through turnover intention; organizational commitment significantly affects performance; organizational commitment significantly affects turnover intention; organizational commitment significantly affects performance through turnover intention; and turnover intention significantly affects performance. These results also validate that turnover intention is a partial mediating variable, which means that job insecurity and organizational commitment can affect performance directly, or through turnover intention as a mediator.

Keywords: Job insecurity, Organizational Commitment, Turnover Intention, Employee Performance

1. Introduction

The good or bad performance of an organization is very dependent on the results of employee performance. Employees also consist of employees with permanent status and employees with contract status (non-permanent). In government agencies, there are cases where the role of non-permanent/contract employees in improving organizational performance is very large. This happens because of the delegation of authority from permanent employees, both by regulation and unilaterally. Therefore, it is very important for the government or the leadership of the organization to always provide support and attention so that the performance of these contract employees can continue to improve. Employee turnover from the organization is an important phenomenon in organizational life. One of the problems in human resources that often occur and interfere with company performance is employee turnover. Turnover intention is how much you want to leave the company/organization. There is another attitude that people have when they want to find a new job and consider the possibility of finding a better job elsewhere. Of the many undisciplined behaviors, the most common is absent from work and often late for various reasons. This indicates a turnover intention in the workplace. If this happens to contract

workers from the Government of Aceh, the employee's performance will certainly deteriorate. Employee performance is one of the determining factors for organizational success.

To obtain the resources needed by the institution, it must pay attention to several dimensions including: what will employees get from the organization, where will it be obtained, how to get more attention from employees, what can the organization provide for the continuation of the work of employees, especially contract employees, how to select these employees so that employees those recruited are competent so that the employees who have been recruited work well and there is no desire to move (turnover intention), because the employee's desire to move is very detrimental to the organization, moreover the employee has been given training in skills which are owned. Thus, it is clear that the turnover intention will have a negative impact on the organization because it creates instability in the working conditions of employees and a working atmosphere that is not conducive. Based on data obtained from the Aceh Personnel Agency in 2022, it is known that up to 1,420 contract employees have quit or moved to other workplaces caused by various factors, including moving to become private employees, continuing their studies, getting married, job insecurity, organizational commitment, work pressure and so forth.

2. Literature

Employee Performance

In this study, employee performance will only be referred to as "performance", for brevity. Employee performance describes individual actions or behaviors that are relevant to organizational goals (Landy & Conte, 2019). Minister of State Apparatus (MENPAN RB) Regulation No. 38 of 2017 defines employee performance as the results achieved by employees in their work. Improving employee performance will have a positive impact on agencies/companies (Steers, 2013); (Swanson & Holton, 2014). Performance is a result of work in quality and quantity following the responsibilities given (Diamantidis & Chatzoglou, 2019). (Aktar, Sachu, & Ali, 2012) states that performance is a result achieved by a person in carrying out tasks entrusted to be completed by the leader to his subordinates based on his background and track record at work. Performance is the result achieved by each Civil Servant in the organization/unit according to the employee performance system and work behavior Government Regulation (PP) Number 30 of 2019. According to (Atatsi, Curşeu, Stoffers, & Kil, 2020) Performance is the result of carrying out duties and obligations.

Turnover intention

The desire to move (Turnover Intention) is an attitude tendency in which an employee has the possibility to leave the organization voluntarily (Bluedorn, 1982); (Grant, Cravens, Low, & Moncrief, 2001). According to (Mobley, Horner, & Hollingsworth, 1978) in (Grant et al., 2001) The desire to move can be used as an early symptom of turnover in a company. According to (Mobley et al., 1978) in (Muchinsky, 1993) regarding employee turnover, the thought of quitting work begins with thoughts and intentions to stop working and make efforts to find a new job. Turnover according (Dalton & Todor, 1979) in (Feinstein & Vondrasek, 2001) can disrupt the process of communication, and productivity, and reduce satisfaction for employees who still survive. According to (Bedeian & Armenakis, 1981); (Netemeyer, Johnston, & Burton, 1990) in (Grant et al., 2001), The more commitment is achieved, it is hoped that will reduce the employee's intentions and goals to leave the organization. Johnson et al, (1990) in

(Grant et al., 2001) found a negative relationship between commitment and turnover intention. This result is also supported by (Babakus, Cravens, Grant, Ingram, & LaForge, 1996); (Netemeyer et al., 1990); and (Sager, 1994) in (Grant et al., 2001).

