



# The Impact Of Job Security And Work Engagement Onto Organization Commitment: A Case Study Of Tenured Faculty Of Universitas Islam Negeri (Uin) Syarif Hidayatullah Jakarta

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## ABSTRACT

Hypothetically, employees will be committed to their organizational obligation and responsibility if their job are secure and they are highly engaged in their works, and their organizational commitment in turn benefits the company for which they work. However, this hypothesis must be first validated and its truth must be first justified so that it becomes a scientific fact. This study aims at proving the hypothesis validity of the effect of job security and work engagement onto organizational commitment. To do so, 60 (sixty) persons of tenured faculty of FIDIKOM (Faculty of Computer Education) were taken as research sample. This study uses a quantitative method with a descriptive and verification approach, while the sampling technique used is purposive sampling by incidental sampling. The research instrument in this study is a questionnaire, the results of which are in the form of a scale. The scale uses a Likert scale. The hypothesis testing in this study uses Moderated Regression Analysis (MRA). The results showed that Job Security had a significant/significant effect on Organizational Commitment. Work engagement has a significant/significant effect on Commitment Organization. Job Security, Work Engagement, and Moderation have a significant/significant effect on Organizational Commitment.

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## INTRODUCTION

The roles, duties, and responsibilities of lecturers are very important in realizing the goals of national education, namely educating all Indonesian citizens, improving their living quality, which includes the quality of faith/taqwa, noble character, and mastery of science, technology, and art, as well as creating Indonesian society that is advanced, just, prosperous, and civilized. To carry out these very strategic functions, roles, and positions, national universities need to hire these professional lecturers. At universities, there are three main tasks (Tridharma) that must be carried out by universities, namely education and teaching activities, research, and community service.

Every semester, these three tasks are assigned to each lecturer. In addition, there are also other activities that must be carried out by lecturers, for example holding structural positions and being members of committees or working groups that carry out activities for faculties or universities. In carrying out their duties, lecturers often have to do work outside their working hours. This means that the job of a lecturer is a complex job. As an organization, a university is a living organism consisting of interacting academics. In order to be able to carry out various roles, lecturers must be qualified lecturers and have a high commitment to the university so that the university can formulate various development plans more steadily and continuously.

From this brief explanation, the author of this article is interested in submitting research with the respondents being tenured faculty from UIN Syarif Hidayatullah Jakarta, where the status of the majority of academics is civil servants (PNS). It can be said that the status of civil servants is the status of employees whose security and welfare are guaranteed by the state, regardless of how the individual performance conditions of the civil servants are. In order to improve academic quality, Islamic universities need to prepare adequate infrastructure, starting from the readiness of lecturers with credible competencies and qualifications, laboratory facilities, language institutions, libraries with text books, learning resources in all fields of science, information technology facilities, publications and publishing accredited scientific journals on a national and international scale, research institutes, and various training programs. Moreover, the academic process must be supported by accountable academic administration and management, such as recruiting academic staff and developing academic careers for lecturers through meritocratic principles.

Research on organizational commitment needs to be carried out on state-run university lecturers because lecturers' commitment to the university can affect the behavior of lecturers in the teaching and learning process, in interacting with students, colleagues and faculty or university leaders, and affect the productivity of lecturers in conducting research, writing scientific articles, and providing services to the community. The performance of lecturers is an important aspect in the context of the autonomy of state universities and the development of higher education in general. The formulation of the problem in this study is whether the theoretical model that describes work engagement as a moderator of the effect of job security can be used to predict the organizational commitment of tenured faculty of UIN Syarif Hidayatullah Jakarta.

The research hypotheses proposed are shown in the theoretical model in FIGURE 1 below:

Job Security Variable (X)

Ho = Job Security has no significant effect on Organizational Commitment

Ha = Job Security has a significant effect on Organizational Commitment

Work Engagement Variable (Z)

Ho = Work Engagement has no significant effect on Organizational Commitment

Ha = Work Engagement has a significant effect on Organizational Commitment

Moderating Variable (XZ)

Ho = Job Security, Work Engagement, and Moderation have no significant effect on Organizational Commitment.

