

The Influence of Job Insecurity and Job Satisfaction on Organizational Commitment among Female Contract Operators in the Weaving Department of PT X, Cimahi City

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Abstract

Keywords:

Job Insecurity, Job Satisfaction, Organizational Commitment

Direct labor has an important role in supporting the smooth running of the production process. A textile manufacturing company located in Cimahi City requires skilled human resources to perform their work. Organizational commitment is an essential element in human resource management to achieve organizational goals. The factors that influence organizational commitment are job insecurity and job satisfaction. This study aims to determine the effect of job insecurity and job satisfaction on organizational commitment among female contract operators in the Weaving Department of PT X, both partially and simultaneously. This study uses a quantitative approach, employing quantitative descriptive and quantitative associative analysis methods. The data collection methods used in this study are questionnaires and interviews. The respondents in this study comprised 79 female contract operators in the Weaving Department of PT X. The measurement scale in this study used a semantic differential. The measurement testing techniques used were validity and reliability tests. Furthermore, the data analysis used included classical assumption tests, multiple linear regression tests, the coefficient of determination (R^2), and hypothesis testing, processed using SPSS version 27. The results of the study showed that job insecurity has no effect on organizational commitment, and job satisfaction has a positive effect on organizational commitment. Moreover, job insecurity and job satisfaction simultaneously have a significant effect on organizational commitment.

INTRODUCTION

The textile and textile products (TPT) industry is a leading sector that contributes significantly to Indonesia's economic growth. According to data from the Indonesian Ministry of Industry, the textile and apparel industry demonstrated exceptional performance throughout 2019, with growth reaching 15.35% (Kemenperin RI, 2020). This success demonstrates consistent growth and the sector's ability to maintain performance amidst global economic dynamics and challenges.

As part of this industry, a textile company located in Cimahi City plays a role in maintaining the growth momentum of the textile sector in Indonesia. With experience since 1978, PT X focuses on producing quality textiles through customer-centricity and quality assurance. This success is largely determined by the effectiveness of human resource management, making human resource management a crucial aspect for the company.

High quality human resources will improve employee performance (Zulfahmi et al., 2024). However, performance is not only influenced by individual abilities, but also by the level of commitment to the organization (Ginancar & Berliana, 2021). Organizational commitment is an employee's attitude of loyalty towards the organization, by remaining in the organization, helping to achieve the organization's goals and not having the desire to leave the organization for any

reason (Yusuf & Syarif, 2017). Employees with high commitment tend to have low absenteeism rates, so they are more focused, productive, and have a positive impact on organizational performance (Hidayati et al., 2024).

The following is the absence data for 79 female contract operators in the Weaving Department of PT X for the period January – December 2024 as follows:

Table 1 Data on Absence of Female Contract Operators in the Weaving Department of PT X 2024

No	Month	Employee Absence Data (Times)
1	January	37
2	February	16
3	March	17
4	April	10
5	May	24
6	June	26
7	July	23
8	August	22
9	September	20
10	October	22
11	November	20
12	December	23
	Total	260

Source: PT X Personnel, Reprocessed, 2025.

Based on the data, a total of 260 cases of absenteeism were recorded throughout 2024, which clearly indicates the low organizational commitment to female contract operators in the Weaving Department of PT X. High employee absenteeism can be an indicator of low organizational commitment due to limited employee involvement in supporting organizational activities and goals (Diputri & Rahyuda, 2016).

Job insecurity is one of the factors that influences organizational commitment. Job insecurity is a feeling of uncertainty or insecurity due to threats to the conditions of one's current job, which causes an employee to become confused about their work (Triyono et al., 2020).

Research conducted by Risambessy (2021) stated that job insecurity has a significant negative effect on organizational commitment. However, this differs from research conducted by Afifah & Setiani (2023) which states that job insecurity has no effect on organizational commitment. The differences in previous research findings indicate a gap, which provides a strong reason to consider job insecurity as a variable for study.

Job insecurity tends to be more vulnerable to being felt by women (Hastuti & Hadi, 2022) and become a chronic problem for contract employees (Tayeb et al., 2024), especially when companies reduce their workforce for cost efficiency (Asfaw & Chang, 2020). Study Kristianingrum et al (2022) states that job insecurity damages the sense of belonging, responsibility, and trust in the company because employees feel that their interests and future certainty are no longer guaranteed.

