

THE EFFECT OF MOTIVATION, ORGANIZATIONAL BEHAVIOR AND JOB PERFORMANCE ON JOB INSECURITY AT MAAR GROUP

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Abstract

This study examines the effects of motivation, organizational behavior, and employee performance on job insecurity within MAAR GROUP. Data were collected using a survey method, employing a questionnaire as the primary data collection instrument. The study's population consisted of 147 employees of MAAR GROUP, with a census sampling technique used, resulting in a sample size of 147 employees. A quantitative approach was applied, using multiple linear regression analysis with the assistance of SPSS (Statistical Package for the Social Sciences) software. The findings indicate that, individually, motivation significantly influences job insecurity at MAAR GROUP, organizational behavior significantly influences job insecurity, and employee performance significantly influences job insecurity. Furthermore, motivation, organizational behavior, and employee performance collectively have a significant impact on job insecurity within the organization. These findings provide practical implications for MAAR GROUP's management, suggesting a need to focus on enhancing motivation, fostering a positive organizational culture, and optimizing employee performance to reduce job insecurity. Implementing strategies that support employee motivation, establish a supportive organizational culture, and maintain high levels of employee performance can contribute to a more stable work environment and improve overall employee well-being. Such efforts are critical for retaining a productive workforce and mitigating turnover related to job insecurity. This study also contributes to the existing literature on human resource management strategies aimed at reducing job insecurity, offering valuable insights, particularly in the context of dynamic business environments like MAAR GROUP.

Keywords: Motivation, Organizational Behavior, Performance and Job Insecurity.

INTRODUCTION

Human resources are one of the important roles to achieve a goal in managing a company because good human resources will produce good performance. Although technology is currently developing rapidly, it does not mean that it is one of the keys to the company's success, but the source of its success is the ability of the employees themselves to manage it. Work life has undergone a change in the situation over the past few decades as a result of economic recession, development of information technology, industrial improvement and acceleration of global competition (Fauzi, 2023). Currently, organizations are forced to be able to implement various adaptive strategies to adapt to new demands, always be able to compete with competitors, and survive in an unpredictable environment. *Job insecurity* or job insecurity is a psychological condition of a person (employee) in the form of feelings of tension, anxiety, worry, stress, and uncertainty about maintaining the continuation of work due to various threats from the work environment situation and conditions as a state of work that is continuously unpleasant. Aspects of job insecurity are the fear of losing a job where employees who receive negative threats about their jobs will allow job insecurity to arise in employees and vice versa; fear of losing social status in society where individuals who are threatened with losing social status will have high job insecurity compared to those who do not feel threatened, and fear of losing opportunities for promotion where employees who are threatened with losing opportunities for promotion will potentially have job insecurity compared to those who have opportunities for promotion.

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Apart from the job insecurity factor, there is also job performance which also influences job insecurity. Job Performance (Employee Performance) is to measure the extent to which an employee has succeeded in achieving the goals and standards set by the company or organization where they work. Employee performance can also be interpreted as the results achieved by an employee in carrying out their duties and responsibilities in an organization. According to Mangkunegara (2017), performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance is an inseparable part of the scope of the organization or company, and all parties involved in the company. Employee performance also plays an important role as a guideline in assessing employee quality in order to maintain the productivity of all employees working in the company. If an employee's performance is considered good, then the employee is entitled to receive appreciation or rewards in other forms from the company. The job security conditions experienced by members are certainly different from one another, but if an employee is in a condition of insecurity that is higher than expected, the member's reaction can be a negative reaction in the form of lack of motivation, lack of involvement in their work, increased levels of absenteeism, or decreased performance.

In addition to matters concerning job performance, there are organizational behavior factors that influence job insecurity as we all know. Organizational Behavior (Organizational Behavior) is the application of knowledge about how people, individuals, and groups act and react within an organization, to achieve the highest quality of performance, and dominant results. Organizational Behavior studies the influence and impact that individuals, groups, and organizational structures have on behavior within organizations for the purpose of increasing organizational effectiveness. Marisi Butarbutar et al, (2021). Defines organizational behavior as a study related to individual behavior in a particular group or organization, which shows the influence between individuals and organizations, and vice versa. Organizational behavior is the application of knowledge about how where people, individuals and groups act in an organization, to achieve the highest quality of performance and outstanding results. Organizational behavior studies the influence and impact of individuals, groups, and organizational structures on behavior within organizations with the goal of increasing organizational effectiveness.

