

## THE ROLE OF GRIT AS A MODERATOR IN THE RELATIONSHIP BETWEEN JOB INSECURITY AND ORGANIZATIONAL COMMITMENT

### PERAN GRIT SEBAGAI MODERATOR DALAM HUBUNGAN ANTARA JOB INSECURITY DAN KOMITMEN ORGANISASI

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#### Abstract

Job insecurity has become a phenomenon that often occurs in pandemic situations. The purpose of this study is to examine the relationship between job insecurity and organizational commitment as a variable and at the level of dimension. In addition, this study explores the moderating role of grit on the relationship between job insecurity and organizational commitment, especially during the pandemic which has an impact on many cases of layoffs. Participants were 200 employees who were obtained online using the method of convenience sampling. This research is quantitative, using measuring tools, namely the Organizational Commitment Questionnaire, Job Insecurity Measurement, and The Grit Scale. The data processing method used is the hierarchical multiple regression test. The results showed that there was no significant relationship between job insecurity and overall organizational commitment, also at the level of dimension such as affective organizational commitment, continuance organizational commitment, and normative organizational commitment. In addition, there was no significant moderating role of grit in the relationship between organizational commitment and job insecurity. This indicates that someone who has high job insecurity does not necessarily have an impact on reduced commitment to the organization.

**Keywords:** grit, job insecurity, organizational commitment

#### Abstrak

*Job insecurity telah menjadi fenomena yang banyak terjadi pada situasi pandemi. Penelitian ini bertujuan untuk meneliti hubungan antara job insecurity dan komitmen organisasi secara keseluruhan maupun pada tingkat dimensi. Selain itu, penelitian ini mengeksplorasi peran moderasi grit terhadap hubungan antara job insecurity dengan komitmen organisasi, khususnya pada masa pandemik yang berdampak pada banyaknya kasus pemutusan hubungan kerja. Partisipan berjumlah 200 karyawan yang diperoleh secara daring dengan menggunakan metode convenience sampling. Penelitian ini bersifat kuantitatif, dan alat ukur yang digunakan adalah Organizational Commitment Questionnaire, Job insecurity Measurement, dan The Grit Scale. Pengolahan data dilakukan dengan menggunakan uji regresi berganda hirarki dan hasil penelitian menunjukkan bahwa tidak terdapat hubungan yang signifikan antara job insecurity dengan komitmen organisasi secara keseluruhan, juga pada tingkat dimensi komitmen organisasi afektif, komitmen organisasi kontinuitas, dan komitmen organisasi normatif. Selain itu, tidak ditemukan peran moderasi grit yang signifikan pada hubungan antara komitmen organisasi dan job insecurity. Hal ini mengindikasikan bahwa seseorang yang memiliki job insecurity tinggi tidak serta merta berdampak pada berkurangnya komitmen pada organisasi atau perusahaan tempatnya bekerja.*

**Kata Kunci:** grit, ketidakamanan pekerjaan, komitmen organisasi

## INTRODUCTION

The current pandemic has an impact on every aspect of life. The impact on the organization as well as the impact on the economic aspect is unavoidable. According to Sandi (2020), in the tourism sector, there are 698 hotels that have gone out of business, regional transportation operations have decreased by 10%, while the manufacturing sector has decreased by 50%. This makes businesses face financial difficulties or even deficits because their production is ineffective

and must be stopped. Even in the food and beverage industry sector in mid-2020 the condition is getting worse. In order to survive, every organization must do many things, as Wursanto (2003) stated that a balance between expenditure and revenue units must occur within an organization so that when a loss occurs in one unit, the loss must be covered by profits in other units.

Dynamic social and economic changes lead to increased business competition, flexible labor regulations, and encourage organizational changes such as downsizing, acquisitions, and mergers (Lazauskaite-Zabielske, et al., 2019). The sustainability of the organization in facing challenges is also very dependent on the role of its human resources (HR). HR can make an organization able to survive the challenges that exist or even make the organization crumble. In the current situation, organizational downsizing and layoffs have occurred a lot so that it can cause job insecurity for every individual in the organization. On the other hand, organizations currently need human resources who have reliable commitments to be able to run the organization as efficiently and effectively as possible. Mutualism relationship between the fulfillment of employee needs that encourage employees to work hard to achieve organizational goals. Employees who are affectively connected to their organizations will be willing to voluntarily participate in organizational activities, stay in the organization and realize organizational goals, and feel a sense of belonging to the organization (Rhoades, et al., 2001). In addition, when employees with high organizational commitment show behavior to stay as members of the organization, employees with low organizational commitment show withdrawal behavior (Colquitt, et al., 2012).