Ha = Job Security, Work Engagement, and Moderation have a significant effect on Organizational Commitment

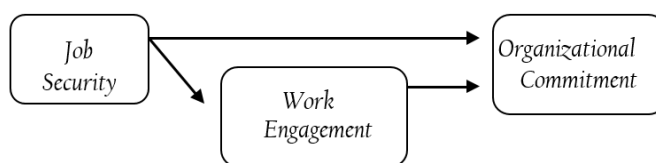


Figure 1. Theoretical Model

## RESEARCH METHOD

This study uses a quantitative method with a descriptive and verification approach, while the sampling technique used is purposive sampling by incidental sampling. The research instrument in this study is a questionnaire, the results of which are in the form of a scale. The scale uses a Likert scale. The hypothesis testing in this study uses Moderated Regression Analysis (MRA). The author distributed questionnaires to 60 (sixty) persons of tenured faculty of FIDIKOM (Faculty of Da'wah & Communication Studies) at Universitas Islam Negeri (UIN) Syarif Hidayatullah, an Islamic state-run university in Jakarta. Job security variable studied is symbolized as X, work engagement as Z, and moderating variable as XZ.

### Subjects

The research population in this study were all permanent lecturers at the Syarif Hidayatullah State Islamic University (UIN) Jakarta, with the criteria that they already had an NIDN, either civil servants or non-civil servants, and had taught at least 1 year, and were willing to fill out the research scale. While the research sample with these criteria is estimated to have understood organizational hygiene factors, so that they can translate job security and have work engagement in their work, which will be associated with organizational commitment.

### Measures

The sampling technique used in this study is purposive sampling by incidental sampling, meaning that individuals who have met the specified criteria (purposive sampling) can be taken as research subjects, and the ones that are easiest to find or who accidentally meet the researcher are taken, and willing to be a sample (incidental sampling), until the number reaches the required limit. Based on the Slovin formula, in a population the researcher can determine the minimum sample to be studied. The set margin of error (maximum) is 10% or 0.1.  $n = N / (1 + (N \times e^2))$ , data is obtained that the number of permanent lecturers at Fidikom is 150 people, then the minimum sample size is obtained as follows:  $n = 150 / (1 + (150 \times 0.1))$ , sample = 60 permanent lecturers. The instrument designed is a statement question which is designed according to the theoretical basis of each research variable. The instrument is in the form of a scale, as a verbal item in which the individual responds to each item by expressing the degree of agreement, disagreement, or by means of other responses. This scale was compiled using Likert Scale that uses 5 (five) alternative tiers from very favorable (very supportive) to unfavorable (very unfavorable) conditions. Likert Scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena.

The writer chose the Faculty of Da'wah and Communication Studies (FIDIKOM) as the main research sample. The faculty, which is included in the humanities family, is a combination of general (Western) social theories with religious theories, so that it displays a religious scientific face. This faculty comes from the da'wah department which used to be at the Ushuluddin Faculty, which later separated itself into a separate faculty. In its journey, the Da'wah Faculty has metamorphosed and made many academic enrichments, this can be seen in its study programs, namely Journalism and Social Welfare. If returned to the original science, the study programs at other universities are under the auspices of the Faculty of Psychology, Faculty of Social and Political Sciences, and Management. In addition, these study programs are partly under the auspices of the Ministry of Religion, and partly under the auspices of the Ministry of Education and Culture.

Thus, the author considers that FIDIKOM is worthy of being a representative sample of UIN as a campus for integrating general science and religious scholarship. The respondents who were willing to fill out the questionnaire were 60 people from a total of 150 permanent lecturers at FIDIKOM, especially during the data collection period, the lecturers who taught consisted of 95 civil servants and 55 non-civil servants. This amount is considered sufficient in calculating the Slovin formula, as the minimum required amount. The characteristics of respondents who fill out are as follows: a. gender classification consists of male lecturers 61%, female lecturers 39%. Age range is 25-

40 years: 20% = 41-50 years: 36 % = 51-60 years, 38 % = 61-70 years. 6 % of the lecturers have long working period roughly 1-10 years; 31% of them have 11-20 years; 31% of them have 21-30 years; 23% of them have 31-40 years. 6% of them are tenured faculty with the status of civil servants amounting to 85.2% and non-civil servants amounting to 14, 8%.

