

## **The Effect of Employability and Job Insecurity on Job Satisfaction with Organizational Commitment as a Consequence**

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### **Abstract**

*This study aims to examine the effect of employability and job insecurity on organizational commitment with job satisfaction as a mediating variable. This study focuses on how employability and job insecurity affect organizational commitment, especially in the context of Family Hope Program (PKH) companions in the public sector. A quantitative approach was used in this study by distributing questionnaires to all PKH facilitators in Purworejo Regency totaling 105 people. Data analysis was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method, including instrument validity and reliability tests, model fit, hypothesis testing, and mediation analysis. This study provides an empirical contribution by testing the mediation model of job satisfaction in the relationship between employability, job insecurity, and organizational commitment, especially in the local government social sector which has not been widely studied before. The results of the study indicate that employability has a positive and significant effect on organizational commitment, while job insecurity does not have a significant effect on job satisfaction or organizational commitment. Job satisfaction is proven to affect organizational commitment but does not mediate the relationship between employability and job insecurity with organizational commitment. Employability is more decisive for organizational commitment than job satisfaction as an intermediary. Organizational support for increasing employability is key to building organizational commitment.*

**Keywords:** Employability, Job insecurity, Job satisfaction, Organizational commitment, SEM-PLS.

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## **INTRODUCTION**

Organizational commitment is one of the important factors that determines the success of programs in public sector organizations, especially in dealing with complex and stressful work dynamics (Adamchik & Sedlak, 2024; Ametepe et al., 2024; Hakami et al., 2020). In the context of local government institutions, such as the Department of Social Affairs, Population Control, and Family Planning of Purworejo Regency, the success of the implementation of the Family Hope Program (PKH) is very dependent on the level of commitment of the assistants as the main implementers of the program in the field (Raharjo & Masahere, 2023). High commitment to the organization has been shown to be positively correlated with employee loyalty, dedication, and increased performance (Winarsih & Fariz, 2021; Yan et al., 2023).

Based on literature studies, organizational commitment is influenced by a number of factors, such as leadership (Putri et al., 2024), empowerment and incentives (Dewi & Martini, 2024), job satisfaction (Saputra & Riana, 2021; Tatar, 2020), as well as employability and job insecurity (Ahmad et al., 2023; Nemteanu et al., 2021; Widodo & Chandrawaty, 2020).

Employability is seen as being able to increase commitment because individuals who feel they have high abilities tend to be more confident, adaptive, and long-term oriented in the organization.(Marzec & Austen, 2021; Yan et al., 2023). On the other hand, job insecurity reduces commitment because the feeling of insecurity creates psychological pressure and triggers the intention to leave the organization.(Devyani & Meria, 2023; Sekewael & Wijono, 2023).

Although many studies support the positive influence of employability on organizational commitment, there are inconsistencies in some findings.Fonken (2019)shows that employability does not always contribute significantly to organizational commitment, thus indicating an empirical gap that needs to be explored further. Therefore, mediating variables such as job satisfaction are considered relevant, because job satisfaction can strengthen the relationship between employability and organizational commitment, as well as reduce the negative impact of job insecurity.(Devyani & Meria, 2023; Hakami et al., 2020; Ullah et al., 2022).

Within the Social Exchange Theory (SET) framework, the reciprocal relationship between organizations and individuals is based on the perception of rewards received.(Tran, 2023; Wang et al., 2019). When individuals feel appreciated and satisfied with their jobs, they will be more committed to the organization. Therefore, job satisfaction becomes an important variable in bridging the influence of employability and job insecurity on organizational commitment.(Annisa & Chusairi, 2023; Saputra & Riana, 2021; Xing et al., 2023).

Purworejo Regency was chosen as the research location because field phenomena show that PKH facilitators face quite challenging working conditions. Some of them are related to employee status and the dynamics of program implementation that continue to develop. This condition is thought to have the potential to affect the level of job satisfaction and commitment to the organization. This study uses a quantitative approach with the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method to test the effect of employability and job insecurity on organizational commitment, with job satisfaction as a mediator. The results of the study are expected to fill the gap in empirical literature and contribute to strengthening HR management policies in the social sector of local government.