Meyer and Allen (1991) defined organizational commitment as a mindset, or psychological state related to feelings or beliefs about an employee's relationship with the organization. This psychological state need not be limited to value and goal congruence but may also reflect a desire, need, or obligation to maintain membership in the organization. Meyer and Allen (1996) classified organizational commitment into three components, namely affective commitment, continuance commitment, and normative commitment. Affective commitment describes an employee's emotional attachment, involvement, and identification in the organization such as age, work group, position or job level. Continuance commitment describes a commitment based on considerations of profit and loss related to the resignation of employees from the organization such as salary or wages, level of education. Normative commitment is related with absenteeism and work requirements. Commitment indicators are very important for companies to determine the level of employee loyalty to the company. The three dimensions of organizational commitment can stand alone and have different factors and consequences on individuals.

Based on the previous research, it can be concluded that organizational commitment is influenced by external and internal factors. External factors that influence organizational commitment include job characteristics such as job scope, challenges in doing work, role conflicts experienced at work, role ambiguity, positive co-workers attitudes, perceptions of salary, and group norms (Steers, 1977); structural characteristics such as breadth of control, size of organization,

presence of trade unions, and centralization of authority (Allen & Meyer, 1990); organizational structure (Meyer & Allen, 1991); job security (Yousef, 1998). Meanwhile, internal factors that have a role in influencing one's organizational commitment include marital status (Mathieu & Zajac, 1990); job insecurity (De Cuyper, et al., 2009); need for achievement, age, education (Steers, 1977); work experience (Meyer & Allen, 1991); and grit (Widodo & Chandrawaty, 2020).

This study will further examine job insecurity as an internal factor of organizational commitment and organizational commitment. This is due to job insecurity that can be experienced by all employees, especially at this time with the pandemic situation that has an impact on the economic aspect which causes many companies to take efficiency measures and even go bankrupt. This situation can create uncertainty and cause job insecurity for all employees. In Indonesia, the Ministry of Manpower recorded that there were 2311 workers affected by layoffs (PHK) as of April 1, 2020, and 9,183 workers were laid off due to the weakening economy. According to Aldin (2020) there were several public companies that were forced to lay off employees and lay off employees. as well as deducting employee salaries.

According to O'Neill and Seva (2013) job insecurity can occur in a restructuring environment (excluding layoffs) but may involve changes that are unfavorable to employees. There are four dimensions of *job insecurity* according to O'Neill and Seva (2013), namely job loss insecurity related to perceptions of uncertainty about one's job continuity and the possibility of job loss; job changes insecurity related to the loss of valued features of one's job; organizational survival insecurity which relates to the extent to which the organization is deemed economically viable and invests in future growth; and marginalization insecurity related to the perception that someone is ignored by management and excluded from the wider social activities of the organization.

Lee and Jeong (2017) found a strong relationship between organizational commitment and job insecurity in 459 employees in South Korea. In contrast, De Cuyper and De Witte (2006) found that there was no significant relationship between organizational commitment and job insecurity. Furthermore, Hu and Zuo (2007) found that affective organizational commitment had no significant relationship with job insecurity, continuance organizational commitment had a weak relationship with job insecurity, and normative organizational commitment had a moderate relationship with job insecurity. However, Kalyal, et al (2010) found different results, namely affective organizational commitment and continuance commitment have a strong relationship with job insecurity, while organizational commitment normative has a weak relationship.