Apart from organizational behavior factors, there are motivational factors that can greatly influence job insecurity. Motivation is a factor that can...the key that drives individuals to achieve their goals. In general, motivation can come from internal or external drives that influence a person to act, behave, and think in a certain way. Motivation can be in the form of ambition, personal goals, rewards, or social pressure. Motivation itself is one of the most important roles in achieving a goal because without motivation, a person may not have the drive to act or try hard to achieve a desire. MAAR Group is a private company established in 1998 and engaged in trade in the Pidie Jaya Regency area. Until now, MAAR Group has various business fields such as gas stations, motorcycle dealers, and LPG gas. In line with the development of the industry, MAAR Group is required to improve its ability to face competition, one of which is by paying attention to the workforce factor.

Table 1 Number of Employees Laid Off and Resigned

Month	Number of Employees Laid Off and Resigned		
	2020	2021	2022
January	2 persons	2 persons	4 People
February	-	3 People	2 persons
March	3 People	3 People	1 Person
April	4 People	-	3 People
May	4 People	2 persons	2 persons
June	3 People	1 Person	1 Person
July	-	2 persons	2 persons
August	2 persons	2 persons	2 persons
September	-	3 People	1 Person
October	-	2 persons	-
November	3 People	3 People	4 People
December	-	-	5 People
Total	21 People	23 People	27 People

At MAAR Group, employees who were laid off and resigned within 3 years during the 2020-2022 period reached 71 people, as in the table above. The number of Terminations of Employment (PHK) that occurred itself caused employees to start to dislike their jobs at MAAR Group. This also caused a feeling of job insecurity or insecurity in work felt by employees because of the vulnerability of layoffs during the last 3 years. This caused many employees at MAAR Group to start not doing work outside of their duties and responsibilities which led to resignation.

LITERATURE REVIEW

Human Resource Management

According to Ansory and Indrasari (2018), human resource management is defined as a science or method of managing the relationship between the roles of resources (workforce) owned by individuals effectively and efficiently and can be used optimally so that goals are achieved for the company, employees, and society.

Motivation

According to Sunyoto (2018), motivation talks about how to encourage someone's work spirit, so that they are willing to work by providing their abilities and expertise optimally to achieve organizational goals. Motivation is important because with motivation it is hoped that every employee will be willing to work hard and enthusiastically to achieve high work productivity.

Organizational Behavior

According to Robbins & Judge (2021) organizational behavior is a field of study that invests the influence of individuals, groups, and structures on behavior within organizations, for the purpose of applying knowledge to improve organizational effectiveness. The definition of an organization according to Weber as quoted by Thoha (2020) is that an organization is a certain boundary, so that someone who interacts with others is not of their own free will. They are limited by certain rules.

Job Performance

According to Sutrisno (2019) Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization. According to Torang (2014) Performance is the quantity or quality of the work results of individuals or groups within an organization in carrying out main tasks and functions that are guided by norms, standard operating procedures, criteria and measurements that have been set or that apply in the organization.