## LITERATURE REVIEW

### Social Exchange Theory (SET)

The relationship between employability, job insecurity, job satisfaction, and organizational commitment can be explained through the Social Exchange Theory (SET) developed by Blau and Homans. This theory emphasizes the principle of reciprocity between individuals and organizations, where employees will show higher commitment if they feel treated fairly and appreciated.(Afrianty & Putriwahyuni, 2020; Fonken, 2019; Tran, 2023).In this context, when organizations provide support in the form of training and skills improvement (employability), employees tend to be more satisfied and loyal.(Marzec & Austen, 2021; Xing et al., 2023). On the other hand, if employees feel insecure about their jobs (job insecurity), this can reduce their job satisfaction and commitment.(Devyani & Meria, 2023; Sekewael & Wijono, 2023). Thus, SET becomes a relevant theoretical basis for understanding how organizational support can form positive relationships with employees through increasing job satisfaction and commitment.(Adamchik & Sedlak, 2024; Opolot et al., 2024).

### Organizational Commitment

Organizational commitment is a psychological attachment between an individual and an organization, which includes loyalty, active participation, and the desire to remain part of the organization.(Ametepe et al., 2024; Saputra & Riana, 2021). This commitment reflects the

alignment of values and goals between employees and the organization.(Afuan, 2021; Nuryanti et al., 2020)and have a positive impact on workforce stability and organizational performance.(Adamchik & Sedlak, 2024; Riadi, 2023). Meyer and Allen(Allen & Meyer, 1990; Fonken, 2019)classify this commitment into three dimensions, namely affective (emotional), continuance (consideration of profit and loss), and normative (moral obligation). Organizational commitment is influenced by various factors such as leadership style(Putri et al., 2024), empowerment(Dewi & Martini, 2024), self-efficacy, job satisfaction(Hakami et al., 2020), employability(Yan et al., 2023), as well as job insecurity which reduces loyalty and engagement.(Devyani & Meria, 2023).

### **Employability**

Employabilityrefers to an individual's ability to obtain, maintain, and thrive in employment through mastery of skills, knowledge, and adaptability relevant to labor market demands.(Fonken, 2019; Yan et al., 2023). This concept includes five main dimensions, namely occupational expertise, personal flexibility, balance, anticipation & optimization, and corporate sense.(Fonken, 2019). Individuals with high employability demonstrate readiness to face change and have broader career opportunities.(Xing et al., 2023), and tend to be more satisfied with their work.(Marzec & Austen, 2021)and have a stronger commitment to the organization(Ahmad et al., 2023; Widodo & Chandrawaty, 2020).

### **Job Insecurity**

Job insecurityis an individual's perception of the uncertainty of their future employment, both in terms of job loss (quantitative insecurity) and a decline in job quality such as promotion or compensation (qualitative insecurity)(Devyani & Meria, 2023; Natura & Fitri, 2023). This condition has a negative impact on psychological well-being, job satisfaction(Nemteanu et al., 2021), organizational commitment(Sekewael & Wijono, 2023), and positive work behaviors such as organizational citizenship behavior(Mahmoud et al., 2021). Job insecurity also reduces work enthusiasm, engagement, and motivation to improve competence.(Devyani & Meria, 2023; Siswanto & Setiawan, 2023).