Based on the results of the previous discussion, it is likely that there are still differences in the results of previous studies which indicate the role of other factors that can affect the relationship between job insecurity and organizational commitment. In this study, grit will be appointed as a moderator in the relationship between job insecurity and organizational commitment. This is because in situations where employees have high job insecurity, employee

commitment to the organization will be low. However, with grit as a moderator in the relationship between job insecurity and organizational commitment, it is possible for employees to have high job insecurity but still display a commitment to a good organization. In addition, in the current pandemic situation, many companies are affected, so many are implementing employee efficiency and implementing work from home system that makes one's commitment to the organization very necessary in completing all work. The current situation further sharpens the urgency of conducting this research in looking at the relationship between organizational commitment, job insecurity and grit.

According to Duckworth et al (2007) *grit is* translated as perseverance and passion from within a person to achieve a long-term goal when there is uncertainty in an organization. In this study, grit has two dimensions, namely perseverance of effort, which is persistence to complete a goal, even when facing various obstacles or barriers, and consistency of interest, namely unanimity in commitment to one's interests that will lead to the achievement of goals. Research conducted by McGinley and Mattila (2019) studied personal factors such as grit to understand how people respond to levels of job insecurity to higher or lower levels. The results of research conducted by McGinley and Mattila (2019) stated that if job insecurity is low grit does not predict a person's level for turnover and intention to change careers, but when job insecurity is high grit can predict a person's level for turnover and intention to change career.

Based on the description above, the researcher is interested in examining the relationship between job insecurity and organizational commitment both as a variable and per component of organizational commitment (Hypothesis 1). In addition, researchers will look at the role of grit as a moderator between job insecurity and organizational commitment both as a whole and per component (Hypothesis 2). The study will be conducted towards permanent employees in the private sector in the area of Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) whose company takes action to reduce the number of employees or have a policy of efficiency. The employees who become the respondents of this study must have work experience for at least one year.

## **METHODS**

This research is a quantitative research with a correlational research design. The population of participants in this study are employees in the Jabodetabek area who have worked for at least one year, are currently still working with the status of permanent employees, and companies where they work are or have implemented employee reductions or employee efficiency since early 2020 until now. Data collection was conducted online and involved 200 participants with details of 99 male participants and 101 female participants. The sampling technique used in this study is the method of convenience sampling.

This study uses three measuring instruments presented on a scale *Likert* four-point. The first measuring tool is the Organizational Commitment Questionnaire compiled by Allen and Meyer (1990) which measures organizational commitment with 24 items reported to have coefficient values Cronbach alpha of affective organizational commitment (0.87), continuance organizational commitment (0.75) and normative organizational commitment (0.79). The second measuring tool is the Job insecurity Measurement (JIM) developed by O'Neill and Seva (2013) which consists of four components with a total of 18 items with a coefficient. Cronbach alpha job loss insecurity (0.90), job changes insecurity (0.90), organizational survival insecurity (0.87), and marginalization insecurity (0.88). In measuring organizational commitment and job insecurity, point 1 means “strongly disagree” and point 4 means “strongly agree”. The third measuring instrument is The Grit Scale which consists of 12 items with a coefficient value Cronbach alpha of 0.85 compiled by Duckworth et al (2007). This measuring tool is divided into two dimensions, namely perseverance of effort ( $\alpha = 0.78$ ) and consistency of interest ( $\alpha = 0.84$ ). In this instrument, point 1 means “very unsuitable” and point 4 means “very appropriate”.

The data processing software used in this study is the SPSS (Statistical Package for Social Science) version 24.0. The data processing stage begins with ensuring the completeness of the data and filtering out data that does not match the research criteria. The researcher then performed a descriptive statistical analysis and correlation test. Hypothesis testing used hierarchical multiple regression tests. Demographic data was entered in the first stage to control for the effects of gender, age, position, years of service at the last job, and overall tenure. Job insecurity and grit are included in the second stage to examine the relationship between job insecurity and components of organizational commitment. The interaction between job insecurity and grit was included at the last stage to examine the moderating role of grit on the relationship between job insecurity and organizational commitment.