Job Insecurity

According to (Hanafiah, 2013), Job insecurity is a feeling of tension, anxiety, worry, stress, and feeling uncertainty concerning the nature and existence of the next job that is felt by workers. (Smithson & Lewis, 2000) Explaining job insecurity is the psychological condition of an employee who shows confusion or feels insecure due to changing environmental conditions (perceived impermanence). According to (Sverke & Hellgren, 2002), Job insecurity is the insecurity one feels about continuing work and important aspects related to the job itself. Meanwhile, according to (Halungunan, 2015), Job insecurity is a person's subjective view of situations or events that threaten the job at work. According to (Audina & Kusmayadi, 2018) Job Insecurity is a situation where workers feel insecure when carrying out their duties and can cause tension at work.

Organizational Commitment

In this study, organizational commitment will only be referred to as "commitment". Commitment is a condition where employees are very interested in the goals, values, and goals of the organization. Commitment means more than just formal membership because it includes an attitude of liking the organization and a willingness to exert a high level of effort for the benefit of the organization to achieve goals (Mowday, Porter, & Steers, 2013). (Kaswan & Akhyadi, 2017) explained that commitment is a measure of an employee's willingness to stay with a company in the future. (Kreitner & Kinicki, 2014) states that commitment reflects how individuals identify themselves with the organization and are bound to its goals. (Mowday et al., 2013) and (Luthans, 2006) defines commitment as a strong desire to become a member of a particular organization. (Sianipar & Haryanti, 2014) and (Kreitner & Kinicki, 2014) and (Mathis & Jackson, 2019) also states that commitment is the degree to which employees believe and are willing to accept the goals of the organization and will remain or will not leave the organization. In this study, commitment will only be referred to as "commitment".

Research Model and Hypothesis

The author formulates a study model framework and hypotheses as follows.

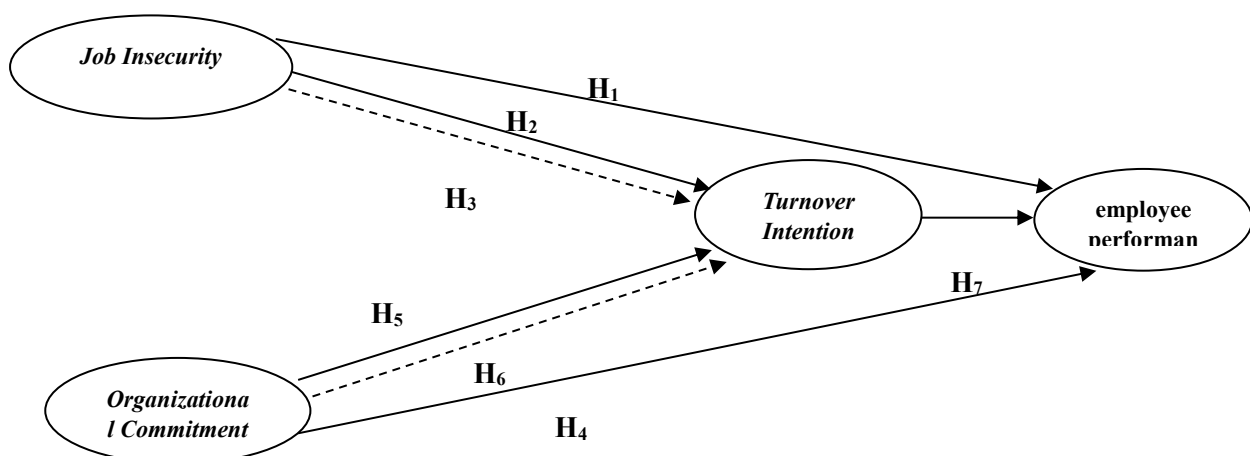


Figure 1. Influence Between Variables

H1: Job Insecurity significantly affects performance.

