

JOB INSECURITY WITH EMPLOYEE ORGANIZATIONAL COMMITMENT DURING THE COVID-19 PANDEMIC AT PT. REGIONAL DEVELOPMENT BANK OF MALUKU AND NORTH MALUKU (BPDM MALUT)

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ABSTRACT

At this time there are various kinds of changes related to technology and information that are so rapid including the banking world in Indonesia with changes that must make them compete in the corporate world. Likewise, Bank Maluku Malut continues to make changes and technological developments to serve *customers* better, especially has entered the *new normal*. The rules made by Bank Maluku Malut in handling the pandemic are expected to be obeyed by all employees. In this case, employees must be required to keep following organizational goals and commit to keep working despite being haunted by anxiety. fear and anxiety about contracting the Covid-19 virus. Therefore, this study aims to determine the relationship between *job insecurity* and employee organizational commitment during the Covid-19 pandemic at PT. Regional Development Bank of Maluku and North Maluku (BPDM Malut). The method used is quantitative with a correlation design. A total of 31 employees of Bank Maluku Malut who had experienced WFH (*Work From Home*) were used as research participants using *purposive sampling* techniques. The research measurement used *the Job Insecurity Scale* ($\alpha = 0.898$) and the *Organizational Commitment Scale* ($\alpha = 0.897$). The results of this study showed a significant negative relationship between *job insecurity* and organizational commitment ($r = -0.305$ and sig. 0.048). That is, the higher the *job insecurity*, the lower the organizational commitment owned by Bank Maluku Malut employees.

Keywords: *Job Insecurity, Organizational Commitment, Employees, Covid-19*

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INTRODUCTION

At this time there are various kinds of changes related to technology and information that are so rapid including the banking world in Indonesia with changes that must make them compete in the corporate world. Likewise, Bank Maluku Malut continues to make changes and technological developments to serve *customers* better, especially has entered the *new normal*. *New Normal* or new normal is a new way of life or a new way of carrying out life activities in the midst of the unfinished COVID-19 pandemic (Sigit, 2020). Furthermore, Sigit (2020) said that a new normal is needed to solve life problems during Covid-19, which is the new normal as an alternative basis for national policies to meet consumption needs. Because people's consumption is related and production and distribution activities. In addition, he explained, social conditions also require interaction. Also, religious activities that are not possible constantly confine their adherents in online spaces. There are several rules made by Bank Maluku Malut in entering the new normal, namely using *a hand sanitizer*, maintaining distance, and distribution of *work shifts* to WFH (*Work From Home*) and these rules are expected to be carried out by all employees. With these rules, companies can see how high organizational commitment is owned by their employees because indirectly the company can see whether its employees believe and accept the goals of the organization and will stay or will not leave the organization.

On August 16, 2022, researchers conducted observations and interviews with 10 employees at PT. BPDM Malut. The findings showed that of the 10 people, 3 explained that they had confidence that the company provided support using the basic values contained in the organizational culture. Meanwhile, 3 others said that they tend to get the opportunity to be actively involved in contributing ideas for the development of the organization. Finally, the author identified 4 people who felt rag-hesitant to show loyalty to the policies outlined by a very strict organization. On the basis of some of these phenomena, the author suspects that there are problems related to organizational commitment at PT. BPDM Malut Maluku.

Employees who have high organizational commitment are more stable and productive employees so that it will be very beneficial for the organization where they are located. In addition, the employee also has confidence and accepts goals and values in the organization, is willing to strive towards achieving organizational goals, and has a strong desire to continue to stay in the organization. Conversely, Sari, (2018) found that employees will not do the best for the organization if their organizational commitment is low and if they are done, the goal is only for personal interests, not for the organization. In addition, organizational commitment is very important because employees with low organizational commitment can make employees unconfident and stable in doing their jobs, which can affect their attitude in organizing (Ashraf et al, 2021).

Organizational commitment also has a significant impact on employee work behavior such as employee performance, employee absenteeism, job satisfaction and *employee turnover*. This is in line with the opinion expressed by Hendri (2019) that organizational commitment has a positive effect on work performance. Employees who have high organizational commitment will present the best for the organization in which they are. Usually members of the organization who have a commitment will work optimally so that they can devote their attention, thoughts, energy and time to their work, so that what they have done is in accordance with what is expected by the organization. Conversely, employees who do not have organizational commitment will work insincerely, the level of discipline is low and the results are not optimal. Sidik (2020) explained that organizational commitment itself is the amount of involvement and loyalty to the organization by showing trust, ability and a strong desire to engage and defend themselves to the organization, so that it will be an effective component in improving employee performance. Widodo (2019) also mentioned that having employees with high organizational commitment has an impact on improving the services and products produced, because employees who have high organizational commitment are more stable and productive employees so that in the end it is also more profitable for the organization.