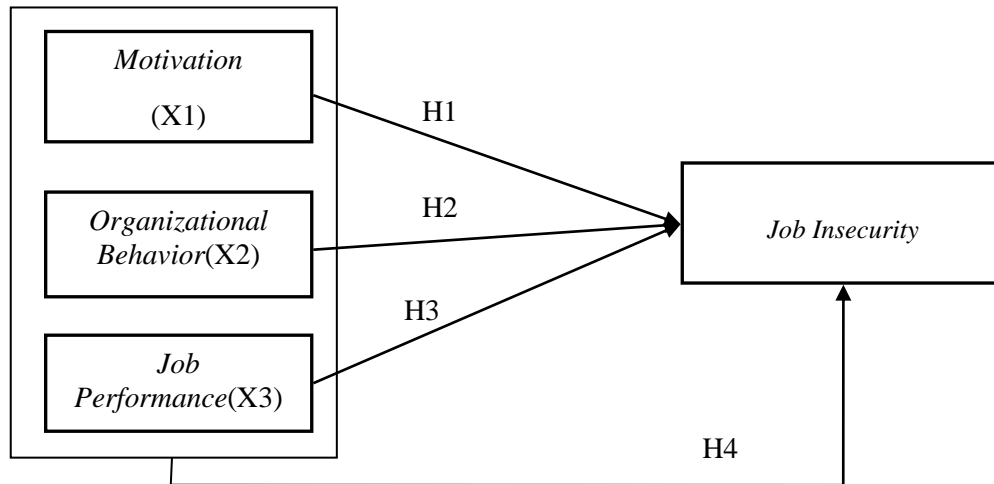
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Job Insecurity

Job insecurity or job insecurity according to Hutabarat (2022) is the loss of a sense of maintaining continuity in work or feeling threatened. The greater the level of threat felt by employees to their work, the greater the intention to leave the company.

Conceptual Framework



Picture1 Conceptual Framework

Hypothesis

- H₁ : *Motivation* impact on job insecurity at MAAR Group
- H₂: *Organizational Behavior* has an effect on job insecurity at MAAR Group.
- H₃ : *Job Performance* impact on job insecurity at MAAR Group
- H₄ : *Motivation, Organizational Behavior* and *Job Performance* influences *Job Insecurity* at MAAR Group

IMPLEMENTATION METHOD

Location and Object of Research

This research was conducted at MAAR GROUP located on Jalan Banda Aceh - Medan Gampong Meuko Kuthang, Bandar Dua District, Pidie Jaya Regency. The objects of this research were all employees of MAAR Group in Pidie Jaya. While the subjects of this research are motivation, employee performance, organizational behavior, and employee performance.

Population and Sample

The population in this study that is used as the population is all employees of Maar Group with a total of 147 employees. The sampling technique that will be used is the census technique, namely the technique of taking samples as a whole so that the number of samples in this study is 147 respondents.

Data collection technique

Questionnaires are data collection techniques carried out by giving a set of written questions and statements to respondents to answer (Sugiyono, 2019). The questionnaire used in this study was a closed questionnaire, namely a questionnaire that already had answers to the statements so that respondents could easily determine the answers provided by the researcher.

RESULT
Classical Assumption Test
Normality Test

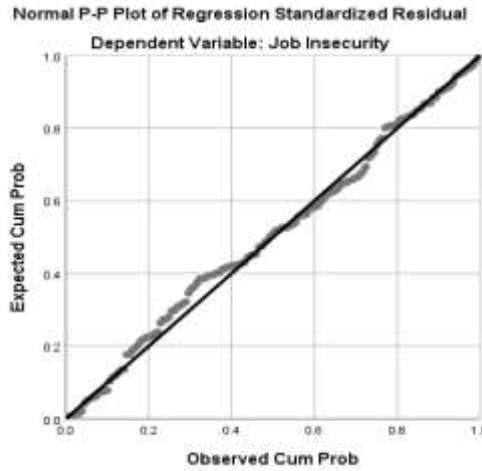


Figure 2 Probability Plot Normality Test

The image above shows that a t e a spread around the diagonal lines and follows the direction of the diagonal lines so it can be said that the research *isnorml probability ploit* is normally distributed

Multicollinearity Test

Table 2
Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	<i>Motivation</i>	0.938	1,066
	<i>Organizational Behavior</i>	0.734	1,363
	<i>Job Performance</i>	0.772	1.296
a. Dependent Variable: Job Insecurity			
Processed data source (2024)			

Based on the test results in the table above, it shows that the Motivation, Organizational Behavior and Job Performance variables have a tolerance value of less than 1 and a VIF value of more than 1. According to Ghazali (2018) *valuetoleranceyesbiga* above 0.1 and the Variance inflation factor (VIF) value below 10 indicates that there is no multicollinearity among the independent variables. So it can be concluded that in this study there is no multicollinearity