H2: Job Insecurity significantly affects Turnover Intention.

H3: Job insecurity significantly affects performance through turnover intention as a mediator variable.

H4: Commitment significantly affects performance.

H5: Commitment significantly affects Turnover Intention.

H6: Commitment significantly affects performance through turnover intention as a mediating variable.

H7: Turnover intention significantly affects performance.

Novelty

Research related to job insecurity, turnover intention, and performance has been conducted previously by (Karomah, 2019) with the research title The Job Satisfaction and Job Insecurity effect on Turnover Intentions, but this research has differences from this research. This study aims to find out how the influence of Job Satisfaction and Job Insecurity on the Turnover intention of contract employees at School X. In this study, the dependent variable was used job satisfaction, while in this research the dependent variable was commitment. Another difference that this research has with previous research conducted by (Karomah, 2019), namely on the object of research. Research conducted by (Karomah, 2019) on school contract employees X, this research was conducted in only one agency while this research sample was taken proportionally from 55 Aceh Work Units

3. Method

This research was conducted at the Aceh Apparatus Work Unit (SKPA) in Aceh Province, Indonesia, which consisted of 55 SKPAs. The variables to be examined which act as independent variables were (X1) Job Insecurity and (X2) Commitment, the dependent variable (Z) was Performance, and the mediating variable was (Y) Turnover intention. The population was all contract employees at SKPA, totaling 10,073 people. To determine how many contract workers will be sampled in each SKPA, it was taken proportionally to each SKPA. Probability Proportional sample size is a sampling technique that is selected in proportion to the total size of the population. Proportionate samples were taken in the following way.

Table 1. Sample Determination Criteria

Range (Number of Contract Workers)	Sample
1 – 20	1
21 – 40	2
41 – 60	3
61 – 80	4
81 – 100	5
101 – 120	6
121 – 140	7
141 – 160	8
161 – 180	9
181 – 200	10
201 – 250	11
251 – 300	12
301 – 350	13

Range (Number of Contract Workers)	Sample
351 – 400	14
400 – 450	15
451 – 500	16
501 – 550	17
501 – 600	18
650 – 700	19
750 – 800	20
801 – 850	21
850 – 900	22
900 – 1000	23
1001 – 1500	24
1501 – 2000	25

The total number of Contract Workers and the sample taken proportionally are provided below.

Table 2. Research Sample

No	Agency	Total Number of Contract Workers	Number of Samples
1	Aceh Education Office	511 people	17
2	Secretariat of the Aceh Education Council	14 people	1
3	Aceh Dayah Education Office	531 people	17
4	Aceh Civil Service Agency	35 people	2
5	Aceh Islamic Sharia Office	215 people	11
6	Secretariat of the Aceh Traditional Council	23 people	2
7	Secretariat of the Wali Nanggroe Aceh Institute	81 people	5
8	Secretariat of the Aceh Ulama Consultative Assembly	47 people	3
9	Aceh Human Resource Development Agency	68 people	4
10	Aceh Youth and Sports Service	132 people	7
11	Aceh Library and Archives Service	74 people	4
12	Aceh Inspectorate	13 people	1
13	Secretariat of the Aceh Reintegration Agency	70 people	4
14	Aceh National Unity and Politics Agency	45 people	3
15	Secretariat of the Aceh People's Representative Council	269 people	12
16	Civil Service Police Unit and Wilayatul Hisbah Aceh	789 people	20
17	Aceh Government Liaison Agency	63 people	4
18	Aceh Women's Empowerment and Child Protection Service	46 people	3
19	Gampong Aceh Community Empowerment Service	42 people	3
20	Aceh Population Registration Office	33 People	2
21	social services	233 People	11
22	Aceh Health Office	132 People	7
23	BLUD Zainal Abidin General Hospital	1522 People	25
24	BLUD Mother and child hospital	195 People	10