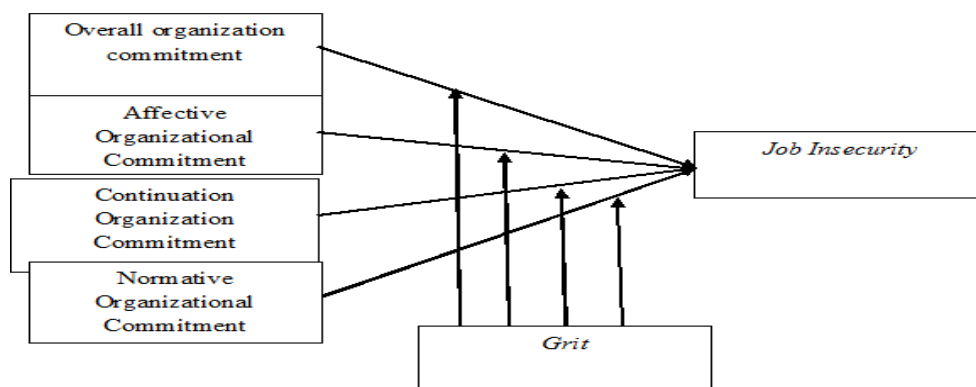


Figure 1. Conceptual Model

## RESULTS AND DISCUSSION

Based on the descriptive test, it showed that the study participants consisted of 99 males and 101 females. Thus, it can be concluded that most of the research participants were women (51%).

In addition, referring to the age of the respondents, it is dominated by employees who are in the age range of less than 30 years (43%). Furthermore, 41 % of research respondents have worked at the company where they work until now for less than two years and 3-10 years (82 participants). In addition, the total length of work of participants was dominated by more than 10 years as many as 92 participants (46%). Then, the position level was dominated by staff as many as 80 participants (40%). Based on table 1, it can be concluded that the majority of research respondents are respondents who have high organizational commitment, job insecurity, and grit .

Table 1. Overview of Research Variables Research

Variables	Minimum	Score Maximum	Mean	SD	Score below the median	Score above the median
Organizational Commitment	2.51	3.18	2.89	0.65	98	112
<i>Job insecurity</i>	1.45	3.06	2.22	0.50	88	102
<i>Grit</i>	2.45	3.59	2.95	0.45	81	119

Table 2. Correlation Between Variables Demographics and Research Variables

No	Variable	Mean	SD	1	2	3	4	5	
1	Gender	1.51	0.50	-					
2	Age	36.10	11.5	-0.20**	-				
3	Position	1.99	0.89	-0.15*	0.47**	-			
4	Years of Service at Last Job	1.77	0.74	0.04	0.57**	0.47**	-		
5	Overall Service Period	2.22	0.81	-0.18*	0.80**	0.56**	0.66**	-	
6	Organizational Commitment	3.49	0.26	-0.01	0.21**	0.08	0.13	0.14*	
7	Affective Organizational Commitment	3.83	0.36	-0.01	0.32**	0.19**	0.25**	0.26*	
8	Continuance Organizational commitment	3.15	0.40	-0.01	0.03	-0.07	0.00	-0.01	
9	Normative Organizational commitment	3.50	0.31	0.00	0.12	0.07	0.04	0.07	
10	<i>Job insecurity</i>	2.22	0.45	0.04	0.01	-0.02	-0.08	-0.03	
11	<i>Grit</i>	3.87	to 0:0 4	0:24	0:28**	0.12	0.06	0.15*	
No	Variable			6	7	8	9	10	11
6	Organizational Commitment			-					
7	Affective Organizational			0.72**	-				

Commitments						
8	Continuance Organizational Commitment	0.72**	0.17*	-		
9	Normative Organizational Commitments	0.75**	0.43**	0.31**	-	
10	<i>Job insecurity</i>	-0.05	-0.06	0.03	-0.08	-
11	<i>Grit</i>	0.18*	0.35**	-0.08	0.16*	-0.10

N= 200, \*p < 0.05, \*\* p < 0.01

Based on the correlation results, it is known that continuance and normative organizational commitment do not have a relationship with all research demographic factors. Overall organizational commitment has a linear relationship with age ( $r = 0.21, p < 0.05$ ) and overall tenure ( $r = 0.14, p < 0.05$ ). The older the employee and the longer the employee overall work experience, and the higher the organizational commitment. Meanwhile, affective organizational commitment has a significant relationship with age ( $r = 0.32, p < 0.05$ ), position ( $r = 0.32, p < 0.05$ ), years of service at the last job ( $r = 0.25, p < 0.05$ ), and years of service. overall ( $r = 0.26, p < 0.05$ ). However, no significant relationship was found between job insecurity and organizational commitment either as a variable or at the component level.