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Heteroscedasticity Test

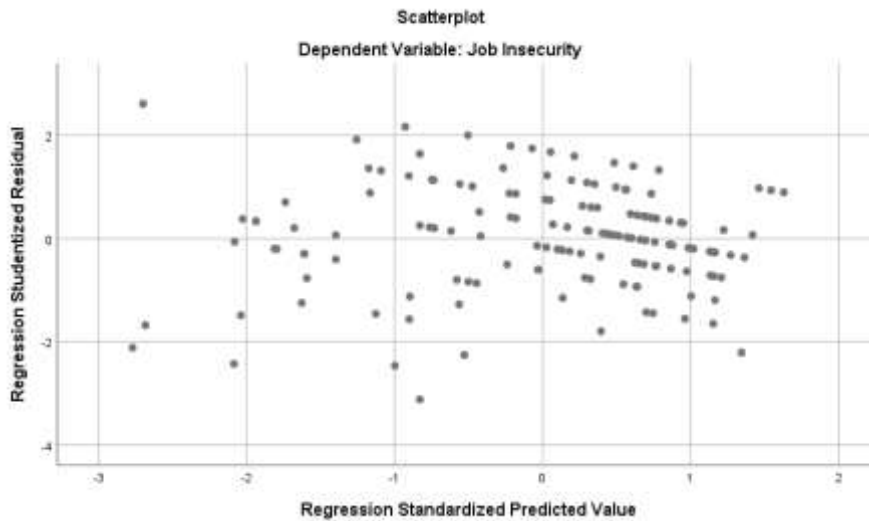


Figure 3 Scatterplot Test Results

Heteroscedasticity occurs if there is a certain pattern, such as the existing points form a certain pattern or are regular. Conversely, if the existing points are spread below and above the number 0 on the Y axis, then there is no Heteroscedasticity. If seen from the image above, there are points that are spread randomly, both above and below the number 0 on the Y axis and the points do not form a certain pattern, so it can be said that in this study there was no heteroscedasticity.

Multiple Linear Regression Analysis Test

Table 3 Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	1,838	.394			4.659	.000
Motivation	.216	.061	.271		3,518	.001
Organizational Behavior	.191	.083	.187		2.296	.023
Job Performance	.140	.068	.167		2,055	.042

a. Dependent Variable: Job Insecurity

From the results of the regression test using SPSS above, it can be assumed that the equation model in this study is as follows:

$$Job\ Insecurity = 1.838 + 0.216X_1 + 0.191X_2 + 0.140X_3 + \epsilon$$

The model shows the meaning that if:

- Constant, with value 1.838, means that if the independent variables, namely Motivation, Organizational Behavior, and Job Performance are constant or do not experience any changes or are equal to 0, then the Job Insecurity value is 1.838.
- Coefficient Motivation (X1), with a value of 0.216, if Motivation increases by 1% then it will increase Job Insecurity by 0.216.
- Organizational Behavior Coefficient (X2), with a value of 0.191, if it shows an increase of 1%, then Job Insecurity will also increase by 0.191.
- Job Performance Coefficient (X3), has a positive value with a value 0.140, shows that if Job Performance increases by 1%, it will cause Job Insecurity to increase by 0.140.

Correlation Coefficient and Determination (R Test)

Table 4 Correlation and Determination Coefficients

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.441a	0.195	0.178	.54538

a. Predictors: (Constant), Job Performance, Motivation, Organizational Behavior
Processed data source (2024)

From the results of the regression research in Table 4.17, the correlation coefficient (R) value is 0.441. The value indicates the strength of the linear relationship and the direction of the relationship of the two random variables have a unidirectional relationship. Furthermore, to measure how far the ability of a model can explain the variation of the dependent variable in this study, the adjusted R² value is used. The adjusted R² value is 0.195, which means that the variables Motivation, Organizational Behavior and Job Performance are only able to explain the variation in changes in job insecurity values by 19.5% together. While the remaining 80.5% is explained by other variables that are not in this study.