No	Agency	Total Number of Contract Workers	Number of Samples
25	BLUD Psychiatric hospital	121 People	7
26	Aceh Maritime Affairs and Fisheries Service	96 People	5
27	Aceh Agriculture and Plantation Service	316 People	13
28	Aceh Food Service	53 People	3
29	Aceh Animal Husbandry Service	84 People	5
30	Aceh Energy and Mineral Resources Office	23 People	2
31	Aceh Industry and Trade Office	30 People	2
32	Aceh Cooperatives and SMEs Office	39 People	2
33	Aceh Culture and Tourism Office	97 People	5
34	Office of Manpower and Population Mobility of Aceh	88 People	5
35	Aceh One Stop Investment and Services Agency	56 People	3
36	Baitul Mal Aceh Secretariat	31 People	2
37	Aceh Financial Management Agency	362 People	14
38	Aceh regional development planning agency	79 People	4
39	Aceh Public Works and Spatial Planning Office	379 People	14
40	Aceh Transportation Service	224 People	11
41	Aceh Land Office	23 People	2
42	Aceh People's Housing and Settlement Area Office	205 People	11
43	Aceh Communication, Informatics and Encryption Office	60 People	3
44	Aceh Irrigation Service	130 People	7
45	Aceh Environment and Forestry Service	1840 People	25
46	Aceh Disaster Management Agency	59 People	3
47	Legal Bureau	11 People	1
48	Special Bureau	14 People	1
49	Development Bureau	12 People	1
50	Service Goods Bureau	27 People	2
51	Economic Bureau	5 People	1
52	General Bureau	362 People	14
53	Organizational Bureau	5 People	1
54	Leadership Administration Bureau	48 People	3
55	Governance Bureau	11 People	1
Total		10073 People	351

Source: Aceh Civil Service Agency, (2022) (Data processed)

Questionnaires were distributed to all samples in the context of collecting research data. Data was measured with a Likert scale and analyzed using the SEM-AMOS statistical tool. In this study, the researcher builds a construct for each of the variables studied based on previous theories, and the binding provisions for measuring the performance of the employees studied, namely:

- a. Employee performance was measured by indicators as stated in Permenpan RB No 38 of 2017, namely 1) integrity, 2) cooperation, 3) communication, 4) result orientation, and 5) development of self and others.

- b. Turnover intention was measured by indicators as disclosed by (Paaisal, Tabroni, & Maksum, 2018) namely 1) increased absenteeism, 2) laziness to work, 3) increased violation of rules, 4) consideration of leaving work, 5) consideration of finding a new job, 6) increased protests against superiors, 7) positive behavior that is very different from usual.
- c. Job insecurity was measured using indicators as disclosed by (Ashford, Lee, & Bobko, 1989) namely 1) insecurity about the future of work, 2) the meaning of work for employees, 3) the belief that employees can keep a job, 4) the possibility of losing a job soon, 5) worry about losing a job.
- d. Commitment was measured using indicators as disclosed by (Busro, 2018) namely: 1) loyalty to the organization, 2) willingness to use efforts for the benefit of the organization, 3) calculating the benefits of continuing to work in the organization, 4) calculating the losses if leaving the organization, 5) willingness to work, 6) responsibility for advancing the organization

4. Result

Direct Hypothesis

The results of data processing are shown below.

