

THE EFFECT OF JOB INSECURITY AND PERSON-JOB FIT ON JOB SATISFACTION, MEDIATED BY PERFORMANCE EMPLOYEES OF THE REGIONAL SECRETARIAT OF EAST KALIMANTAN PROVINCE

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Abstract

This study aims to analyze the impact of job insecurity and person-job fit on employee performance, with job satisfaction as a mediating variable, among honorary employees at the Regional Secretariat of East Kalimantan Province. Using a quantitative approach, data were collected through questionnaires distributed to 281 employees and analyzed with Partial Least Squares (PLS) and Structural Equation Modeling (SEM). The findings indicate that job insecurity negatively affects both job satisfaction and performance, while person-job fit positively influences both. Additionally, job satisfaction significantly enhances employee performance and mediates the effects of both job insecurity and person-job fit on performance. These results highlight the importance of a secure work environment and task alignment with employee capabilities. Organizations are encouraged to use this research to evaluate and improve performance by focusing on strategies that reduce insecurity and enhance job satisfaction through better person-job alignment.

Keywords: *Employee Performance, Job Insecurity, Person-Job Fit, Job Satisfaction.*

INTRODUCTION

Within any corporate entity, the Personnel Management division (HR) stands as a crucial cornerstone of operations. The workforce represents an invaluable institutional asset, as it is the individual contributors who ultimately drive organizational achievements. When personnel is operating effectively, this serves as a key indicator of institutional prosperity and accomplishment (Kehoe & Wright, 2013). A successful institution demonstrates its positive presence through exemplary achievements that external stakeholders, particularly local constituencies, can readily recognize. When individual employee performance is enhanced, it catalyzes collective employee performance across the organization, ultimately manifesting in heightened productivity levels (Umami & Arifianto, 2024). Within Indonesian governmental institutions, public servants (PNS) constitute the primary workforce and function as essential personnel in delivering public services. While these public servants represent the core staffing component, they do not exclusively comprise the entire workforce within state institutions. The administrative framework also incorporates temporary staff members, designated as Honorary Employees, who supplement the permanent public servants by supporting their routine operational responsibilities and professional functions (Purwoko, 2013).

The Indonesian legislative framework, specifically Regulation No. 5/2014 regarding the State Civil Apparatus (ASN), establishes that ASN membership is exclusively limited to civil servants and those under Government Employment Agreements (PPPK). Following the implementation of Regulation No. 49/2018 on PPPK administration, the Ministry of State Apparatus Empowerment and Bureaucratic Reform (KEMENPAN-RB) has initiated measures to phase out honorary positions within governmental institutions. The primary justification for discontinuing honorary appointments stems from their ongoing recruitment practices, which significantly disrupt the systematic planning of ASN structural compositions across state organizations. Furthermore, Regulation No. 48/2005, Article 8, explicitly outlines restrictions regarding the conversion of honorary staff to permanent civil service positions and expressly forbids any further recruitment of honorary personnel (Umami & Arifianto, 2024). The policy of eliminating honorary employees itself is actually a reflection of the policy in developed countries, where there are only a few policymakers and the number of government workers, public services, or PPPK is more, as a step to modernize the bureaucracy quickly (Umami & Arifianto, 2024). Although it aims to modernize the bureaucracy and optimize the structure of ASN, this policy has created significant uncertainty and concern among

honorary employees. Their feelings of insecurity about their jobs arise because of the threat of losing their jobs, which have been the main source of their livelihood.

The mental health and productivity of honorary staff members may be significantly impacted by employment uncertainty. When workers experience a sense of vulnerability regarding their positions and perceive themselves as helpless to influence their situation, this manifests as job insecurity (Ashford et.al., 1998). Workplace anxiety regarding employment status and contractual uncertainty generates significant psychological responses among personnel. The heightened sense of job insecurity typically triggers a deterioration in employee performance as workers experience mounting concerns about their professional stability (Al Amin & Pancasasti, 2021).

Beyond concerns about job insecurity, research indicates that Person-Job Fit serves as a crucial determinant of workplace effectiveness. Employees demonstrate enhanced motivation, commitment, and superior performance outcomes when they perceive alignment between their capabilities, preferences, and behavioral traits with their occupational requirements (Lauver & Brown, 2001). Research indicates that person-job fit significantly enhances both employee performance and job satisfaction simultaneously. When workers experience optimal alignment with their roles, their productivity increases, and they demonstrate greater commitment to organizational objectives. Moreover, personnel who report higher levels of job satisfaction tend to make more substantial contributions toward achieving company goals (Çınar et.al., 2014).