There are several factors that affect organizational commitment to employees, namely the physical condition of the work environment, the desire to work with a good leader, a sense of security at work, payment of wages and rewards (Ermawan, 2007). If the work environment creates a sense of security, employees will do their best because for employees, security is a very important factor in working. The same thing was also expressed by Santi et al (2020), namely when employees feel safe, employees will also be calm at work and when employees are calm, motivation in them will also be triggered. However, if employees feel insecure or in this case the emergence of feelings of *job insecurity* due to uncertainty in their employment status or the company is not in stable condition, it will affect working conditions, the continuation of employment relations and employees will receive treatment from the company.

This can make a decrease in commitment to the company (Puspita, 2018). In addition, Steers & Porter (1983) said that there are several factors that influence organizational commitment, one of which is *job insecurity*. This is because when an employee feels insecure at work, this will certainly affect the employee's efforts or efforts to maintain himself in the organization he is in.

Based on the results of an interview on August 16, 2022 with the Director of Compliance, Ir. Abdidin, he said that since covid-19 until the *new normal*, there are still some employees who are affected by the covid-19 virus, which makes other employees feel afraid and uncomfortable at work even employees are often absent due to illness. He often found employees of PT. BPDM Malut complained about the Covid-19 pandemic and some even wanted to take time off work to maintain physical and mental health. Based on the observations he made, there were some employees who were angry because they did not have space to carry out activities. He admitted that not only employees whose psychological condition was disturbed due to covid-19, but he also felt this. Job security is one of the most important factors among other factors that can affect employee job satisfaction. A sense of security in this context does not mean only being safe from work accidents, but far from it, a sense of security from the threat of losing a job. Sverke, Hellgren, and Naswal (2002) suggest that *job insecurity* has several impacts on employees and organizations in the short and long term. According to him, in the short term *job insecurity* will have an impact on job satisfaction, job engagement, organizational commitment and trust in leadership. While in the long run it will have an impact on physical health, mental health, work performance, and the intention to change jobs (*turnover*). From the explanation he explained, researchers are increasingly convinced that almost all employees of PT. BPDM Malut experienced *job insecurity*.

Several researchers have examined a significant negative relationship between *job insecurity* and organizational commitment. The results of previous research conducted by Regina et al (2018) showed that *job insecurity with organizational commitment has a significant negative relationship of -0.523 so it can be concluded that if job insecurity is high then organizational commitment is low, and vice versa*. Azizah & Suhana (2021) also found that there was a significant negative relationship between *job insecurity and organizational commitment* with the results $r = -0.555$ and $p < 0.05$. This means that the higher the *job insecurity* in BNN (National Narcotics Agency) contract workers, the lower their organizational commitment. The research conducted by Meiardy (2021) states that there is a significant negative relationship between *job insecurity and organizational commitment to PT. Tong Tji* with a value of $r = -0.762$ and $p < 0.05$. This means that the more *job insecurity* in employees, the more organizational commitment decreases, and vice versa. However, there are several studies that mention a positive relationship between *job insecurity and organizational commitment, namely research conducted by Manuaba & Astiti (2018) states that both variables have a significant positive correlation ($r = 0.918$; $p = 0.573$) which means the higher the job insecurity than the higher the organization's commitment to Bank CIMB NIAGA TBK employees, and vice versa*. The results of the research also conducted by Pane (2019) are that there is a positive correlation between *job insecurity and organizational commitment to employees of the Islamic University of North Sumatra* with a correlation *Product Moment* $r = 4.88$; p of 0.02 (P and It ; 0.05). This means that the higher the *job insecurity* felt by employees, the higher the organizational commitment they have.

Although there have been previous studies that discuss *job insecurity* and organizational commitment, researchers feel this needs to be reviewed because there are different research results from one researcher to another. In addition, the context of this study is special and different from previous research. Employees at Bank Maluku Malut certainly have a special phenomenon because they have to carry out their duties and responsibilities in the midst of a pandemic which of course can reduce their organizational commitment. Based on this, the researcher decided to review the relationship between *job insecurity* and employee organizational commitment during the COVID-19 pandemic at PT. Regional Development Bank of Maluku and North Maluku (BPDM Malut).

METHOD

Research Design

The method used in this study is a quantitative method with a correlational design. In this study, there are two variables used, namely *job insecurity* as an independent variable (X) and organizational commitment as a dependent variable (Y).