Based on interviews with the Human Resources Department of PT X, in 2024, 192 female contract operators in the Weaving Department left the company, leaving only 79 employees. This was due to a decline in production volume, which resulted in employee contracts not being renewed. This situation could create ongoing uncertainty that could reduce organizational

commitment to employees who are still working. Thus, the high number of contract terminations is a strong indication of job insecurity.

According to Hasibuan, as quoted by Setiono & Sustiyatik (2020) Job satisfaction is an emotional attitude that is pleasant and enjoyable for one's work. Employees who are satisfied with their jobs tend to have a higher organizational commitment. According to Herzberg, Sumantri (2001) low job satisfaction is characterized by lazy work behavior.

Study by Habibah et al (2024) shows that job satisfaction has a positive effect on organizational commitment. This is different from research conducted by Hidayanto & Kurniawan (2022) which states that job satisfaction has no effect on organizational commitment. The differences in results from previous research provide a strong rationale for using job satisfaction as a variable to be studied.

The following is the data on the delays of 79 female contract operators in the Weaving Department of PT X for the period January – December 2024 as follows:

Table 2 Data on Lateness of Female Contract Operators in the Weaving Department of PT X 2024

No	Month	Employee Lateness Data (Times)
1	January	5
2	February	0
3	March	6
4	April	6
5	May	2
6	June	4
7	July	1
8	August	4
9	September	3
10	October	3
11	November	3
12	December	2
	Total	39

Source: PT X Personnel, Reprocessed, 2025.

Based on this data, the number of latenesses each month fluctuates, with a total of 39 cases recorded throughout 2024. The high level of employee lateness is one indicator of declining job satisfaction within the company (Saefullah, 2022). This phenomenon indicates a job satisfaction issue that companies need to address.

Based on the description of the research background, the objectives of this study are to determine job insecurity, job satisfaction and organizational commitment among female contract operators in the Weaving Department of PT X and to determine the influence of job insecurity and job satisfaction on organizational commitment among female contract operators in the Weaving Department of PT X both partially and simultaneously.

To clarify the influence of job insecurity and job satisfaction on organizational commitment among female contract operators in the Weaving Department of PT X, the following paradigm image can be seen:

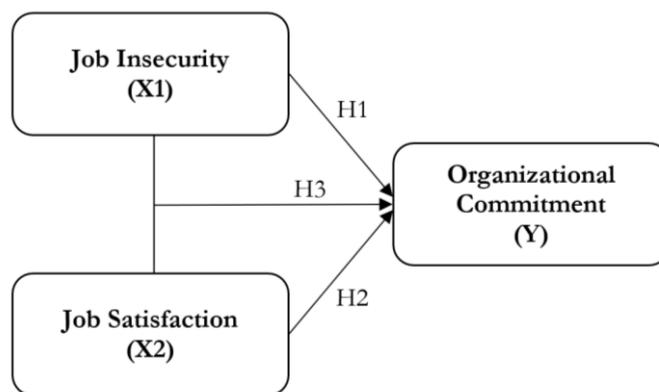


Figure 1 Research Paradigm: The Influence of Job Insecurity and Job Satisfaction on Organizational Commitment among Female Contract Operators in the Department Weaving PT X

Based on the paradigm above, so the hypothesis formulated in this study is as follows:

- H1: Job insecurity has a negative effect on organizational commitment among female contract operators in the Weaving Department PT X
- H2: Job satisfaction has a positive effect on organizational commitment among female contract operators in the Weaving Department PT X
- H3: Job insecurity and job satisfaction have an effect on organizational commitment among female operators contract in the Weaving Department PT X

METHODS

This research uses a quantitative approach, employing quantitative descriptive and quantitative associative analysis methods. The indicators for each research variable are as follows:

Table 3 Operationalization of Variables

Variables	Sub Variables	Indicator
Job Insecurity (X1)	Threat of overall job loss	- Employee concerns about the possibility of losing their jobs. - Employee anxiety due to uncertainty about employment status (contract).
	Threats to aspects of work	- Employee concerns about the uncertainty of opportunities to be appointed as permanent employees. - Employee concerns about potential changes in company policy that could reduce job stability.
	Powerlessness	- The inability of employees to maintain employment amidst uncertain conditions. - The inability of employees to prevent threats that affect work.
Job Satisfaction (X2)	Turnover	- The employee's desire to leave the company. - The tendency of employees to seek job vacancy information elsewhere.