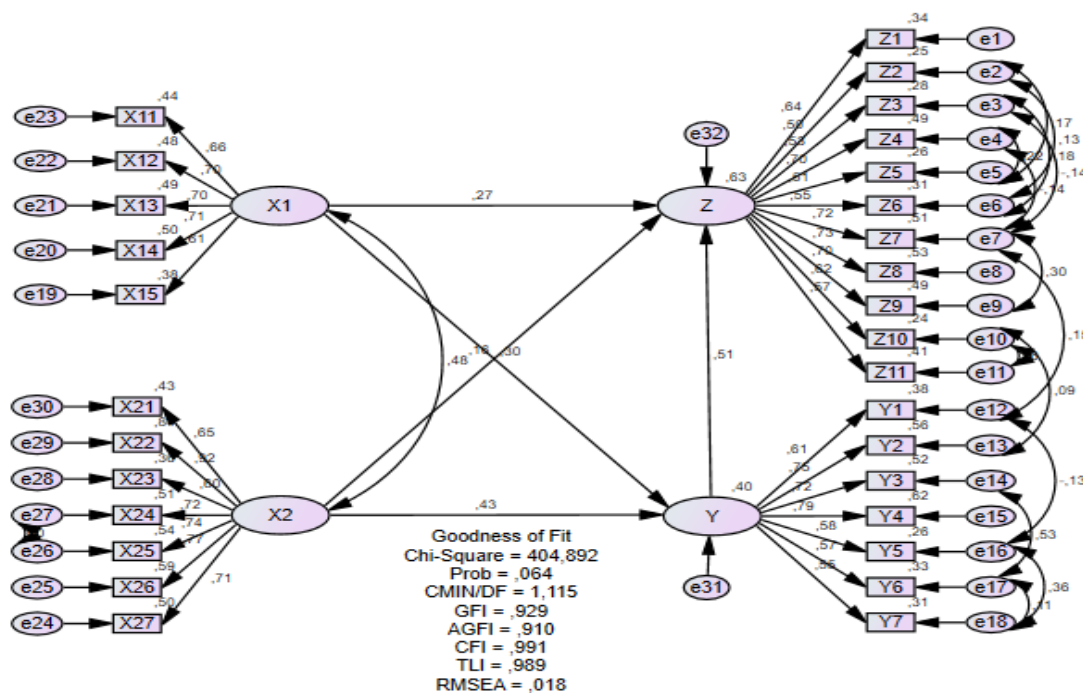


Figure 2. Structural Test

Based on the SEM test, the results obtained from direct hypothesis testing are presented below.

Table 3. Regression Weights

			Estimate	S.E.	C.R.	P
Y	<---	X2	0.276	0.043	6.377	0.000
Y	<---	X1	0.264	0.060	4.374	0.000
Z	<---	X1	0.251	0.060	4.154	0.000

			Estimate	S.E.	C.R.	P
Z	<---	X2	0.104	0.037	2.804	0.005
Z	<---	Y	0.534	0.085	6.321	0.000

Table 3 above formulates the statistical equations below.

$$Y = 0.264 X1 + 0.276 X2$$

$$Z = 0.251 X1 + 0.104 X2 + 0.534 Y$$

Explanation of hypothesis testing is explained as follows.

H1: Job Insecurity (X1) on Performance (Z)

The job insecurity (X1) effect test on performance (Z) obtained a CR value (4.154) > 1.96 with a P value (0.000) < 0.05. This means that job insecurity (X1) significantly affected performance (Z). The Job Insecurity (X1) role in Performance (Z) is 0.251 or 25.1%. These results reveal that increasing the level of job insecurity (X1) will further increase performance (Z). The results of calculating the average condition of job insecurity which is a good category, means that it is true that the respondents of this research, namely SKPA contract employees, on average experience job insecurity. The calculation result of the average performance is obtained which is a good category, meaning that the average research respondent has a good performance. Job insecurity influenced performance positively, this condition means that even though the research respondents experienced job insecurity, they still gave good performance at the institution where they worked.

H2: Job Insecurity (X1) against Turnover intention (Y)

The job insecurity (X1) effect test on turnover intention (Y) obtained a CR value (4.374) > 1.96 with a P value (0.000) < 0.05. That is, job insecurity (X1) significantly affected the increase in turnover intention (Y). The job insecurity (X1) role in turnover intention (Y) is 0.264 or 26.4%. These results reveal that better job insecurity (X1) will contribute positively and significantly to the increase in turnover intention (Y). Increasing the condition of job insecurity felt by employees will also increase the possibility of employees' intention to do the turnover.

