

THE INFLUENCE OF JOB INSECURITY, JOB CHARACTERISTICS, AND WORK CULTURE ON EMPLOYEE PERFORMANCE AT CV. JAYA PERKASA ABADI TANJUNG MORAWA DELI SERDANG, REGENCY

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Received : 21 April 2025

Published : 30 June 2025

Revised : 30 April 2025

DOI : <https://doi.org/10.54443/ihert.v7i1.463>

Accepted : 15 May 2025

Link Publish : <https://proceeding.unefaconference.org/index.php/IHERT>

Abstract

This study aims to determine the influence of job insecurity, job characteristics, and work culture on employee performance at CV. Jaya Perkasa Abadi Tanjung Morawa, Deli Serdang Regency. The research uses a quantitative approach with a population of 300 employees, from which a sample of 75 respondents was selected using the Slovin formula and stratified random sampling technique. Data were collected through questionnaires and observations, and analyzed using multiple linear regression with the help of SPSS version 27. The results show that, partially, job insecurity and job characteristics have a positive and significant effect on employee performance, as indicated by t-values greater than the t-table and significance values less than 0.05. In contrast, work culture does not have a positive or significant effect on employee performance. Simultaneously, job insecurity, job characteristics, and work culture have a significant effect on employee performance, with an adjusted coefficient of determination (R Square) of 0.910, indicating that 91% of the variation in employee performance can be explained by these three variables, while the remaining 9% is explained by other factors outside the scope of this research. These findings highlight the importance of job design and job security in improving employee performance, while also suggesting that organizational efforts to enhance performance should not rely solely on work culture but also consider other motivating and structural factors. The study provides valuable insights for managers and policymakers in optimizing human resource potential to achieve organizational goals.

Keywords: *Job Insecurity, Job Characteristics, Work Culture, Employee Performance.*

INTRODUCTION

Human resources are a key element that greatly determines the success of a company and often become the main challenge in organizational management. Employees with high competence are not only able to achieve optimal work results, but are also expected to adapt to various changes that occur, both from within and outside the organization. The increasingly rapid dynamics of the business environment, driven by advances in information technology and globalization, require companies to respond swiftly to changes in order to survive and compete at the global level. Globalization is a process in which all sectors of world activity become easier to connect and engage and result in a major influence on the global market. The major influence on the global market is closely related to all aspects of life that have consequences for social, political and economic. Every company constantly strives to have a workforce that is qualified and highly competent. Beyond simply acquiring the right human resources, companies also strive to retain high-potential employees so they can make maximum contributions in the long term. In this regard, employees are seen not merely as tools for production, but also as valuable assets that play an important role in the company's operations. Human resource management focuses on managing employees who are ready, capable, and responsive in achieving the company's objectives. Amidst the intense business competition today, companies are required to consistently improve employee performance in order to achieve organizational goals effectively. One of

the main challenges faced is maintaining the stability and productivity of human resources, especially when they must adapt to a fast-changing and dynamic work environment. Therefore, employee performance becomes a vital determining factor for the success of a company, including at CV Jaya Perkasa Abadi Tanjung Morawa. Employee performance plays a crucial role in determining a company's success. As a reflection of employee work behavior, performance can be defined as the results achieved in accordance with the responsibilities and roles carried out within the company over a certain period of time. This indicates that employee performance is one of the key factors influencing the success and sustainability of company operations. Employee participation plays a crucial role in determining a company's success in achieving its long-term goals for continuous growth and progress. Individual employee characteristics, commitment, and the desire to work professionally, along with various factors within the organization, have a significant influence in reflecting the level of employee performance in a company (Dewi, 2021). Every employee needs to have a strong work culture in order to become an individual with good character and understand the values upheld by the company. A healthy work culture in a company will encourage employees to improve their performance, so they can operate more effectively and efficiently in achieving the company's goals. Therefore, leaders must play an active role in creating a conducive work culture atmosphere, so that awareness of the importance of work culture can be well socialized among employees.