Variables	Sub Variables	Indicator
	Work absence rate	<ul style="list-style-type: none"> - The level of employee absence without clear reason (absenteeism). - The level of employee motivation to always be present at work.
	Employment level	<ul style="list-style-type: none"> - Opportunities for employees to convey work-related ideas. - The suitability between the workload and the abilities of the employee. - The suitability between workload and the compensation received by employees.
	Size of company organization	<ul style="list-style-type: none"> - Clarity of direction from superiors to subordinates. - Smooth communication with coworkers. - Opportunities/opportunities for employees to participate in work activities in the company.
Organizational Commitment (Y)	Affective commitment	<ul style="list-style-type: none"> - The employees desire to continue working at the company is due to an emotional bond. - The alignment between the employee's personal values and the values adopted by the company.
	Continuance commitment	<ul style="list-style-type: none"> - The level of need to stay in the company because of the difficulty of finding another job. - Employees concerns about a drastic loss of income if they leave the company.
	Normative commitment	<ul style="list-style-type: none"> - The level of employee loyalty to remain in the company. - The level of obligation to remain in the company as a form of gratitude for the kindness received.

Data collection was conducted through interviews and questionnaires distributed to respondents. The study population consisted of 79 female contract operators in the Weaving Department of PT X, all of whom were used as research respondents. The measurement scale in this study used semantic differential. The measuring instrument testing techniques used were validity and reliability tests. Furthermore, the data analysis used was the classical assumption test which included the normality test (Kolmogorov-Smirnov), multicollinearity test ($VIF < 10$ and tolerance > 0.100), and heteroscedasticity (Glejser test). Then, the multiple linear regression test, coefficient of determination (R^2) and hypothesis test were processed using SPSS version 27.

In descriptive analysis, the criteria used aim to present a clear, systematic, and comprehensive picture of the relationships between the variables being studied. The criteria used in conducting descriptive analysis are as follows:

Table 4 Criteria for Respondents Attitudes Towards Job Insecurity and Job Satisfaction Variables and Organizational Commitment

Interval	Job Insecurity	Job satisfaction	Organizational Commitment
1.00 – 1.80	Very Low	Very Dissatisfied	Very weak
1.81 – 2.60	Low	Not Satisfied	Weak
2.61 – 3.40	Moderate	Enough	Moderate
3.41 – 4.20	High	Satisfied	Strong
4.21 – 5.00	Very High	Very satisfied	Very strong

In associative analysis, the coefficient of determination is used to calculate how well a model describes variation in the dependent variable. The guidelines for interpreting the coefficient of determination are as follows:

Table 5 Guidelines for Providing Interpretation of the Coefficient of Determination

Coefficient of Determination Interval	Level of Influence
< 4.99%	Very Low Influence
5% - 15.99%	Low But Definitely Significant Influence
17% - 49.99%	Quite Significant Influence
50% - 80.99%	High/Strong Influence
>81%	Very High Influence

Source: Suprianto in Fitrianiingsih & Budiansyah (2019)

RESULTS AND DISCUSSION

A. Validity Test

Table 6 Validity Test Results

Variables	Statement	r-value	r-table	Information
Job Insecurity (X1)	X1.1	.576	.221	Valid
	X1.2	.545	.221	Valid
	X1.3	.509	.221	Valid
	X1.4	.546	.221	Valid
	X1.5	.282	.221	Valid
	X1.6	.363	.221	Valid
Job Satisfaction (X2)	X2.1	.393	.221	Valid
	X2.2	.425	.221	Valid
	X2.3	.588	.221	Valid
	X2.4	.559	.221	Valid
	X2.5	.419	.221	Valid
	X2.6	.656	.221	Valid
	X2.7	.484	.221	Valid
	X2.8	.506	.221	Valid
	X2.9	.467	.221	Valid
	X2.10	.646	.221	Valid
Organizational Commitment (Y)	Y.1	.375	.221	Valid
	Y.2	.440	.221	Valid
	Y.3	.481	.221	Valid
	Y.4	.586	.221	Valid
	Y.5	.416	.221	Valid
	Y.6	.600	.221	Valid

Source: Processed Data SPSS Version 27, Reprocessed, 2026.