Beyond their direct influence on performance, job insecurity and person-job fit operate through the mediating variable of job satisfaction. When employees assess their professional duties, their resulting emotional responses constitute job satisfaction, which subsequently enhances organizational performance outcomes (Reisel et.al., 2007). When workers experience job insecurity and poor person-job fit, they frequently develop job dissatisfaction, subsequently leading to diminished workforce enthusiasm, efficiency, standards, and employee performance. An individual's evaluation of their professional activities and workplace encounters generates job satisfaction, which manifests as an optimistic or agreeable psychological condition (Luthans et.al., 2021).

Drawing from the preceding context, this research seeks to investigate the influence of job insecurity and person-job fit on employee performance, considering job satisfaction as an intermediary variable. The existing scholarly works exploring these interconnections remain scarce, with insufficient comprehensive analysis of the relationships among job insecurity, person-job fit, and performance variables in contemporary research literature (Darvishmotevali, 2020; Sylvana et.al., 2024; Yan, 2022). In this study, the researcher added the role of job satisfaction as a mediator because there are still few who link this variable to performance, job insecurity, and person-job fit. The researcher also used honorary employees at the Regional Secretariat of the East Kalimantan Provincial Government (SETDA Prov. East Kalimantan) as the object of research. Researchers observed that the insecurity felt by these honorary employees was a feeling of worry about the continuity of their work. In addition, the alignment between employees' skills, expertise, and interests supports the creation of better person-job fits.

LITERATURE REVIEW

Employee Performance

Employee performance refers to the effectiveness and efficiency of individuals in carrying out their duties and responsibilities according to their job descriptions. This performance includes activities and outcomes that align with organizational goals and are crucial for achieving a competitive advantage (Nusraningrum et.al., 2024)

According to Triansyah et.al. (2023), employee performance is measured by how well an employee fulfills their tasks and responsibilities accurately and effectively. The evaluation criteria typically include work results, efficiency, work quality, initiative, and work attitude. Additionally, Vuong & Nguyen (2022) state that employee performance is the process of evaluating an individual's work to support fair managerial decisions. This involves gathering, analyzing, and documenting information about an employee's relative contribution to the business.

According to Martin et.al. (2022) and Griffin et.al. (2007), employee performance indicators are categorized as follows:

1. Proficiency: Core ability to effectively complete job tasks, involving mastery of skills and knowledge relevant to the role.
2. Adaptivity: The ability to adjust to changing situations, job demands, or work environments.
3. Proactivity: The initiative to act independently in improving situations or achieving goals.

Job Satisfaction

Noe (2020) states that job satisfaction is a response of pleasant feelings that arise when an individual finds alignment between their work activities and the value-based measures in their career journey. This concept contains

three key components that are interconnected: the standards of work, the perspective towards the tasks performed, and the gap between expectations and the reality achieved. An individual's response to their work tasks reflects various positive and negative experiences encountered during their work, including the expectations for the future. A job that brings joy will create a sense of satisfaction for the person performing it, while dissatisfaction arises when the work brings discomfort.

Robbins & Judge (2022) assert that job satisfaction is the overall evaluation of an individual's professional activities, showing the difference between the level of rewards received by employees and the level of rewards they should have received. Meanwhile, Mangkunegara (2017) explains that achieving job satisfaction depends on the alignment between employee expectations and job demands, which is reflected in the positive or negative responses employees feel towards their tasks and work environment.

According to Hendri (2019), job satisfaction indicators include:

1. Job Tasks: Satisfaction with the type, variety, and meaningfulness of daily work.
2. Salary and Wages: Satisfaction with pay, bonuses, and financial benefits.
3. Development Opportunities: Satisfaction with chances for promotion, training, and career growth.
4. Work Relationships: Satisfaction with coworker interactions, support, and teamwork.
5. Supervision: Satisfaction with leadership style, support, feedback, and guidance from supervisors.

Job Insecurity

Job insecurity is described by Ashford et.al. (1998) as a condition reflecting uncertainty and a weakened position experienced by employees regarding their work activities, this often arises from the potential termination of employment or the loss of various aspects of one's job. Greenhalgh & Rosenblatt (1984) further explain that job insecurity occurs when individuals are unable to maintain the stability needed in a work environment threatened by organizational changes, leading to feelings of anxiety, hesitation, and discomfort due to potential impacts on job status, workplace relationships, and compensation.

Iskandar et.al. (2018) define job insecurity as an individual's subjective perception of the importance of job aspects and their inability to cope with emerging work-related problems. Similarly, Audina & Kusmayadi (2022) describe it as a state of uncertainty within the workplace that triggers feelings of worry or threat. This includes concerns over unclear job placement, income instability, limited career development opportunities, and a lack of skill-building support.