### **Job satisfaction**

Job satisfactionreflects the extent to which individuals feel satisfied with their jobs, including aspects of salary, nature of work, social relationships in the workplace, promotion opportunities, and work environment.(Hakami et al., 2020; Winarsih & Fariz, 2021). Job satisfaction contributes to increased organizational commitment, work performance, and psychological well-being.(Anh & Dung, 2022; Stefani & Santoso, 2020). Factors that influence job satisfaction include employability.(Xing et al., 2023), healthy working relationships(Refugia, 2024), leadership style(Saeed et al., 2023), work life balance(Utomo et al., 2024), and employee engagement(Noercahyo et al., 2021). Job satisfaction also encourages career success and positive work behaviors such as organizational citizenship behavior.(Shrestha & Bhattarai, 2022)

## **Hypothesis Development**

### **The Influence of Employability on Organizational Commitment**

Employees who feel they have the skills and opportunities to develop are usually more confident and feel valued, and therefore tend to be more loyal to the organization.(Ahmad et al., 2023; Fonken, 2019). Employability makes employees feel like they have a clear future, and this strengthens their sense of attachment to the workplace.(Widodo & Chandrawaty, 2020; Yan et al., 2023). According to Social Exchange theory, reciprocity occurs when an organization supports employee development, so that employees reciprocate by increasing their commitment.(Allen & Meyer, 1990; Devyani & Meria, 2023).

**H1:** Employability has a positive effect on organizational commitment.

### **The Influence of Job Insecurity on Organizational Commitment**

When employees feel their jobs are insecure, they become anxious and lose their enthusiasm, which ultimately reduces their commitment to the organization.(Natura & Fitri, 2023; Nemteanu et al., 2021). Job insecurity disrupts reciprocal relationships within the organization. Employees feel that the organization cannot guarantee their future, so they are reluctant to get involved further.(Harianto & Meilani, 2023; Tran, 2023).

**H2:** Job insecurity has a negative effect on organizational commitment.

### **The Influence of Employability on Job Satisfaction**

Employees with high employability feel more secure and ready to face job changes, so they are more satisfied with their work.(Marzec & Austen, 2021; Xing et al., 2023). They see broader career opportunities, which fosters self-confidence and recognition from the organization.(Agnihotri et al., 2024; Ahmad et al., 2023). With training and support from the organization, job satisfaction also increases.(Devyani & Meria, 2023; Widodo & Chandrawaty, 2020).

**H3:** Employability has a positive effect on job satisfaction.

### **The Influence of Job Insecurity on Job Satisfaction**

Feelings of job insecurity cause stress and make employees dissatisfied with their jobs.(Devyani & Meria, 2023; Siswanto & Setiawan, 2023). When work feels uncertain, motivation and engagement decline.(Hsieh & Kao, 2022).. Employees who are unsure about their future tend to be less focused and anxious, so they don't enjoy their work.(Nemteanu et al., 2021).

**H4:** Job insecurity has a negative effect on job satisfaction.

### **The Influence of Job Satisfaction on Organizational Commitment**

Employees who are satisfied with their jobs tend to be more loyal and committed to the organization.(Stefani & Santoso, 2020; Winarsih & Fariz, 2021). Satisfaction in working makes them feel appreciated and comfortable to continue to develop with the organization.(Ametepe et al., 2024; Tatar, 2020). The more satisfied employees are, the more likely they are to be actively engaged and stay in the workplace.(Adamchik & Sedlak, 2024).