Various rules and norms implemented within an organization play an important role in fostering discipline, enabling employees to comply with and properly follow these regulations, which ultimately shapes a culture of discipline in the workplace. In general, these rules include sanctions for violations, which can range from verbal or written warnings, suspension, demotion, to termination, depending on the severity of the employee's misconduct (Pranitasari & Khotimah, 2021). A positive work culture encourages employees to improve work quality and motivates them, which in turn will contribute to performance improvement in the future. Work culture itself is a habit that is repeatedly practiced by employees within an organization. Although violations of these habits are usually not subject to strict sanctions, morally, members of the organization have agreed that these habits must be adhered to for the smooth execution of tasks and the achievement of common goals. A constructive work culture is believed to strengthen relationships among employees and create a more supportive work atmosphere, which ultimately has a positive influence on work outcomes and employee performance.

Job characteristics refer to an individual's perception of the activities performed in their job, which play an important role in supporting performance improvement. The aspects that form job characteristics include the type of work, the level of authority, and the conditions attached to each task. Ultimately, this has a positive effect on improving employee performance. In addition, job characteristics can be analyzed through several dimensions, such as the variety of skills used in completing tasks, the identity of the task itself, the meaning contained in the work, the level of autonomy possessed, and the feedback received (Rahmadalena & Asmanita, 2020). Effectively designed jobs can increase employee engagement and commitment, which ultimately has a positive impact on their performance. On the other hand, monotonous, unchallenging, or unrewarding jobs usually reduce employee motivation and productivity. Therefore, a deep understanding of job characteristics is crucial in optimally managing human resources and encouraging overall performance improvement. When employees feel secure and the level of job uncertainty is low, they tend to be more motivated, more focused, and able to make maximum contributions to the company. A stable and supportive work environment will encourage employees to be more committed and enthusiastic in carrying out their duties, thus positively impacting the achievement of organizational targets and creating a productive work atmosphere.

The level of job insecurity is one of the main factors affecting the quality of employee performance in a company. When employees experience a high degree of uncertainty regarding the continuity of their jobs, it can cause stress, reduce motivation, and disrupt focus at work, thereby negatively impacting overall productivity and performance quality. This condition also has the potential to hinder the achievement of company goals and disrupt the company's operational continuity (Saraswati & Purba, 2019). Job insecurity is a psychological condition experienced by employees, in which they feel anxious or insecure due to changes occurring in the work environment. This condition often arises as a result of an increase in temporary or contractual jobs. The more positions with limited duration and non-permanent status, the more employees experience job insecurity.

FORMULATION OF THE PROBLEM

Based on the background above and to provide research limitations, several problems are formulated, as follows:

1. Does job insecurity affect employee performance at CV. Jaya Perkasa Abadi Tanjung Morawa?
2. Do job characteristics affect employee performance at CV. Jaya Perkasa Abadi Tanjung Morawa?
3. Does work culture affect employee performance at CV. Jaya Perkasa Abadi Tanjung Morawa?
4. Do job insecurity, job characteristics, and work culture affect employee performance at CV. Jaya Perkasa Abadi

LITERATURE REVIEW

Job Insecurity

Job insecurity can be described as a condition that reflects the vulnerability or weakness experienced by an individual in the work environment. This condition arises when a person feels that their position at work is unstable or threatened, so that the situation has the potential to hinder, damage, or even jeopardize their career advancement and professional development in the future. According to (Ridho & Syamsuri, 2019), job insecurity refers to a situation in which an employee perceives a threat to the continuity of their job and strives to maintain their position within the organization.

Job Characteristics

According to Elbadiansyah (2019), job characteristics are a job design model that describes how a job is carried out, particularly in relation to the tasks and responsibilities delegated to an employee. Job characteristics include the nature and duties of the job, encompassing responsibilities, types of tasks assigned, and the level of satisfaction derived from the job itself. Jobs that are intrinsically satisfying tend to be more motivating for individuals compared to less satisfying jobs. However, even if job characteristics match an individual's abilities and the work environment is supportive, this does not automatically guarantee optimal job performance. In other words, there are other factors beyond job characteristics and individual abilities that also influence an employee's performance.