Population and Sample

The population participants in this study were 657 employees of PT. BPDM Malut whose data was obtained from the Human Resources Division (HR) and the sample used in this study amounted to 32 employees recruited using the Slovin formula with a population (N) = 657 and *margin of error* (e) = 30%. In a large population, it is impossible for researchers to collect samples from the entire large population. Therefore, researchers use the slovin formula to take the number of samples that are considered to represent the condition of the entire population. The sample technique used in this study is *purposive sampling* or determining samples with certain considerations (Nanang Martono, 2012). The reason for the researcher is that the sample taken is in accordance with the purpose of the study because in this study there are several criteria set and must be met by the sample so that the research problem can be solved.

The criteria selected in this study are:

1. Active employees of PT. BPDM Malut
2. Male and Female
3. Have worked from home (WFH)

All participants obtained in this study will fill out an approval sheet in advance containing the procedure for conducting research. A demographic picture of participants is presented in Table 1.

Table 1. Participant Demographic Data

No	Classification	Information	N	Presented
1	Gender	Woman	14	45%
		Man	17	55%
Total			31	100%
2	Age	28 – 39 Years	18	58%
		40 – 51 Years	13	42%
Total			31	100%
3	Divided	SKK	7	23%
		Treasury	1	3%

	NUMBERS	3	10%
	SDM	6	19%
	PARAGRAPH	6	19%
	Strategic Plan Corsec	2	7%
	Law	1	3%
	SKMR	1	3%
	Credit	4	13%
Total		31	100%

Instruments Measuring Instruments

The data collection method used in this study uses a psychological scale in the form of a *Likert scale*, which is an instrument that can be used to measure psychological attributes and distinguish the intensity of a person's attitude or feelings towards something (Azwar, 2012). In this study, the author used two psychological scales, namely, the *job insecurity scale* and the organizational commitment scale. The measurement of *job insecurity* uses a scale compiled by Ermawan (2007) based on aspects of Greenhalgh & Rosenblatt (1984) and Ashford et al (1989) (Sari 2018) and has been modified by Munawaroh (2021). Then the scale is adapted by according to the interests of the research. The total items contained in this measuring instrument amounted to 33 items, but there were 2 items that were lost in the calculation of the item discrimination power test which was carried out 2 rounds, leaving 31 items used in this study. There are five answer choices, namely, Very Appropriate (SS), Appropriate (S), Doubtful (RG), Not Appropriate (TS), and Very Inappropriate (STS). Favorable item scoring moves from 1 to 5. Meanwhile, scoring for *unfavorable* items moves from 5 to 1 (Azwar, 2012). Based on the test results, the *corrected total item correlation* value ranges from 0.321-0.626 with an *Alpha Cronbach* value of 0.898 which shows that this scale is feasible and considered reliable because the score obtained is close to 1.

Measurement of the scale of organizational commitment using Kurniawan (2006) based on aspects proposed by Steers (Kurniawan 2006) and modified by Munawaroh (2021). Then it was adapted by the author according to the interests of the research. The total items contained in this measuring instrument amounted to 39 items, but there were 2 items that were dropped in the calculation of the item discrimination power test which was carried out 2 rounds, leaving 37 items used in this study. There are five answer choices, namely, Very Appropriate (SS), Appropriate (S), Doubtful (RG), Not Appropriate (TS), and Very Inappropriate (STS). Favorable item scoring moves from 1 to 5 (Azwar, 2012). Based on the test results, the *corrected total item correlation* value ranges from 0.312 – 0.573 with a *Cronbach Alpha* value of 0.897 which shows that this scale is feasible and considered reliable because the score obtained is close to 1.

Data Analysis Techniques

In this study will use a descriptive test to see the categorization of the scale of *job insecurity* and organizational commitment. The research data will also be tested using an assumption test consisting of a normality test and a linearity test. Next, the hypothesis test will test the correlation test with *Karl Pearson's Product Moment* to determine the relationship between

loneliness and narcissism tendencies. Data testing in this study was conducted with the help of *IBM SPSS Statistic 25 for Windows*.

RESULTS AND DISCUSSION

Result

Table 2. Variable Categorization

Variable	Mean	SD	Ket
<i>Job Insecurity</i>	105.13	26.070	Keep
Organizational Commitment	69.42	20.023	Very Low

In Table 2, the *job insecurity scores* obtained by participants with an average of 105.13, were in the medium category with a standard deviation of 26,070. Meanwhile, the organizational commitment obtained by participants with an average of 69.42 was at a very low level with a standard deviation of 20.023.

Table 3. Test *One Sample Kolmogorov-Smirnov Z*

Variable	K-S-Z	Itself.	Information
<i>Job Insecurity</i>	0.139	0.135	Normal
Organizational Commitment	0.155	0.056	Normal

The normality test in this study used the Kolomogorov-Smirnov test. From the test results on aria 3, the K-S-Z value on ariable *job insecurity* was 0.139 with a significance value of 0.135. Then, in the ariable organizational committee, a K-S-Z value of 0.155 was obtained with a significance value of 0.056. Thus, it can be concluded that ariable *job insecurity* and organizational commitment are normally distributed because they have a value of $p > 0.05$.