According to Khudaykulov et.al. (2024) and Witte (1999), job insecurity indicators include:

1. Job Continuity: The perceived risk of losing one's job in the near future.
2. Career Opportunity Confidence: Belief in future development or promotion within the organization.
3. Job Future Uncertainty: Insecurity about the long-term stability of one's job.
4. Perceived Role and Responsibility Changes: Concerns about task changes or reduced responsibilities due to organizational shifts.

Person-Job Fit

Person-job fit is a concept that emphasizes the alignment between an individual's characteristics and the demands of the job they perform. This idea, introduced by Holland (2019), highlights that job satisfaction increases when a person's traits align with their work activities. For example, someone with a realistic personality tends to feel more comfortable in roles that require a practical approach. Edwards (1991) also defines person-job fit as the degree of compatibility between an individual's abilities and the demands of a given position, indicating a harmony between personal traits and job responsibilities.

The assessment of person-job fit involves evaluating how well a person's capabilities align with job criteria. Research by Cable & DeRue (2002) and Sekiguchi (2004) stresses the importance of matching a candidate's skills with job requirements during recruitment. In practice, this includes measuring an employee's capacity against their job responsibilities, considering aspects such as employee needs, available support systems, and the ability to meet established work standards. Person-job fit also involves aligning job specifications set by organizational authorities with the individual's potential, knowledge, and competencies.

According to Lauver & Brown (2001), person-job fit can be measured through the following indicators:

1. Ability-Task Fit: Alignment between an individual's capabilities and job demands.
2. Relevant Job Skills: Match between practical and technical skills and daily job needs.
3. Skill-Requirement Fit: Degree to which individual skills meet job requirements.
4. Personality-Job Fit: Compatibility between personal traits and organizational environment.
5. Right Person for the Job: Fit based on personal characteristics such as motivation, values, and attitudes.

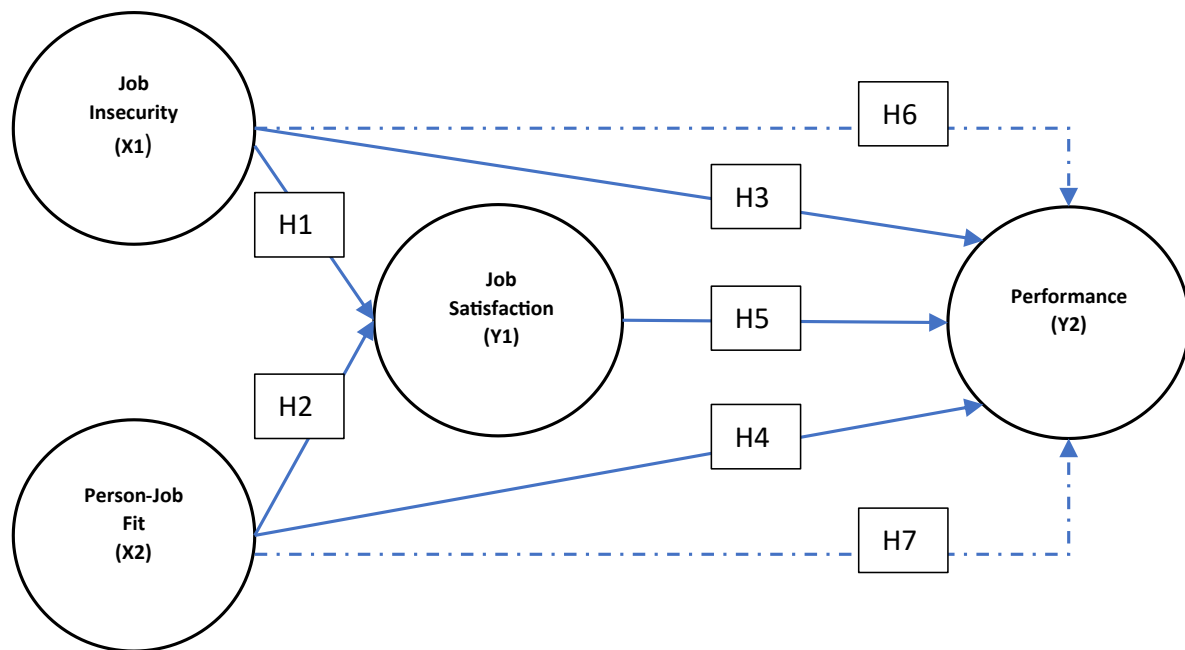


Figure 1. Conceptual Framework

Drawing upon the established theoretical framework, this investigation proposes the following seven hypotheses:

- H1: Job Insecurity has a negative effect on Job Satisfaction
- H2: Person-Job Fit has a positive effect on Job Satisfaction
- H3: Work Insecurity has a negative effect on Employee Performance
- H4: Person-Job Fit has a positive effect on Employee Performance
- H5: Job Satisfaction has a positive effect on Employee Performance
- H6: Job Satisfaction is able to mediate the relationship between Job Insecurity and Employee Performance
- H7: Job Satisfaction is able to mediate the relationship between Person-Job Fit and Employee Performance

The literature review is a critical component of your research paper, providing a comprehensive overview of existing research and theoretical frameworks related to your topic. This section serves to establish the context of your study by summarizing and synthesizing relevant literature, highlighting key findings, methodologies, and gaps in current knowledge.