H3 : Job Insecurity (X1) on Performance (Z) through Turnover intention (Y)

Testing the turnover intention on the role model of Job Insecurity on Performance is as follows:

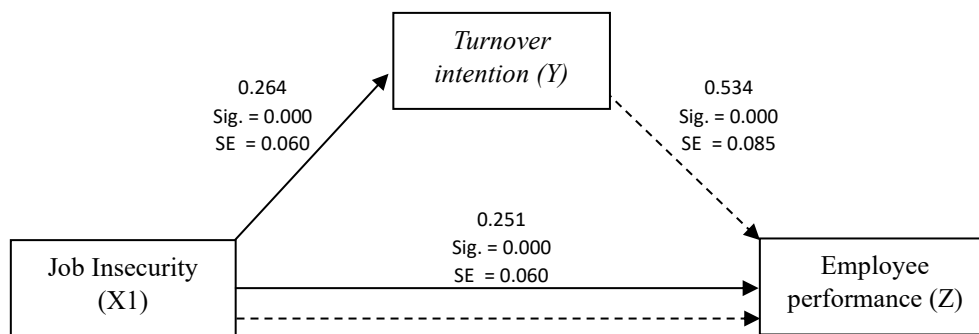


Figure 3. Turnover Intention on the Mediation Model 1

The calculation through Sobel yields a value of 3.603 and $P(0.000) < 0.05$. This means that turnover intention (Y) significantly mediated job insecurity (X1) effect on performance (Z). Because turnover intention (Y) can be a mediator significantly, besides that job insecurity (X1) significantly affected performance (Z) directly, the role of turnover intention (Y) mediated the job insecurity (X1) effect on performance (Z) was proven as a partial mediation. Partial mediation means that by involving turnover intention (Y), directly or indirectly job insecurity (X1) can significantly affect performance (Z). Based on Figure 3, the Sobel values are in Figure below.

Input:		Test statistic:	Std. Error:	p-value:
a	0.264	Sobel test: 3.6039862	0.03911669	0.00031337
b	0.534	Aroian test: 3.57373969	0.03944775	0.00035192
s _a	0.060	Goodman test: 3.63501391	0.0387828	0.00027797
s _b	0.085	Reset all	Calculate	

Figure 4. Sobel test on the effect of turnover intention in the Mediation 1 model

The results showed that turnover intention was able to mediate the job insecurity effect on performance. In analyzing the job insecurity effect on performance, turnover intention play a role as partially mediating. The job insecurity direct effect on turnover intention is a significant positive effect, as well as the turnover intention's direct effect on performance, is a significant positive effect. The influence given by job insecurity on performance is positive. The positive influence is stated as if the condition of job insecurity increases, then performance also increases. One of the indicators to measure job insecurity in this research is the existence of a circular regarding the dismissal of contract workers. This is almost felt by some SKPA contract employees. Even though contract employees experience job insecurity, they still have good performance at work. The sense of responsibility for the work that has been given by the agency where they work is one of the indicators that make their performance good.

H4: Commitment (X2) to Performance (Z)

Based on the test results, the commitment (X2) effect test on performance (Z) shows CR (2.804) > 1.96 and $P(0.005) < 0.05$. That is, Commitment (X2) significantly affected Performance (Z). The Commitment (X2) role in Performance (Z) is 0.104 or 10.4%, explaining that increasing the level of Commitment (X2) will further improve Performance (Z). The stronger the level of commitment of an employee in his institution, the better the performance conditions are likely to be.

H5: Commitment (X2) to Turnover intention (Y)

The effect of Commitment (X2) on Turnover intention (Y) based on the test results showed a value of CR (6.377) > 1.96 and $P(0.000) < 0.05$. That is, commitment (X2) significantly affected the increase in turnover intention (Y). The Commitment (X2) role in Turnover intention (Y) is 0.276 or 27.6%. These results reveal that a strengthening level of commitment (X2) will further increase the turnover intention (Y). The usual condition of commitment has a negative effect on turnover intention. However, in this research, there is a positive influence between commitment and turnover intention, this can be interpreted that contract employees at

SKPA continue to carry out their commitments well, even though they will later make the turnover intention.