Simultaneous Test (F Test)

Table 5 Simultaneous Tests

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10,297	3	3.432	11,540	.000b
	Residual	42,534	143	.297		
	Total	52,832	146			

a. Dependent Variable: Job Insecurity

b. Predictors: (Constant), Motivation, Organizational Behavior, Job Performance

In the table, the calculated F value is known to be 11,540 greater than the F table value of 2,670 at $\alpha = 0.05$ with a significance of 0.000. This shows that H₀ is accepted and H_a is rejected, so it can be concluded that the variables *motivation, organizational behavior, job performance* are able to collectively influence *job insecurity*.

DISCUSSION

The Influence of Motivation on Job Insecurity

Based on the test results in Table 4, it shows that the t table of 1.655 obtained using the formula $df = nk$ is smaller than the calculated t of 3.518 with a significant value of 0.001 which is smaller than $\alpha = 0.05$ so it can be stated that H₁ is accepted, which means that the motivation variable has a significant effect on job insecurity. The positive influence on the results of this study indicates that there is an increase in motivation towards job insecurity. In this case, motivation requires someone to stay motivated before doing a job, with the hope that the work to be completed can provide maximum results. With motivation in a business, it can create a strong drive to achieve the final goal, thus it can be said that if someone has motivation in working, the work they do will provide maximum results so that the job insecurity felt will be reduced.

The Influence of Organizational Behavior on Job Insecurity

From the results of the research data in Table 4, it is shown that the t table of 1.655 obtained using the formula $df = nk$ is smaller than the calculated t of 2.296. The significant value of organizational behavior is 0.023 which is smaller than $\alpha = 0.05$ so it can be concluded that H₂ is accepted, which means that organizational behavior has a significant effect on job insecurity. Job insecurity is a feeling of tension, anxiety, stress, and uncertainty in relation to the nature and existence of the next job felt by workers. Excessive fear creates a desire to always work harder to avoid the risk of insecurity in work. In this case, the role of organizational support is needed to provide a positive response to employees who will reduce or decrease job insecurity and work stress in employees which will indirectly

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increase their organizational behavior. So, when the company wants to increase the organizational behavior carried out by employees, the organization should provide or increase organizational support first so that employee organizational behavior can increase and the insecurity felt by employees can decrease.

The Influence of Job Performance on Job Insecurity

From the results of the research data in Table 4, it is shown that the t table of 1.655 is greater than the calculated t2.055 with a significant value of job performance of 0.042 smaller than $\alpha = 0.05$ so it can be concluded that job performance has a positive and significant effect on job insecurity. Improving work quality often triggers higher expectations from the company towards employees. When an employee is able to produce work with good standards, management tends to give more tasks and responsibilities in the hope that the employee can maintain or even improve their performance. This causes greater pressure for employees, who if they fail to meet these expectations, can increase their sense of insecurity about their position in the company. Thus, high work quality can be one of the factors that increase job insecurity.

Conclusion

From the results of the discussion, the following conclusions can be drawn::

1. Motivational has a positive and significant effect on job insecurity at MAAR GROUP. This shows that if employee motivation increases, the awareness of employee job insecurity to move jobs will decrease.
2. *Organizational* has a positive and significant effect on job insecurity at MAAR GROUP. This will show that if the employee's organizational behavior is good, the employee's sense of job insecurity will decrease.
3. *Job Performance* has a negative and significant effect on job insecurity at MAAR GROUP. This shows that if the employee's performance is good and follows the procedure, the employee's sense of job insecurity will decrease.
4. Based on the research results, motivation, organizational behavior and job performance have a positive and significant effect on job insecurity at MAAR GROUP.

Suggestion

1. With this research, it is expected that those working at MAAR Group can continue to improve employee motivation by providing appropriate incentives, awards, and career development opportunities. Training and development programs that can improve employee skills and confidence can also help. Increasing employee motivation will reduce feelings of job insecurity, because employees feel appreciated and have clear prospects in the company.
2. MAAR Group should build a healthy and inclusive organizational culture by encouraging open communication, teamwork, and mutual respect among employees. Organizational leaders should reinforce positive behaviors such as employee integrity, responsibility, and commitment to company goals. By forming good organizational behavior, employee job insecurity will decrease because they feel involved and appreciated in the work environment.

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