Based on Table 6, the validity test results indicate that all statements in the questionnaire are valid because each calculated r -value is greater than r -table (0.221). This means that the measurement instrument used to collect data in this study is capable of measuring the variables that should be measured.

B. Reliability Test

Table 7 Reliability Test Results

Variables	Cronbach's Alpha	N of Items	Information
Job Insecurity (X1)	0.807	6	Reliable
Job Satisfaction (X2)	0.775	10	Reliable
Organizational Commitment (Y)	0.672	6	Reliable

Source: Processed Data SPSS Version 27, Reprocessed, 2026.

The results of the reliability test indicate that all variables are reliable, achieving a Cronbach's Alpha value > 0.60 . This means that the measurement instruments used to collect data in this study are consistent and reliable.

C. Quantitative Descriptive Analysis

Table 8 Total Average Respondents Responses to Statements Regarding Job Insecurity Variable

Sub Variables	Total Average	Criteria
Threat of overall job loss	4.27	Very Worried
Threats to aspects of work	3.75	Worry
Powerlessness	3.49	Helpless
Total Average Score	$(4.27 + 3.75 + 3.49) / 3 = 3.84$	
Job Insecurity		High

Source: Questionnaire, Reprocessed, 2026.

Based on the results of quantitative descriptive analysis on each sub-variable of job insecurity in female contract operators in the Weaving Department of PT X, overall has a total average score of 3.84, including the high criteria. This is indicated by the sub-variables of job insecurity, namely the threat of losing the job as a whole with the criteria of very worried, threats to aspects of the job with the criteria of worried, and powerlessness with the criteria of helpless. This condition stems from employee anxiety regarding the continuation of the work contract due to the decline in production volume in the company.

Table 9 Total Average Respondents Responses to Statements Regarding Job Satisfaction Variables

Sub Variables	Total Average	Criteria
Turnover	3.39	Moderate
Work absence rate	4.04	Low
Employment level	3.36	Quite Appropriate
Size of company organization	3.96	Good
Total Average Score	$(3.39 + 4.04 + 3.36 + 3.96) / 4 = 3.69$	
Job satisfaction		Satisfied

Source: Questionnaire, Reprocessed, 2026.

After calculating the total average of each sub-variable of job satisfaction for female contract operators in the Weaving Department of PT X, the overall average score was 3.69,

including the satisfied criteria. This is indicated by the sub-variables of job satisfaction, namely turnover with moderate criteria, the level of work absence with low criteria, the level of work with quite appropriate criteria, and the size of the company organization with good criteria. This reflects the positive perception of employees towards various aspects such as the work itself, the work environment, the compensation received and the established working relationships.

Table 10 Total Average Respondents Responses to Statements Regarding Organizational Commitment Variables

Sub Variables	Total Average	Criteria
Affective commitment	3.40	Moderate
Continuance commitment	4.25	Very strong
Normative commitment	3.83	Strong
Total Average Score	(3.40 + 4.25 + 3.83) / 3 = 3.82	
Organizational Commitment		Strong

Source: Questionnaire, Reprocessed, 2026.

Furthermore, after calculating the total average of each organizational commitment variable for female contract operators in the Weaving Department of PT X, the overall average score was 3.82, including in the strong criteria. This is indicated by the organizational commitment sub-variables, namely affective commitment with moderate criteria, continuance commitment with very strong criteria, and normative commitment with strong criteria. This high number is dominated by the continuance commitment dimension. Employees remain in the organization because they consider economic needs and the limitations of other job alternatives, even though they are in working conditions that are not completely safe.