Table 3. Results of Multiple Regression Analysis to Predict Organizational Commitment

	Variable	Commitment Overall	Affective Organizational Commitment	Continuance Commitment	Normative Organizational Commitment
			Organizational Commitment		
Step 1	Gender	0.03	0.04	-0.01	0.03
	Age	0.26*	0.30*	0.10	0.18
	Position	-0.02	0.04	-0.11	0.05
	Working Period at Last Employment	0.04	0.10	0.02	-0.05
	Service Period	-0.07	Total-0.06	-0.05	-0.06
$R^2$		0.05	0.19**	0.01	-0.01
Step 2	<i>Job insecurity</i>	-0.03	-0.02	0.02	-0.08
	<i>Grit</i>	0.13	0.30**	-0.10	0.12
$\Delta R^2$		0.02	0.08**	0.01	0.02
Step 3	<i>Job insecurity</i> × <i>Grit</i>	-0.13	0.38	-0.48	-0.14
	$\Delta R^2$	0.00	0.00	0.00	0.00

N= 200, \*p < 0.05, \*\* p < 0.01

Before performing the regression test, prerequisite tests were performed, namely multicollinearity test, independent error test, and linearity test. The multicollinearity test between organizational commitment and job insecurity shows a value of tolerance = 0.97 ( $> 0.10$ ) and a VIF value = 1.03 ( $< 10$ ). In the multicollinearity test between organizational commitment and *grit*, value tolerance = 0.88 ( $> 0.10$ ) and VIF value = 1.13 ( $< 10$ ). Thus, the research variables do not show multicollinearity. In the independent error test with the test *Durbin-Watson*, the coefficient value of 2.09 is obtained which is still in the range of more than one and less than three. This shows that the residuals are not correlated or independent in all research variables. Based on the linearity test, a significance value of obtained deviation from linearity  $> 0.05$  was both between organizational commitment and job insecurity (0.76) and between organizational commitment and *grit* (0.37). Therefore, it is known that the dependent and independent variables have a significant linear relationship.

Based on the results of hierarchical multiple regression, it is known that only the age can be used to predict overall organizational commitment ( $\beta = 0.26$ ,  $t(194) = 2.61$ ,  $p < 0.05$ ) and affective organizational commitment ( $\beta = 0.30$ ,  $t(194) = 2.21$ ,  $p < 0.05$ ). Age explained the proportion of significant variance of affective organizational commitment,  $R^2 = 0.19$ ,  $F(5,194) = 0.44$ ,  $p < 0.05$ . In other words, 19% of the variance of affective organizational commitment was predicted by the age of the study respondents. Job insecurity is known to have no significant relationship with organizational commitment, either overall organizational commitment ( $\beta = -0.03$ ,  $t(194) = -4.67$ ,  $p = 0.64$ ), affective organizational commitment ( $\beta = -0.02$ ,  $t(194) = -0.30$ ,  $p = 0.76$ ), organizational continuance commitment ( $\beta = 0.02$ ,  $t(194) = 0.20$ ,  $p = 0.84$ ), and normative organizational commitment ( $\beta = -0.08$ ,  $t(194) = -1.11$ ,  $p = 0.27$ ). Therefore, it can be concluded that hypothesis 1 is rejected.

Based on the results of research data processing, it is known that there is no significant correlation between job insecurity and organizational commitment so hypothesis 1 in this study is rejected. This can be caused by the current pandemic situation experienced by all companies that have an impact on all employees so that job insecurity does not only affect organizational commitment to employees. Even though the job insecurity is high, the employee's commitment to the organization is also high because there are no other alternatives, so they still have to show organizational commitment in order to be maintained by the organization. In addition, the characteristics of research respondents who are permanent employees can be a factor in the insignificant relationship between organizational commitment and job insecurity. In the research of De Cuyper and De Witte (2006) did not find a significant relationship between organizational commitment and job insecurity, but after including the variable type of employment contract found a significant relationship between organizational commitment and job insecurity.