In this section, you should:

- a. Identify and critically evaluate previous studies pertinent to your research question. This includes examining the strengths and weaknesses of earlier work, and how they inform your own research.
- b. Discuss the theoretical frameworks and concepts that underpin your study, providing insights into how they relate to your research objectives.
- c. Highlight any controversies, discrepancies, or debates within the existing literature, emphasizing areas where your study contributes new knowledge or perspectives.
- d. Conclude with a clear statement regarding the gaps in the literature that your research aims to address, setting the stage for your study's significance and intended contributions.

METHOD

This study uses variables that are exogenous because these variables affect other variables marked by the X symbol, consisting of Job Insecurity (X₁) and Person-Job Fit (X₂), and one mediating variable, which can affect and be influenced by other variables, namely Job Satisfaction (Y₁). Then, the endogenous variable is influenced by another variable, namely Performance (Y₂). This study uses a quantitative approach that focuses on collecting concrete data in the form of numbers (Sugiyono, 2021). Statistical analysis will be conducted on the collected

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information to examine proposed hypotheses and derive meaningful insights regarding the investigated issue. The investigation focuses on contract workers employed at the Regional Secretariat (SETDA) of East Kalimantan Province. For sampling purposes, this investigation implements a complete enumeration method. This comprehensive approach encompasses the entire population of contract staff, specifically 281 individuals, distributed across various departments within East Kalimantan's Provincial Regional Secretariat.

The questionnaire was distributed to all honorary employees who are still actively working to collect data. This research utilizes SmartPLS software version 3. PLS (Partial Least Squares). The total sample for this study is 281 respondents, and the questionnaire consists of 20 questions, consisting of 6 performance-related questions adopted from (Martin et.al., 2022), 4 questions related to job insecurity adopted from (Khudaykulov et.al., 2024), 5 questions related to person-job fit adopted from (Lauver & Brown, 2001), and 5 questions related to job satisfaction adopted from (Hendri, 2019). Data collection uses a Likert scale consisting of five points: 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly Agree).

RESULTS AND DISCUSSION

Result

Table 1. Demografic of Respondents

Gender	Frequency	Percentage (%)
Male	174	61.9
Woman	107	38.1
Total	281	100.0
Age	Frequency	Percentage (%)
20 - 35 Years	200	71.2
35 - 45 Years	79	28.1
45 - 56 Years	2	0.7
Total	281	100.0
Last Education	Frequency	Percentage (%)
SMA/SMK/MA/Equivalent	124	44.1
Diploma	19	6.8
Bachelor	134	47.7
Postgraduate	4	1.4
Total	281	100.0
Length of Work	Frequency	Percentage (%)
0 - 2 Years	69	24.6
2 - 5 Years	102	36.3
> 5 Years	110	39.1
Total	281	100.0

Source: processed data (2024)

Data obtained from 281 questionnaires distributed to honorary employees within the Provincial SETDA. East Kalimantan. The identity of the respondents includes several demographic aspects, where the majority of respondents are male, namely 174 respondents (61.9%), and the remaining 107 respondents (38.1%) are female. Respondents aged 20-35 years were 200 respondents (71.2%), then for the age of 35-45 years, as many as 79 respondents (28.1%), and the rest were 45-56 years old, namely 2 respondents (0.7%). The respondents with the last undergraduate education were 134 respondents (47.7%), then for the last education of SMA/SMK/MA/Equivalent, as many as 124 respondents (44.1%), then for diplomas as many as 19 respondents (6.8%), and the rest were postgraduates, namely as many as 4 respondents (1.4%). The majority of respondents have worked for >5 years, namely 110 respondents (39.1%), then for 2-5 years of service, as many as 102 respondents (36.3%), and the rest of the 0-2 years of service, namely 69 respondents (24.6%).

The evaluation framework for external model assessment encompasses three key components: convergent validity, discriminant validity, and reliability measurements. This investigation employs construct validity testing as its primary validation methodology, incorporating both convergent and discriminant validity approaches for comprehensive assessment. To determine convergent validity, researchers examine two critical metrics: the Outer

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Loading measurements for individual construct indicators alongside the Average Variance Extracted (AVE) calculations for respective variables. Meanwhile, discriminant validity assessment relies on implementing the cross-loading methodology for validation purposes.