The descriptive analysis of the three research variables showed that job insecurity had the highest average score of 3.84. Conversely, job satisfaction had the lowest average score of 3.69, although this figure remained in the satisfied category.

D. Classical Assumption Test

Table 11 Classical Assumption Test Results

Normality Test		
	Unstandardized Residual	
Asymp. Sig. (2-tailed)	.200c,d	
Multicollinearity Test		
Variables	Collinearity Statistics	
	Tolerance	VIF
Job Insecurity (X1)	.924	1.082
Job Satisfaction (X2)	.924	1.082
a. Dependent Variable: Organizational Commitment (Y)		
Heteroscedasticity Test		
Variables	t	Sig.
Job Insecurity (X1)	.924	1.082
Job Satisfaction (X2)	.924	1.082
a. Dependent Variable: ABS_RES		

Source: Processed Data SPSS Version 27, Reprocessed, 2026.

Next, a basic assumption test was carried out to ensure that the regression model meets the analysis requirements. The results of the normality test using the Kormogorov-Smirnov test obtained a significance value of $0.00 > 0.05$, indicating that the data in this study were normally

distributed. The results of the multicollinearity test showed a tolerance value of $0.921 > 0.100$ and a VIF value of $1.086 < 10.00$. It can be concluded that there are no symptoms of multicollinearity, which means there is no correlation between the independent variables in the regression model. The heteroscedasticity test results then showed a significance value for the job insecurity variable of $0.193 > 0.05$ and the job satisfaction variable of $0.258 > 0.05$. This means that the data in this study did not exhibit heteroscedasticity symptoms, or the regression model did not show any variance inequality from one observation's residual to another.

E. Quantitative Associative Analysis

Table 12 Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,200	2.321		3.532	.001
X1	.190	.081	.225	2.361	.021
X2	.282	.054	.499	5.228	.000

a. Dependent Variable: Y

Source: Processed Data SPSS Version 27, Reprocessed, 2026.

Table 12 presents the results of the multiple linear regression test, which then produces the following multiple regression equation results:

$$Y = 8.200 + 0.225X1 + 0.499X2$$

1. The regression coefficient value of the job insecurity variable is 0.225. This indicates that job insecurity contributes positively to organizational commitment, with an influence of 22.5%, which is considered quite significant.
2. The regression coefficient value of the job satisfaction variable is 0.499. This indicates that job satisfaction contributes positively to organizational commitment, with an influence of 49.9%, which is considered quite significant.

Table 13 Results of Calculation of the Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.602a	.363	.346	2.62145

Source: Processed Data SPSS Version 27, Reprocessed, 2026.

Based on table 13, the R Square value obtained was 0.363. This indicates that job insecurity and job satisfaction simultaneously influence organizational commitment by 36.3% and are included in the criteria for a significant level of influence. Meanwhile, 63.7% is explained by variables not examined in this study.

Table 14 Partial Test Results

Variables	t-value	t-table	Sig.
Job Insecurity (X1)	2.361	-1.665	0.021
Job Satisfaction (X2)	5.228	1.665	0.000

Source: Processed Data SPSS Version 27, Reprocessed, 2026.

Based on table 14, the t-value of job insecurity on organizational commitment is $2.361 > -1.665$ (t-table) with a significance value of $0.021 < 0.05$. It means that job insecurity does not affect organizational commitment. Therefore, H_0 is accepted and H_a is rejected, so the level of job insecurity does not cause changes in the level of organizational commitment. Meanwhile, the t-value of job satisfaction on organizational commitment is $5.228 > 1.665$ (t-table) with a

significance value of $0.000 < 0.05$. This means that satisfaction has a positive and significant effect on organizational commitment. Therefore, H_0 is rejected and H_a is accepted; if job satisfaction increases, organizational commitment will also increase.

Table 15 Simultaneous Test Results

Variables	F-value	F-table	Sig.
Job Insecurity and Job Satisfaction on Organizational Commitment	21.648	3.117	0.000

Source: Processed Data SPSS Version 27, Reprocessed, 2026.

Based on table 15, the F-value is $21.648 > 3.117$ (F-table) with a significance value of $0.000 < 0.05$. Thus, H_a is accepted and H_0 is rejected, meaning that job insecurity and job satisfaction have an effect on organizational commitment.