Work Culture

Work culture can be understood as a system of values, norms, and habits that distinguish one organization from another. It serves as a binding guideline for employees to achieve organizational goals while fulfilling individual aspirations, thereby creating a productive and motivating work environment, and producing professional leaders and employees with high integrity. Generally, work culture can be perceived as a philosophical statement that functions as a binding guideline for employees, as it can be formally formulated in various company rules and regulations. By using work culture as a reference for applicable provisions, leaders and employees become indirectly bound, which helps shape attitudes and behaviors aligned with the organization's vision and mission. This formation process ultimately results in professional leaders and employees with high integrity (Rema Mulyani, 2022).

Employee Performance

It is undeniable that the development and progress of an organization are greatly influenced by the quality of performance management. This factor acts as a driving force that can accelerate the achievement of organizational goals. With good performance management, an organization can be more effective in achieving desired results and adapting to changes occurring in its surrounding environment. Employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them (Lubis & Wulandari, 2018).

RESEARCH METHODS

The method used in this research is the quantitative method. According to Sugiyono (2019:17), quantitative research is a method based on the philosophy of positivism. This method is used to conduct research on a specific population or sample, where data collection is carried out through research instruments. The data analysis in this study is quantitative or statistical in nature, with the primary objective of testing predetermined hypotheses. The population in this study consists of employees of CV. Jaya Perkasa Abadi Tanjung Morawa, totaling 300 employees. Sampling was conducted using the Slovin formula and the Stratified Random Sampling method, resulting in a total of 75 employees. Data collection techniques in this research include questionnaires and observations. Data analysis techniques involve validity tests, reliability tests, and classical assumption tests. The data analysis method uses multiple linear regression with the assistance of SPSS software version 27. Hypothesis testing is carried out using t-tests and f-tests, as well as the coefficient of determination (R square).

RESULTS AND DISCUSSION RESULTS

Validity Test

Table 1. Validity Test Results

Variable	Items	r_{hitung}	r_{tabel}	Description
Employee Performance (Y)	Y1	0,736	0,373	Valid
	Y2	0,627	0,373	Valid
	Y3	0,670	0,373	Valid
	Y4	0,720	0,373	Valid
	Y5	0,770	0,373	Valid
	Y6	0,825	0,373	Valid
	Y7	0,584	0,373	Valid
	Y8	0,515	0,373	Valid
Job Insecurity (X1)	X1.1	0,862	0,373	Valid
	X1.2	0,855	0,373	Valid
	X1.3	0,818	0,373	Valid
	X1.4	0,618	0,373	Valid
	X1.5	0,559	0,373	Valid
	X1.6	0,708	0,373	Valid
	X1.7	0,660	0,373	Valid
	X1.8	0,590	0,373	Valid
Job Characteristics (X2)	X2.1	0,663	0,373	Valid
	X2.2	0,743	0,373	Valid
	X2.3	0,894	0,373	Valid
	X2.4	0,912	0,373	Valid
	X2.5	0,844	0,373	Valid
	X2.6	0,908	0,373	Valid
	X2.7	0,861	0,373	Valid
	X2.8	0,759	0,373	Valid
	X2.9	0,697	0,373	Valid
	X2.10	0,571	0,373	Valid
Work Culture (X3)	X3.1	0,743	0,373	Valid
	X3.2	0,856	0,373	Valid
	X3.3	0,853	0,373	Valid
	X3.4	0,736	0,373	Valid
	X3.5	0,761	0,373	Valid
	X3.6	0,574	0,373	Valid
	X3.7	0,648	0,373	Valid
	X3.8	0,566	0,373	Valid

Source: SPSS Validity Test Results 27.0, 2025.

Based on Table 1, it can be seen that using a significance level of 0.05 and a critical r-value of 0.373, all the questions in the questionnaire are declared valid because overall the calculated r-values (r-count) are greater than the critical r-

value (r-table). Thus, it can be concluded that each question in the questionnaire can be considered valid as an instrument for assessing research data, and all indicators of each variable—Job Insecurity (X1), Job Characteristics (X2), and Work Culture (X3)—in relation to Employee Performance (Y) are declared valid overall.