Table 2. Outer loadings

Variable	Items	Loading Factor	Information
Work Insecurity (X1)	Jl.1	0.877	Valid
	Jl.2	0.857	Valid
	Jl.3	0.918	Valid
	Jl.4	0.851	Valid
Person-Job Fit (x2)	P-J FIT.1	0.842	Valid
	P-J FIT.2	0.872	Valid
	P-J FIT.3	0.871	Valid
	P-J FIT.4	0.858	Valid
	P-J FIT.5	0.863	Valid
Job Satisfaction (Y1)	JS.1	0.853	Valid
	JS.2	0.744	Valid
	JS.3	0.821	Valid
	JS.4	0.808	Valid
	JS.5	0.733	Valid
Employee Performance (Y2)	P.1	0.831	Valid
	P.2	0.869	Valid
	P.3	0.815	Valid
	P.4	0.855	Valid
	P.5	0.867	Valid
	P.6	0.876	Valid

Source: processed data

Referring to the data presented in Table 2, it is evident that all 20 indicator items demonstrate loading factor values greater than the threshold of 0.7, which is widely recognized as the minimum requirement for establishing convergent validity in structural equation modeling. This suggests a strong correlation between each item and its underlying construct. Among the items, Jl.3 exhibits the highest loading factor value at 0.918, indicating a very strong contribution to its respective latent variable. Conversely, the lowest loading factor is observed in item JS.5, with a value of 0.733; nonetheless, this still surpasses the recommended threshold and therefore confirms its adequacy in measuring the intended construct. The consistency of these results across all items underscores the robustness of the measurement model and supports the conclusion that all indicators are valid representations of their corresponding latent constructs, thereby fulfilling the criteria for convergent validity.

Table 3. Average Variance Extracted (AVE)

Variable	Average variance extracted (AVE)
Work Insecurity (X1)	0.768
Person-Job Fit (X2)	0.742
Job Satisfaction (Y1)	0.629
Employee Performance (Y2)	0.727

Source: processed data

The analysis demonstrates satisfactory convergent validity requirements, with all variables exhibiting AVE measurements exceeding the 0.5 threshold. Statistical examination confirms that the latent variables fulfill necessary validity criteria. Given these favorable outcomes, researchers may proceed with subsequent analytical procedures, as the tested model demonstrates no convergent validity concerns.

Table 4. Cross-Loading Results

Variable	Items	Insecurity Work	Person-Job Fit	Job Satisfaction	Employee Performance
Work Insecurity (X1)	JI.1	0.877	-0.309	-0.370	-0.414
	JI.2	0.857	-0.233	-0.300	-0.315
	JI.3	0.918	-0.276	-0.290	-0.349
	JI.4	0.851	-0.272	-0.253	-0.333
Person-Job Fit (x2)	P-J FIT.1	-0.255	0.842	0.494	0.516
	P-J FIT.2	-0.259	0.872	0.497	0.560
	P-J FIT.3	-0.334	0.871	0.513	0.596
	P-J FIT.4	-0.293	0.858	0.467	0.564
	P-J FIT.5	-0.205	0.863	0.473	0.556
Job Satisfaction (Y1)	JS.1	-0.270	0.560	0.853	0.709
	JS.2	-0.409	0.397	0.744	0.555
	JS.3	-0.370	0.469	0.821	0.608
	JS.4	-0.168	0.441	0.808	0.587
	JS.5	-0.152	0.348	0.733	0.476
Employee Performance (Y2)	P.1	-0.304	0.579	0.661	0.831
	P.2	-0.306	0.554	0.653	0.869
	P.3	-0.307	0.517	0.590	0.815
	P.4	-0.363	0.551	0.643	0.855
	P.5	-0.467	0.544	0.615	0.867
	P.6	-0.334	0.572	0.667	0.876

Source: processed data

The experimental analysis shows that all 20 indicators have cross-loading values above 0.7, higher than those of other variables. This confirms the discriminant validity of each indicator, indicating that all latent variables meet the required standards and allowing the analysis to proceed to reliability testing.

To assess reliability, the study used two key metrics: Cronbach's Alpha and Composite Reliability. These metrics measure the internal consistency of the instrument, with both required to exceed a threshold of 0.7 to confirm reliability.

Table 5. Cronbach's Alpha Test Results

Variable	Cronbach's alpha	Information
Work Insecurity (X1)	0.899	Reliable
Person-Job Fit (x2)	0.913	Reliable
Job Satisfaction (Y1)	0.852	Reliable
Employee Performance (Y2)	0.925	Reliable

Source: processed data

Table 6. Composite Reliability Test Results

Variable	Composite reliability	Information
Work Insecurity (X1)	0.930	Reliable
Person-Job Fit (X2)	0.935	Reliable
Job Satisfaction (Y1)	0.894	Reliable
Employee Performance (Y2)	0.941	Reliable

Source: processed data

An examination of the data presented in Tables 5 and 6 reveals that all variables demonstrated Cronbach's alpha and composite reliability measurements exceeding 0.7 across the research constructs. The analysis confirms that individual variables exhibit reliability scores surpassing the established threshold requirements. This statistical

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evidence substantiates the robust reliability characteristics of all constructs, as they successfully meet the predetermined minimum criteria.