DISCUSSION

The Influence of Job Insecurity on Organizational Commitment

The results of the study indicate that job insecurity has no effect on organizational commitment. This finding is inconsistent with research conducted by Nature & Fitri (2023); Kristianingrum et al (2022); Gunawan & Ardana (2020) which states that job insecurity has a negative effect on organizational commitment.

According to data from the General Chairperson of the Association of Fiber and Filament Yarn Producers (APSyFI), as many as 60 textile factories have closed, resulting in layoffs of around 250,000 employees between 2022 and 2024. Under these conditions, It's suspected that employees fear losing their jobs and perceive that finding new ones is becoming increasingly difficult, as well as worrying about losing a steady income if they become unemployed. These conditions encourage employees to persevere, perform better, comply with regulations, and demonstrate greater loyalty to retain the company.

In research by Permatasari & Laily (2021), it is explained that employees who perceive their jobs as being under threat will be motivated to increase their engagement and work quality so that they are deemed worthy of being retained by the company as a form of proof of organizational commitment.

The Influence of Job Satisfaction on Organizational Commitment

The results of the study indicate that job satisfaction has a positive and significant effect on organizational commitment. These findings align with research conducted by Sonhaji & Romi (2025); Habibah et al (2024) which states that job satisfaction has a positive effect on organizational commitment. This means that the higher an employee's level of job satisfaction, the stronger their organizational commitment.

In research Ferdiansyah & Puspitadewi (2021) it has been explained that job satisfaction plays a crucial role in increasing organizational commitment. Employees who are satisfied with their jobs, whether in terms of wages, the work itself, relationships with coworkers, supervision, promotions, or working conditions, will experience greater comfort and engagement. This encourages employees to remain with the organization and demonstrates stronger loyalty and commitment to it.

The Influence of Job Insecurity and Job Satisfaction on Organizational Commitment

The results of the study indicate that job insecurity and job satisfaction jointly have a significant effect on organizational commitment. This means that changes in organizational commitment can be explained by changes in job insecurity and job satisfaction. These results align with research conducted by (Nurleni et al., 2020) which states that job insecurity and job satisfaction simultaneously have a significant influence on organizational commitment.

CONCLUSION

Based on the results of research and discussions that have been conducted to determine the influence of job insecurity and job satisfaction on organizational commitment among female contract operators in the Weaving Department of PT X, the following conclusions can be drawn:

1. Respondents' responses to job insecurity among female contract operators in the Weaving Department of PT X are included in the high criteria.
2. Job satisfaction among female contract operators in the Weaving Department of PT X is included in the satisfied criteria.
3. Respondents' responses to organizational commitment among female contract operators in the Weaving Department of PT X fall into the strong criteria.
4. The influence of job insecurity and job satisfaction on organizational commitment among female contract operators in the Weaving Department of PT X, both partially and simultaneously:
 - a. Job insecurity does not affect organizational commitment among female contract operators in the Weaving Department of PT X.
 - b. Job satisfaction has a positive effect on organizational commitment among female contract operators in the Weaving Department of PT X with an effect of 49.9% which is included in the quite significant criteria.
 - c. Job insecurity and job satisfaction have an influence on organizational commitment among female contract operators in the Weaving Department of PT X with an influence of 36.3% which is included in the quite significant criteria.

Based on the research results, there are several suggestions that can be considered by companies and further research as follows:

1. For companies
 - a. The level of job insecurity among female contract operators is relatively high, so companies need to manage it through policy transparency and effective communication so that employee commitment is not only sustainable, but also develops into affective commitment.
 - b. Employee job satisfaction is in the satisfied category, but there are still aspects with relatively low scores, so the company is advised to improve role clarity, work safety, and supportive work environment conditions.
 - c. In addition, although organizational commitment is relatively strong, the dominance of ongoing commitment indicates the need for company efforts to strengthen affective commitment through career development, performance appreciation, and two-way communication.

2. For researchers

For further researchers, the results of this study can be used as a reference for similar research by adding the latest theory and examining variables that have the potential to influence

organizational commitment, such as leadership, work environment, work stress, organizational culture and other variables.

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