Reliability Test

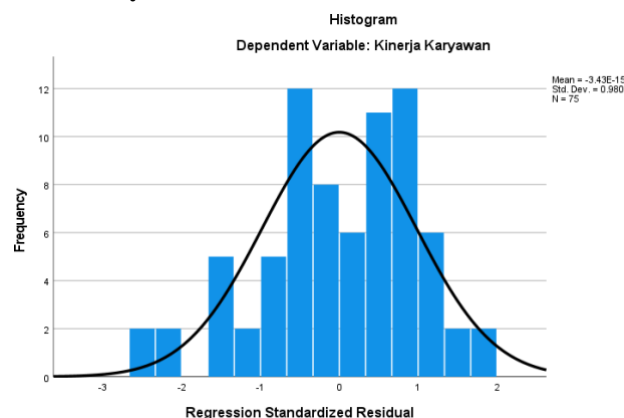
Table 2. Results Reliability Test

Variable	Cronbach's Alpha value	Critical Value	Description
Employee Performance (Y)	0,831	0,6	Reliabel
Job Insecurity (X1)	0,862	0,6	Reliabel
Job Characteristics (X2)	0,932	0,6	Reliabel
Work Culture (X3)	0,859	0,6	Reliabel

Source: SPSS Validity Test Results 27.0, 2025.

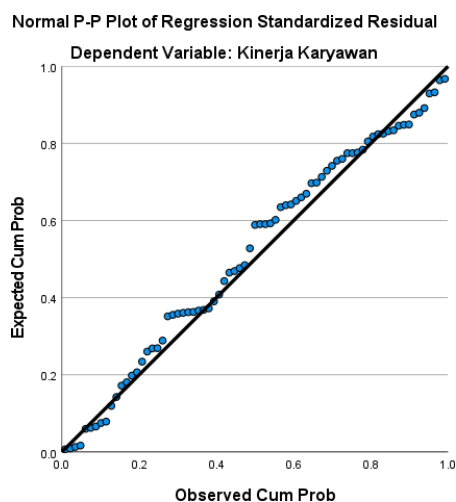
Based on the reliability test results of the questionnaire in Table 2, it can be seen that each variable in the statement is reliable, as it meets the specified criteria, namely Cronbach's Alpha (α) > 0.6. Therefore, the reliability test results of these variables are considered valid, indicating that the questionnaire used can be trusted.

Classical Assumption Test Normality Test



Source: SPSS Normality Test Results 27.0, 2025.

Based on Figure, it can be concluded that the data used shows a normal distribution. This is evident from the bell-shaped pattern of the data centered around the middle, indicating that the data follows a normal distribution.



Source: SPSS Normal Probability Plot Test Results 27.0, 2025.

In Figure above, the Normal Probability Plot shows that the distribution pattern tends to be normal. The data points are scattered around the diagonal line and follow its direction, indicating that the regression model meets the normality assumption. Therefore, the regression model is suitable for predicting employee performance based on the independent

variables.

Multicollinearity Test

Table 3. Results Multicollinearity Test

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	2.691	1.071		2.511	.014
	X1	.335	.041	.379	8.185	.000
	X2	.543	.073	.786	7.466	.000
	X3	-.100	.094	-.115	-1.062	.292

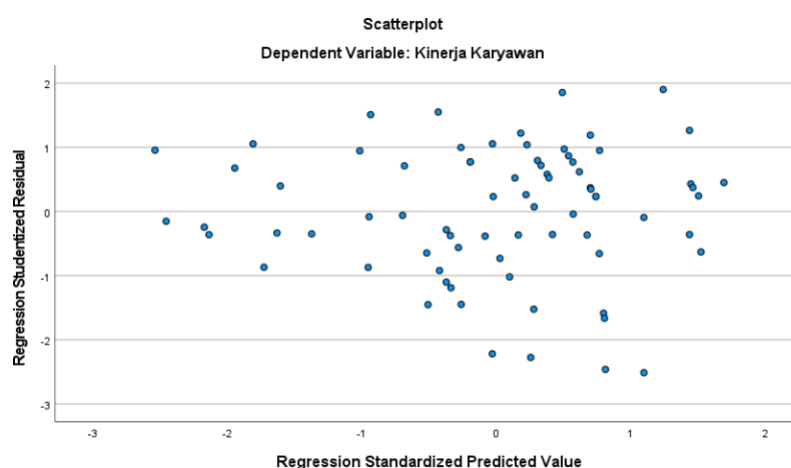
		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	X1	.593	1.687
	X2	.115	8.717
	X3	.108	9.288

a. Dependent Variable

Source: SPSS Multicollinearity Test Results 27.0, 2025.