The successful completion of both validity and reliability assessments establishes a solid foundation for the research model, confirming that the measurement instruments are both accurate and consistent. With the outer model validated, the analysis proceeds to the inner model evaluation, which examines the structural relationships among latent variables. This stage involves several key statistical assessments, including Path Coefficients to determine the strength and direction of relationships, R Square (R^2) to measure the variance explained by the model, and Q Square (Q^2) to assess predictive relevance. Additionally, the Goodness of Fit (GoF) index offers an overall measure of model quality. These analyses collectively provide insight into the explanatory power and theoretical soundness of the structural model.

Table 7. Path Coefficient Test Results

Variable Relationship	Path Coefficient	Information
Job Insecurity -> Job Satisfaction	-0.192	Negative
Person-Job Fit -> Job Satisfaction	0.508	Positive
Insecurity at Work -> Employee Performance	-0.124	Negative
Person-Job Fit -> Employee Performance	0.309	Positive
Job Satisfaction -> Employee Performance	0.530	Positive
Job Insecurity -> Job Satisfaction -> Employee Performance	-0.102	Negative
Person-Job Fit -> Job Satisfaction -> Employee Performance	0.269	Positive

Source: processed data

Table 8. Coefficient of Determination (R^2) Results

Variable	R Square	Adjusted R Square
Job Satisfaction	0.356	0.351
Employee Performance	0.648	0.645

Source: processed data

In statistical modeling, the interpretation of R-square coefficients follows distinct thresholds: 0.67 represents robust models, 0.33 signifies intermediate strength, and 0.19 denotes weak statistical relationships. Analysis of this study's R^2 measurements revealed notable findings. The examination of Table 11 demonstrates that job satisfaction exhibited an R-square coefficient of 0.356, indicating that independent variables account for 35.6% of the variation in job satisfaction, placing it within the moderate strength category. Similarly, when analyzing employee performance, the Adjusted R-square measurement reached 0.645, suggesting that predictor variables explain 64.5% of the variance in employee performance outcomes, also falling within the moderate model classification. These statistical indicators provide crucial insights into the explanatory power of the investigated relationships within the research framework.

Table 9. Predictive Relevance Results (Q^2)

Variable	Q Square	Information
Job Satisfaction	0.212	Weak
Employee Performance	0.465	Strong

Source: processed data

The classification system establishes three distinct levels of intensity: weak (0.02), moderate (0.25), and strong (0.35). An analysis of the data presented in Table 12 demonstrates that all endogenous variables exhibit Q-square measurements surpassing zero, indicating robust predictive capabilities within the model.

The assessment of goodness of fit serves as an evaluation tool for both the measurement model and the structural model. The GoF (Goodness of Fit) index provides a straightforward method for estimating the overall model quality. In determining the standard levels of GoF, there are three categories: 0.10 indicates a small GoF, 0.25 represents a medium GoF, and 0.36 signifies a large GoF. Presented below are the results of the calculated GoF index:

$$\begin{aligned}
 GoF &= \sqrt{Com \times R^2} \\
 &= \sqrt{0,717 \times 0,502} \\
 &= \sqrt{0,360} \\
 &= 0.600
 \end{aligned}$$

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The analysis yielded a Goodness of Fit (GoF) measurement of 0.600, indicating substantial model fitness. This elevated GoF score demonstrates enhanced suitability in characterizing the study's sample population.

The hypothesis testing in this study is based on the calculated t-values obtained through the bootstrapping method. The purpose of conducting hypothesis testing is to measure the direct effects between variables. The primary criteria for conducting direct hypothesis testing are as follows: if the p-value is below 0.05 (significance level = 5%) and the t-statistic exceeds 1.96, this indicates a significant effect of the exogenous variable on the endogenous variable. However, if the t-statistic does not reach 1.96 and the p-value exceeds 0.05, it can be interpreted that there is no significant effect between the latent variables. The following section presents a comprehensive explanation of the hypothesis testing:

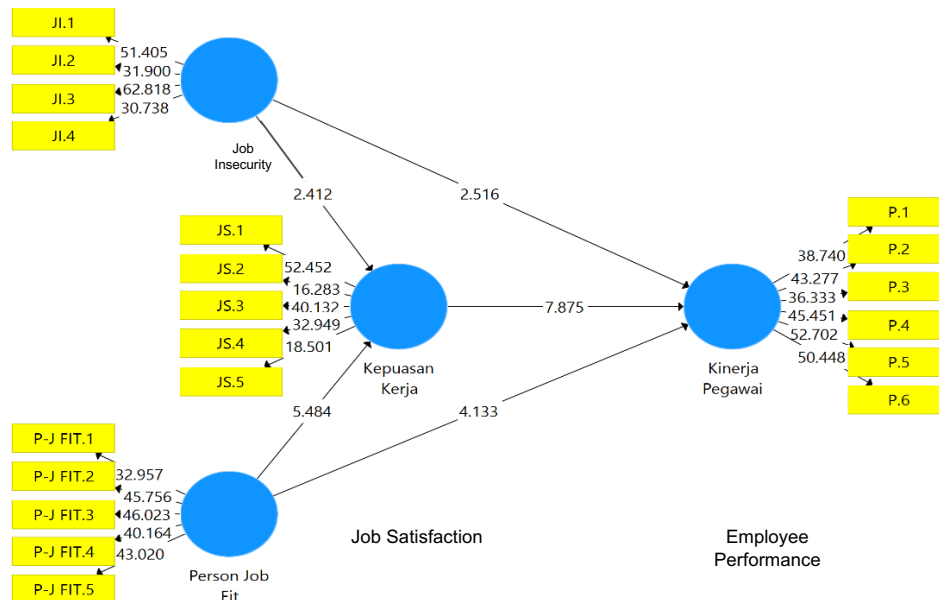


Figure 2. Hypothesis Test Results
Source: SmartPLS software

Discussion

Table 10. Hypothesis Testing

Hypothesis	Estimate	T Statistic	P Value	Information
Job Insecurity -> Job Satisfaction	-0.192	2.412	0.016	Significant Negatives
Person-Job Fit -> Job Satisfaction	0.508	5.484	0.000	Significant Positive
Insecurity at Work -> Employee Performance	-0.124	2.516	0.012	Significant Negatives
Person-Job Fit -> Employee Performance	0.309	4.133	0.000	Significant Positive
Job Satisfaction -> Employee Performance	0.530	7.875	0.000	Significant Positive

Source: processed data

Job insecurity has a negative and significant effect on job satisfaction. Statistical analysis examining the relationship between job insecurity and job satisfaction revealed compelling findings. The analysis yielded a t-statistic of 2.412 (exceeding the critical value of 1.96) and demonstrated statistical significance with a p-value of 0.016 (below the 0.05 threshold). A negative coefficient of -0.192 emerged from the analysis, establishing an inverse correlation between these variables - as job insecurity intensifies, job satisfaction correspondingly diminishes. These findings align with previous scholarly investigations, notably the work conducted by (Andriani & Amalia, 2023), which demonstrated a significant negative correlation between these variables. Additional support comes from (Al Amin & Pancasasti, 2021) investigation, which similarly confirmed the adverse impact of job insecurity on employee job satisfaction levels.

Person-job fit has a positive and significant effect on job satisfaction. Statistical analysis of the second hypothesis examining the relationship between person-job fit and job satisfaction revealed significant findings, with the t-statistic exceeding the critical threshold ($5.484 > 1.96$) and the significance level falling below the established criterion ($p < 0.05$). A positive coefficient of 0.508 emerged from the analysis, demonstrating a direct proportional correlation - as person-job fit strengthens, job satisfaction experiences a corresponding increase. These findings align with previous scholarly work by (Nugraha & Ramdansyah, 2022), who investigated job satisfaction's mediating influence between person-job fit and employee performance, similarly concluded that person-job fit exhibits a significant positive influence on employee job satisfaction levels.

Work insecurity has a negative and significant effect on employee performance. Statistical analysis of the third hypothesis examining the relationship between job insecurity and employee performance revealed significant findings, with a t-statistic of 2.516 (exceeding the critical value of 1.96) and a significance level of 0.012 (below 0.05). A negative coefficient of -0.124 emerged from the analysis, demonstrating an inverse correlation between these variables - as job insecurity intensifies, employee performance experiences a corresponding decline. These findings align with previous scholarly work by (Mangunsong & Irmawati, 2023) whose investigation at Matahari Sragen Department Store similarly documented the detrimental impact of job insecurity on employee performance.

Person-job fit has a positive and significant effect on employee performance. Statistical analysis of the fourth hypothesis examining the relationship between person-job fit and employee performance revealed compelling evidence, with a t-value exceeding the critical threshold ($4.133 > 1.96$) and statistical significance demonstrated by ($p < 0.05$). A positive coefficient of 0.309 emerged from the analysis, demonstrating a direct correlation between these variables - specifically, enhanced person-job fit corresponds with improved employee performance. These findings align with contemporary research, as demonstrated in a study by (Syaputra & Praningrum, 2024) who documented similar outcomes when investigating Generation Z workers at an East Javanese enterprise, where person-job fit demonstrated a significant positive influence on employee performance.