The results of research from Sari (2013) found similar results to this study, namely that it was known that there was no relationship between organizational commitment and job insecurity in respondents of employees outsourcing in State-Owned Enterprises (BUMN). Previous research also found that there was no significant relationship between affective organizational commitment, continuance organizational commitment and normative organizational commitment with job insecurity (Hu & Zuo, 2007; Ugboro, 2003). Thus, it can be interpreted that individuals who have high job insecurity are not always not committed to the company and vice versa. However, the results of this study is different from previous studies which showed that there was a significant relationship between job insecurity and organizational commitment (Bosman, et al., 2005; Cheng & Chan, 2008; Pangat, 2013; Sora, et al., 2010).

Grit only predicts affective organizational commitment ( $\beta = 0.30$ ,  $t(192) = 4.29$ ,  $p < 0.05$ ) after controlling for demographic variables. Grit and age explained the significant variance proportion of affective organizational commitment by 30%,  $R^2 = 0.30$ ,  $R^2 = 0.08$ ,  $F(2,292) = 9.55$ ,  $p < 0.05$ . This reflects that the higher the grit level and the older a person is, the higher the affective organizational commitment he has. This is in line with the findings of Nisar, Butt, Abid, Farooqi, and Qazi (2020) who found there was a moderate and positive relationship between affective organizational commitment and grit. The higher the grit level of an employee, the higher the employee's chance to stay in the organization and increase commitment at work (Nisar, et al, 2020). Individuals with high grit put more effort and do not lose hope despite facing difficult problems (Duckworth, et al, 2007). Thus, affective commitment and loyalty to the organization are higher than employees with low grit (Nisar, et al, 2020).

In this study, the role of grit as moderating did not show significant results between job insecurity and grit both on organizational commitment ( $\beta = -0.13$ ,  $t(191) = -0.11$ ,  $p = 0.91$ ), affective organizational commitment ( $\beta = 0.38$ ,  $t(191) = 0.36$ ,  $p = 0.72$ ), organizational continuance commitment of ( $\beta = -0.48$ ,  $t(191) = -0.42$ ,  $p = 0.68$ ), and normative organizational commitment ( $\beta = -0.14$ ,  $t(191) = -0.12$ ,  $p = 0.90$ ). Therefore, hypothesis 2 is rejected. The results of this study are in line with research conducted by King (2017) which found there was no relationship between overall organizational commitment, affective organizational commitment, continuance organizational commitment, and normative organizational commitment with grit in medical professionals in the United States. In addition, there was also no significant relationship between job insecurity and organizational commitment both as a whole and per component in this study. This finding is possibly found because this research was conducted during the pandemic where all companies are affected by this pandemic and all employees have anxiety about their work or job insecurity. However, in the midst of a pandemic, employees still need to show commitment so as to bring up good performance and existence in order to survive with the company.

## CONCLUSION

Based on the results of the research analysis, it can be concluded that there is no significant relationship between job insecurity, overall organizational commitment, affective organizational commitment, continuance organizational commitment, and normative organizational commitment to permanent employees in Jabodetabek who are affected by downsizing due to the pandemic. In addition, the moderating role was not found on the relationship between job insecurity, overall organizational commitment, affective organizational commitment, continuance organizational commitment, and normative organizational commitment.

## RECOMMENDATIONS

Based on the results of the research, further researchers are expected to develop this research more comprehensively and more in depth, and to use more research populations in one type of company. Further research can also consider situational factors, narrow the research to a more specific type of business such as industry or a company that is conducting efficiency or employee reductions, and conduct longitudinal research in order to be more comprehensive in seeing the relationship between the three variables over a certain period of time because the results research may be affected by the current pandemic situation. It is hoped that the results of this study can improve further research on the relationship between job insecurity and organizational commitment and is expected to stimulate further research on grit. In addition, based on the research results, it is proven that age and overall tenure have a relationship with overall organizational commitment and grit. Researchers suggest that companies should be able to develop steps to retain employees in the long term. The company can do this in various ways, such as creating a comfortable working environment, good working relationships between employees and between superiors and employees, and giving awards for achievements of the employees.

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