Based on Table 3 above, it can be seen that the Variance Inflation Factor (VIF) values are all less than 10, namely Job Insecurity (X1) at $1.687 < 10$, Job Characteristics (X2) at $8.717 < 10$, and Work Culture (X3) at $9.288 < 10$. Additionally, the tolerance values must be greater than 0.1, with Job Insecurity (X1) at $0.593 > 0.1$, Job Characteristics (X2) at $0.115 > 0.1$, and Work Culture (X3) at $0.108 > 0.1$. Therefore, the data is free from multicollinearity and can be considered reliable and objective.

Heteroscedasticity Test



Based on the image above, it can be seen that the points are scattered randomly, both above and below around the 0 mark on the Y, and do not form any specific pattern. Therefore, this regression model is free from heteroscedasticity.

Multiple Linear Regression

Table 4. Multiple Linear Regression Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.691	1.071		2.511	.014
	X1	.335	.041	.379	8.185	.000
	X2	.543	.073	.786	7.466	.000
	X3	-.100	.094	-.115	-1.062	.292

a. Dependent Variable

Source : SPSS Multiple Linear Regression Results 27.0, 2025

Based on Table 4, the multiple regression equation in this study is:

$$Y = 2.691 + 0.335X1 + 0.543X2 - 0.100X3 + e$$

The table above shows that the calculation is based on the constant value (a) of 2.691, b1 of 0.335, b2 of 0.543, and b3 of -0.100, resulting in the multiple linear regression equation:

$$Y = 2.691 + 0.335X1 + 0.543X2 - 0.100X3 + e.$$

From this regression equation, the following conclusions can be drawn:

1. Based on the constant value (a) = 2.691 and its positive sign, it indicates that if the independent variables are equal to zero, employee performance will increase by 2.691%.
2. The coefficient for the Job Insecurity variable is 0.335, meaning that if Job Insecurity increases by 1 unit, Employee Performance will increase by 0.335%.
3. The coefficient for the Job Characteristics variable is 0.543, meaning that if Job Characteristics increase by 1 unit, Employee Performance will increase by 0.543%.
4. The coefficient for the Work Culture variable is -0.100, meaning that if Work Culture increases by 1 unit, Employee Performance will decrease by 0.100%.

t – test (Partial)

Table 5. t – test (Partial) Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.691	1.071		2.511	.014
	X1	.335	.041	.379	8.185	.000
	X2	.543	.073	.786	7.466	.000
	X3	-.100	.094	-.115	-1.062	.292

a. Dependent Variable

Source : SPSS Results of t – test (Partial) 27.0, 2025.

Based on the results of the t-test above, the t-table value at $df = n - k - 1 = 75 - 4 = 71$ with a significance level of 5% (0.05) is 1.66660. Therefore, to determine the partial effect, the multiple linear regression equation can be interpreted as follows:

1. The value obtained from the table shows that the calculated t-value is greater than the t-table value ($8.185 > 1.66660$) and the significance level is 0.000, which is less than 0.05. This means that Job Insecurity has a positive and significant effect on Employee Performance.
2. The value obtained from the table shows that the calculated t-value is greater than the t-table value ($7.466 > 1.66660$) and the significance level is 0.000, which is less than 0.05. This means that Job Characteristics have a positive and significant effect on Employee Performance.
3. The value obtained from the table shows that the calculated t-value is less than the t-table value ($-1.062 < 1.66660$) and the significance level is 0.292, which is greater than 0.05. This means that Work Culture has no

positive and no significant effect on Employee Performance.

F – Test (Simultaneous)
Table 6. F – Test (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1138.981	3	379.660	238.507	.000 ^b
	Residual	113.019	71	1.592		
	Total	1252.000	74			

a. Dependent Variable

b. Predictors:
(Constant)

Source : SPSS Results of F – Test (Simultaneous) 27.0, 2025.