## RESULTS AND DISCUSSIONS

As shown in Table 1, there are variables entered and variables removed. The predictor variables entered are based on the criteria of Use Probability of F Entry 0.05 and Removal 0.01. It can be seen that the Job Security variable is included in the equation because it meets the criteria. It can also be seen that no predictor variables were removed. The method used in this case is the enter method.

**Table 1.** Variable Entered/ Removed

Model	Variables Entered	Variables Removed	Method
1	Job Security <sup>b</sup>	.	Enter

a. Dependent Variable: Komitmen Organisasi  
b. All requested variables entered.

As seen in Table 2 below, R is also known as the correlation coefficient. It can be read that the correlation coefficient between Job Security (X) and Organizational Commitment (Y) is 0.645. R Square is called the coefficient of determination. From the table can be read that the value of R square (R<sup>2</sup>) is 0.416, meaning that 41.60% of the variation that occurs to the high or low of Organizational Commitment is due to variations in Job Security, while the rest (58.40%) cannot be explained

**Table 2.** Variable Entered/ Removed

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.645 <sup>a</sup>	.416	.405	5,153

a. Predictors: (Constant), Job Security

It can be seen in Table 3 below that the probability (Sig) is 0.000 < 0.05, which means that the model is accepted or it can be concluded that the form of the linear equation = a + bX is correct.

**Table 3.** ANOVA

ANOVA <sup>a</sup>						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	1094,920	1	1094,920	41,237	.000 <sup>b</sup>
	Residual	1540,014	58	26,552		
	Total	2634,933	59			

a. Dependent Variable: Komitmen Organisasi  
b. Predictors: (Constant), Job Security

As shown in Table 4 below, the Unstandardized Coefficients column shows that Constant = 16,396, while Job Security = 0.620. From here, the regression equation = 16.396 + 0.620X is found. As for in t column, it shows that the t-test is useful for testing the significance of the regression coefficient (b), namely, to test whether the independent variable (X) has a significant effect or not

**Table 4.** Coefficients

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,396	6,337		2,587	,012
	Job Security	,620	,097	,645	6,422	,000

a. Dependent Variable: Komitmen Organisasi

After all research hypothesis tests above are conducted, some facts are found. Because t count > t table, Ho is rejected, meaning that Job Security has a significant effect on Organizational Commitment. The regression equation is  $16.396 + 0.620X$ , where: = Organizational Commitment X = Job Security. From the equation it can be concluded that every 1 increase in Job Security variable score (X) can increase 0.620 score of Organizational Commitment variable. As shown in Table 5, there are variables entered and variables removed. The predictor variables entered were based on the criteria of Use Probability of F Entry 0.05 and Removal 0.01. It can be seen that the Job Security, Work Engagement and Moderation variables are included in the equation because they meet criteria set

**Table 5.** Variables Entered/Removed

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Moderasi, Job Security, Work Engagement <sup>b</sup>		Enter

a. Dependent Variable: Komitmen Organisasi

b. All requested variables entered.

As seen in Table 6 below, R is called the multiple correlation coefficient. It can be read that the correlation coefficient between Job Security (X1), Work Engagement (Z) and Moderation (XZ) variables on Organizational Commitment (Y) is 0.737. R Square is called the coefficient of determination. From the table, it can be read that the value of R square (R2) is 0.543, meaning that 54.30% of the variation that occurs to high or low organizational commitment is due to variations in Job Security, Work Engagement and Moderation while the rest (45.70%) cannot be explained.

Adjusted R square is the adjusted R2 value so that the picture is closer to the quality of the model assessment in the population. This is symbolized as follows:

$$Adjusted R^2 = 1 - (1 - 0,543) \left( \frac{60-1}{60-4} \right) = 0,518$$

**Table 6.** Model Summary

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,737 <sup>a</sup>	,543	,518	4,638

a. Predictors: (Constant), Moderasi, Job Security, Work Engagement

The Table 7 below displays F count. The F test is useful for determining whether the estimation model used is appropriate or not. The equation model used is a linear model = a + bX + bZ + bXZ. To test whether the linear model = a + bX + bZ+ bXZ is correct or not, F count in the ANOVA table

below needs to be compared with F table. Because F count > F table, it can be concluded that the linear model = a + bX + bZ + bXZ is appropriate and can be used.