H6: Commitment (X2) to Performance (Z) through Turnover intention (Y)

Testing the turnover intention on the Commitment effect on the Performance model is explained as follows:

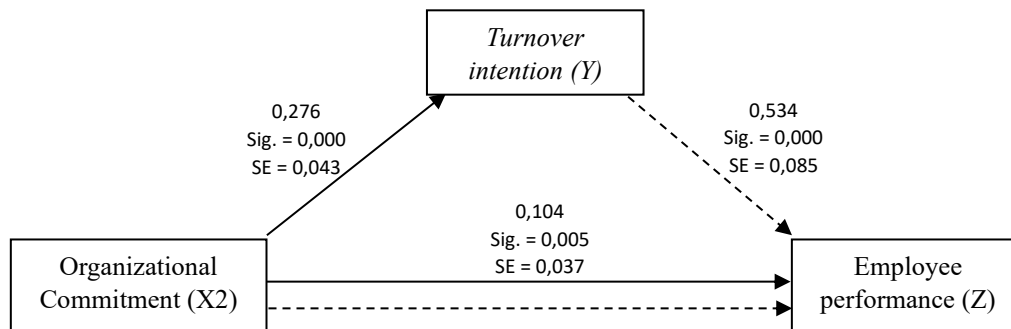


Figure 5. Turnover Intention on the Mediation Model 2

The Sobel calculation yields a value of 4.489 and a P value (0.000) < 0.05. This means that turnover intention (Y) had a significant role as a mediator of the commitment (X2) on performance (Z). Because turnover intention (Y) significantly affected as a mediator, commitment (X2) significantly affected performance (Z) directly, then turnover intention (Y) role in the commitment (X2) effect on performance was partially mediating. Partial mediation means that by involving turnover intention (Y), directly or indirectly commitment (X2) can significantly affect performance (Z). Based on Figure 5, the Sobel value is shown below.

Input:		Test statistic:		Std. Error:	p-value:
a	0.276	Sobel test:	4.48969151	0.0328272	0.00000713
b	0.534	Aroian test:	4.46211886	0.03303005	0.00000812
s _a	0.043	Goodman test:	4.51778169	0.03262309	0.00000625
s _b	0.085	Reset all	Calculate		

Figure 6. Turnover Intention on the Mediation Model 2

The results of the study explain that turnover intention can mediate the commitment effect on performance. Turnover intention is partially mediating in the analysis of the commitment effect on performance. The direct effect of commitment direct effect on turnover intention is a significant positive effect, as well as the direct influence of turnover intention on performance which is a significant positive effect. Based on the theory stated by Holzer, Stoll, and Wissoker (2004) that the way to reflect high turnover intentions among employees is by not carrying out their duties and responsibilities as they should. When tasks and responsibilities are not carried out properly, it will give poor performance. In contrast to the results of this research, where the existence of turnover amid the commitment influence on performance has a positive influence. This can be indicated that the turnover intention felt by SKPA contract employees does not have a negative influence on employee performance, instead, it has a positive influence on performance because they still have a sense of responsibility for the workload that has been entrusted.

H7: Turnover intention (Y) to Performance (Z)

Based on the test results, the turnover intention (Y) effect test on performance (Z) shows a CR (6.321) > 1.96 and P (0.000) < 0.05. That is, turnover intention (Y) significantly affected performance (Z). The magnitude of the influence of turnover intention (Y) on performance (Z) is 0.534 or 53.4%. These results reveal that the stronger the turnover intention (Y), the higher the performance (Z). This reveals that even though the increasing number of employees who leave and enter the SKPA institution still plays a role in improving performance.

5. Conclusion

The results prove that for Contract Workers at SKPA, job insecurity significantly affects performance; job insecurity significantly affects turnover intention; job insecurity significantly affects performance through turnover intention; commitment significantly affects performance; commitment significantly affects turnover intention; commitment significantly affects performance through turnover intention; and turnover intention significantly affects performance. These results also validate that turnover intention is a partial mediating variable, which means that job insecurity and commitment can affect performance directly, or it could be through turnover intention as a mediator. These findings also explain that the employee performance improvement model in SKPA is a function of increasing job insecurity, increasing work commitment, and increasing turnover intention. The results of this causality model test contribute academically to the strengthening of the theory and the development of further research. Future research can add other variables to be combined with the findings of this model, such as digital competence and emotional intelligence of employees. Models can also contribute to the development of strategies for practitioners, especially in this case the subject of research, namely SKPA. The SKPA leaders get an overview of the findings which can be useful for developing strategies to improve employee performance in the future.

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