Job satisfaction has a positive and significant effect on employee performance. Statistical analysis of the fifth hypothesis revealed a significant correlation between job satisfaction and employee performance, demonstrated by a t-value of 7.875 (exceeding the threshold of 1.96) and a p-value below 0.05 (0.000). The positive coefficient of 0.530 demonstrates a direct proportional relationship, indicating that enhanced job satisfaction corresponds with improved employee performance. These findings align with scholarly literature, particularly the work conducted by (Al Amin & Pancasasti, 2021), who documented similar positive associations between these variables. Further validation comes from a subsequent investigation by (Mangunsong & Irmawati, 2023), whose research similarly confirmed that heightened job satisfaction contributes substantially to enhanced employee performance.

Table 11. Mediation Testing

Hypothesis	Estimate	T Statistic	P Value	Information
Job Insecurity -> Job Satisfaction -> Employee Performance	-0.102	2.028	0.043	Negative Significant
Person-Job Fit -> Job Satisfaction -> Employee Performance	0.269	7.594	0.000	Positive Significant

Source: processed data

Job satisfaction is able to mediate the influence of job insecurity on employee performance. Statistical analysis of the sixth hypothesis examined the mediating role of job satisfaction in the relationship between job insecurity and employee performance, revealing significant findings ($t = 2.028 > 1.96$; $p = 0.043 < 0.05$). A negative coefficient of -0.102 demonstrated a single-direction correlation, suggesting that enhanced job satisfaction diminishes job insecurity while simultaneously boosting employee performance. These findings align with scholarly investigations by (Al Amin & Pancasasti, 2021), with additional support from (Mangunsong & Irmawati, 2023) research, both confirming job satisfaction's mediating function between job insecurity and employee performance. Notably, while job insecurity typically undermines performance metrics, substantial levels of job satisfaction can effectively counterbalance these detrimental effects.

Job satisfaction is able to mediate the influence of person-job fit on employee performance. Statistical analysis of the seventh hypothesis examining the mediating role of job satisfaction between person-job fit and employee performance revealed significant findings, with t-statistics reaching 7.594 (exceeding the 1.96 threshold)

and a p-value below 0.05 (specifically 0.000). A positive coefficient of 0.269 emerged from the analysis, demonstrating a single-direction correlation wherein enhanced job satisfaction strengthens both person-job fit and employee performance. These findings align with scholarly work by (Nugraha & Ramdansyah, 2022), who demonstrated that job satisfaction functions as an intermediary mechanism in the relationship between person-job fit and employee performance. The analysis suggests that optimal alignment between workers and their professional responsibilities creates favorable conditions for heightened job satisfaction. Additional support comes from recent investigations at the GRAND INNA Hotel by (Dewi, et.al., 2024) who similarly established job satisfaction as an intervening factor linking person-job fit to employee performance.

CONCLUSION

Based on the results of the above discussion, the author can draw the following conclusions:

1. Job insecurity has a significant negative impact on job satisfaction, as feelings of insecurity often lead to stress and anxiety that reduce overall satisfaction.
2. Person-job fit positively influences job satisfaction, with better alignment between personal capabilities and job roles enhancing motivation and comfort.
3. Job insecurity negatively affects employee performance, as uncertainty about employment status tends to lower morale and diminish work enthusiasm.
4. Person-job fit has a positive effect on employee performance, with well-matched roles driving optimal work outcomes.
5. Job satisfaction significantly contributes to better performance, as satisfied employees tend to be more enthusiastic and productive.
6. Job satisfaction mediates the relationship between job insecurity and performance, helping maintain work quality despite employment uncertainty.
7. Job satisfaction also mediates the relationship between person-job fit and performance, strengthening the positive impact of role compatibility on performance.

The research revealed that job satisfaction functions as a crucial intermediary mechanism linking job insecurity and person-job fit with performance outcomes. When workers experience high levels of job satisfaction, they demonstrate greater resilience against the detrimental effects of job insecurity. Furthermore, strong person-job fit enhances job satisfaction, subsequently leading to elevated performance levels. The findings underscore how establishing workplace stability and aligning personnel capabilities with role requirements play a vital role in fostering optimal job satisfaction and performance among staff members.

Based on these findings, it is recommended that agencies in SETDA East Kalimantan Province improve working conditions by reducing job insecurity by ensuring employment status and clear information. Competency-based training programs are also needed to improve person-job fit, while efforts to create a conducive work environment with fair incentives and appreciation for employees are highly recommended. With this strategy, it is hoped that employee performance can improve continuously.

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