Based on the table above, the calculated F-value (Fcount) is 238.507. With a significance level (α) of 5% and degrees of freedom for the denominator: $75 - 4 = 71$, the F-table value (Ftable) is 3.13. From this information, it can be concluded that Fcount (238.507) > Ftable (3.13), and the significance value is $0.000 < 0.05$. Therefore, it can be concluded that Job Insecurity, Job Characteristics, and Work Culture simultaneously (jointly) have a significant effect on Employee Performance.

Determination Coefficient Test

Table 7. R Square Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 ^a	.910	.906	1.262

a. Predictors: (Constant)

b. Dependent Variable

Source : SPSS Results R Square Test 27.0, 2025.

Based on the table above, the adjusted coefficient of determination (R Square) value is 0.910. This means that 91% of the variation in the dependent variable can be explained by the independent variables, while the remaining 9% is explained by other variables outside the scope of this study.

DISCUSSION

The Effect of Job Insecurity on Employee Performance

The results of this study show that the calculated t-value is greater than the t-table value ($8.185 > 1.66660$) and the significance level is 0.000, which is less than 0.05. This means that Job Insecurity has a positive and significant effect on Employee Performance. Uncertainty regarding job continuity (Job Insecurity) motivates employees to improve their performance as an effort to maintain their position within the company. When faced with uncertain situations, employees tend to increase their commitment and productivity in response to external pressures, aiming to make a significant and valuable contribution to the organization.

The Effect of Job Characteristics on Employee Performance

The results of this study show that the calculated t-value is greater than the t-table value ($7.466 > 1.66660$) and the significance level is 0.000, which is less than 0.05. This means that Job Characteristics have a positive and significant effect on Employee Performance. The better the job characteristics, the higher the motivation and productivity of employees in carrying out their tasks. This is because a well- designed job provides a sense of meaning, responsibility, and opportunities to apply knowledge optimally, making employees feel more satisfied and

able to contribute maximally to work outcomes.

The Effect of Work Culture on Employee Performance

The results of this study show that the calculated t-value is less than the t-table value ($-1.062 < 1.66660$) and the significance level is 0.292, which is greater than 0.05. This means that Work Culture has no positive and no significant effect on Employee Performance. The variation in employees' perceptions of the implemented work culture may also contribute to its insignificant influence. Therefore, the organization needs to consider other factors that contribute more effectively to improving performance, rather than relying solely on work culture as the main driving force.

The Effect of Job Insecurity, Job Characteristics, and Work Culture on Employee Performance

The results of this study show that the calculated F-value (Fcount) of 238.507 is greater than the F-table value (Ftable) of (3,13), and the significance level is 0.000, which is less than 0.05. Therefore, it can be concluded that Job Insecurity, Job Characteristics, and Work Culture simultaneously (jointly) have a significant effect on Employee Performance. The adjusted coefficient of determination (R Square) is 0.910, meaning that 91% of the variation in the dependent variable can be explained by the independent variables, while the remaining 9% is explained by other variables outside the scope of this study.

CONCLUSION

Based on the results of the study on the influence of Job Insecurity, Job Characteristics, and Work Culture on Employee Performance at CV. Jaya Perkasa Abadi Tanjung Morawa, Deli Serdang Regency, the following conclusions can be drawn :

1. This study found that Job Insecurity has a positive and significant effect on Employee Performance at CV. Jaya Perkasa Abadi Tanjung Morawa, Deli Serdang Regency.
2. This study found that Job Characteristics have a positive and significant effect on Employee Performance at CV. Jaya Perkasa Abadi Tanjung Morawa, Deli Serdang Regency.
3. This study found that Work Culture has no positive and no significant effect on Employee Performance at CV. Jaya Perkasa Abadi Tanjung Morawa, Deli Serdang Regency.
4. This study found that Job Insecurity, Job Characteristics, and Work Culture simultaneously have a positive and significant effect on Employee Performance at CV. Jaya Perkasa Abadi Tanjung Morawa, Deli Serdang Regency.

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