In addition to comparing F count with F table, there is an easier way to determine the accuracy of the above model, namely by comparing the probability (in the Anova table written Sig) with the real level (0.05 or 0.01). If the probability > 0.05 then the model is rejected. However, if the probability is < 0.05 then the model is accepted. It can be seen that the probability (Sig) is 0.000 < 0.05, meaning that the model is accepted or it can be concluded that the form of the linear equation = a + bX + bZ + bXZ is correct.

**Table 7. ANOVA**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1430,317	3	476,772	22,164	,000 <sup>b</sup>
	Residual	1204,617	56	21,511		
	Total	2634,933	59			

a. Dependent Variable: Komitmen Organisasi

b. Predictors: (Constant), Moderasi, Job Security, Work Engagement

As shown in Table 8 below, the Unstandardized Coefficients column shows that Constant (Constant) = -63.311, and Job Security = 1,693, and Work Engagement = 1.339, while Moderation = -0.018. From here we get the regression equation = -63.311 + 1.693X + 1.339Z- 0.018XZ is found. As for in t column, it shows that the t-test is useful for the significance of the regression coefficient (b), namely whether the independent variable (X) has a significant effect or not.

**Table 8. Coefficients**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-63,311	26,938		-2,350	,022
	Job Security	1,693	,405	1,759	4,176	,000
	Work Engagement	1,339	,432	2,424	3,103	,003
	Moderasi	-,018	,006	-2,607	-2,797	,007

a. Dependent Variable: Komitmen Organisasi

After all moderated regression analysis above is conducted, some facts are found. Because t count > t table then Ho is rejected, meaning that Job Security has a significant (significant) effect on Organizational Commitment. Because tcount > t table then Ho is rejected, meaning that Work Engagement also has a significant (significant) effect on Organizational Commitment. Because t count > t table then Ho is rejected, meaning that Moderation also has a significant (significant) effect on Organizational Commitment. The regression equation = -63.311 + 1.693X + 1.339Z- 0.018XZ, where Organizational Commitment X = Job Security, Z = Work Engagement, and XZ = Moderation. From the equation, it can be concluded that: (1) every 1 increase in the score of the Job Security (X) variable can increase the score of 1,693 for the Organizational Commitment variable with the assumption that the other independent variables are constant; (2) each increase of 1 score of Work Engagement variable (Z) can increase 1,339 score of Organizational Commitment variable with the assumption that the other independent variables are constant; and (3) every 1 increase in the score of the Moderation variable (XZ) can decrease the score of 0.018 for the Organizational Commitment variable with the assumption that the other independent variables are constant.

## CONCLUSION

Tenured faculty at the Faculty of Da'wah and Communication Studies (FIDIKOM) in all their characteristics show a positive attitude towards administration and organizational policies, supervision and relations with colleagues, rewards/salary, working conditions or organizational climate, as aspects of job security. This is one of the factors that contributes significantly or significantly to organizational commitment both affectively, continuously, and normatively. This is shown in the results of statistical calculations that there is a significant effect of job security on organizational commitment with the regression equation =  $16.396 + 0.620X$ . From this equation, it can be concluded that the more job security increases, the more organizational commitment will increase. The contribution of job security to organizational commitment is 41.60%, while 58.40% can be explained as the influence of other variables.

Tenured faculty at FIDIKOM in all their characteristics show positive behavior in carrying out their duties as a condition of work engagement with aspects of vigor, dedication, and absorption. In this study, work engagement is a moderating variable between job security and organizational commitment. The results showed that work engagement either directly or as a moderation showed significance in influencing the organizational commitment of FIDIKOM tenured faculty. This is shown in the statistical calculation that there is a significant direct effect of job security on organizational commitment, and a significant direct effect of work engagement on organizational commitment, meanwhile work engagement as a moderator also has a significant influence on organizational commitment. The regression equations =  $-63.311 + 1.693X + 1.339Z - 0.018XZ$ . The minus sign (-) on XZ indicates that this moderating variable can weaken the direct effect of job security on organizational commitment.

The researcher also concludes that not all perceived job security conditions will definitely and significantly result in a state of work engagement for permanent lecturers, even though work engagement has a significant effect on organizational commitment. However, organizational commitment to FIDIKOM tenured faculty is a significant or real thing, either through work engagement moderating variables or directly.

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