Table 4. Linear Test Between Family Social Support and Career Adaptability

ANOVA Table		F	Itself.
Organizational Commitment * Job Insecurity	Between Groups	(Combined)	.622
		Linearity	1.976
		Deviation from Linearity	.560
	Within Groups		
	Total		

From the results of the Linearity test in table 4, the deviation *from linearity points* obtained a sig value = 0.859 ($p < 0.05$) which means it is not significant. This shows that *job insecurity*

and organizational commitment to Bank Maluku Malut employees during the Covid-19 pandemic are linear.

Table 8. Karl Pearson *Correlation Test*

		ALREADY	KO
ALREADY	<i>Pearson Correlation</i>	1	-.305**
	<i>Sig. (1-tailed)</i>		.048
	N	31	31
KO	<i>Pearson Correlation</i>	-.305**	1
	<i>Sig. (1-tailed)</i>	.048	
	N	31	31

***. Correlation is significant at the 0.01 level (1-tailed).*

Correlations

Based on the calculation of the *product-moment* correlation test from *Karl Pearson* between *job insecurity* (X) and organizational commitment (Y) in Table 8, a *pearson correlation value* of -0.305 with sig. = 0.000 ($p < 0.01$) was obtained. This shows that there is a significant negative relationship between *job insecurity* and organizational commitment to Bank Maluku Malut employees during the Covid-19 pandemic. The test results also showed that *job insecurity* contributed to organizational commitment only 9% (r^2), and the remaining 91% was influenced by other factors not examined in this study.

DISCUSSION

This research shows that the hypothesis that there is a significant negative relationship between *job insecurity* and organizational commitment can be said to be accepted. The results of the statement can be seen from the results of the correlation test obtained a correlation coefficient between *job insecurity* and organizational commitment of $r = -0.305$; $p < 0.05$. In other words, *job insecurity* has a role to play in organizational commitment. This shows that there is a significant negative relationship between *job insecurity* and organizational commitment to Bank Maluku Malut employees. This shows that the higher the *job insecurity*, the lower the organization's commitment to Bank Maluku Malut employees and vice versa. There are several possibilities that cause the results of the study to show significant negative between the two variables. First, some employees at the Bank indicate that they experience *job insecurity* in carrying out their daily duties as employees, which can reduce commitment to the organization. This is in line with research conducted by Kim and Lee (2021) on employees experiencing WFH in South Korea. The study found a negative influence between *job insecurity* on organizational commitment and the psychological well-being of employees because the burden of tasks given is large and must be done at home. As for them, the level of laziness and challenges felt when working at home is very large.

Second, some employees at the Bank consider that the *job insecurity* they experience as a result of the task load and work pressure that makes them uncomfortable can reduce organizational commitment. This is supported by research conducted by Ashraf et al (2021)

found that employees tend to look for other jobs that are considered more stable and secure when they already feel the workload given is excessive/unstable.

In addition, this study shows that *the job insecurity* variable contributes effectively to organizational commitment by 9.3%. This indicates that *job insecurity* is one of the factors associated with the increasing organizational commitment to Bank Maluku Malut employees even though the donation given is small. This is because *job insecurity* is a condition of employees who feel insecure at work and feel the possibility that can make the employee himself lose his job in the future. In this condition, employees must be able to manage their emotions in the organization and as a form of anticipation, employees should look for other jobs. As a result, organizational commitment may decrease.

The research conducted by Liu et al (2022) on 221 employees in China using questionnaires and regression analysis found that there was a negative relationship between *job insecurity* and organizational commitment ($\beta = -0.025$; $p < 0.001$) but the effective contribution given was relatively small.

CONCLUSION

Based on the results of research that has been done, it can be concluded that there is a negative and significant relationship between *job insecurity* and employee organizational commitment. This means that the higher the job insecurity, the lower the employee's organizational commitment. Conversely, the lower the *job insecurity*, the higher the employee's organizational commitment.

For management, management is expected to provide opportunities for employees to continue to try to reduce the occurrence of *job insecurity* with the hope that employees can have a high organizational commitment to work. This is done through teamwork, discussion or consultation.

For employees, employees are expected to continue to try to perform tasks by neutralizing feelings of insecurity (*job insecurity*) in order to have high organizational commitment. This can be done through teamwork, discussion or consultation.

For the next researcher, should develop this research by looking for other factors related to *job insecurity and* organizational commitment to employees and the results of this study become supporting data so that further research is even more optimal. So that it can be known the kinds of psychological disorders associated with decreased organizational commitment. In addition, it is expected that there will be research in qualitative form for further research so that the information that

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