**H5:** Job satisfaction has a positive effect on organizational commitment.

### **The Influence of Job Satisfaction in Mediating Employability on Organizational Commitment**

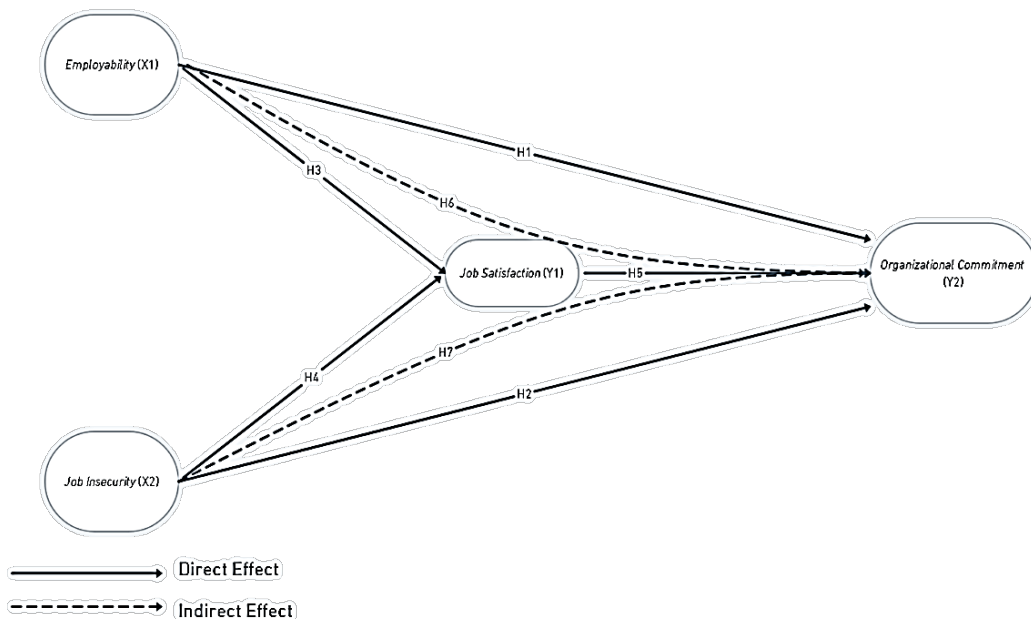
Employability makes employees feel like they have a bright future. This feeling increases job satisfaction because they feel they are developing and being appreciated.(Hakami et al., 2020; Xing et al., 2023). Job satisfaction then strengthens commitment to the organization, because employees feel comfortable and motivated to stay.(Fonken, 2019). Within the framework of Social Exchange Theory, employability supported by the organization will be reciprocated by employees with high commitment.(Allen & Meyer, 1990; Nelson & Selinetan, 2023).

**H6:** Job satisfaction mediates the positive influence of employability on organizational commitment.

### **The Influence of Job Satisfaction in Mediating Job Insecurity on Organizational Commitment**

Job insecurity can make employees feel anxious and insecure. However, if they remain satisfied with their jobs, the negative impact of job insecurity on commitment can be reduced. (Hsieh & Kao, 2022; Siswanto & Setiawan, 2023). Job satisfaction can be a buffer that keeps employees motivated and engaged even when they face uncertainty. (Devyani & Meria, 2023). In other words, job satisfaction helps reduce the negative influence of job insecurity on organizational commitment. (Nuryanti et al., 2020; Opolot et al., 2024).

**H7:** Job satisfaction mediates the negative influence of job insecurity on organizational commitment.



**Figure 1.** Research Framework

## METHODOLOGY

The subjects in this study were the Family Hope Program (PKH) facilitators in Purworejo Regency, with the research objects including the variables of employability, job insecurity, job satisfaction, and organizational commitment. The population in this study were all PKH facilitators. Department of Social Affairs, Population Control, and Family Planning, Purworejo Regency totaling 105 people. Because the population is relatively small, this study uses a census method so that the entire population is used as respondents. The variables in this study consist of independent variables (employability and job insecurity), dependent variables (organizational commitment), and mediating variables (job satisfaction). The research data are primary data collected directly through the distribution of closed questionnaires with answer choices based on a Likert scale of 1–5. Before being used, the instruments were tested for validity and reliability to ensure the accuracy and consistency of the measurements. Data analysis was carried out using inferential statistical methods with the help of SmartPLS software version 4.0, including mediation analysis to determine the role of job satisfaction in mediating the influence of employability and job insecurity on organizational commitment. The questionnaire statements used are as follows.

**Table 1.** Questionnaire Statements

Employability	
Occupational	I have skills that match my job.
Expertise	I am able to complete tasks well.
Personal Flexibility	I can adapt to changes at work.
	I am able to work in various unexpected conditions



Balance		I received rewards commensurate with my contributions. I feel my work is beneficial..
Anticipation and Optimization		I am preparing myself for a change in my career. I am looking for opportunities to improve my skills.
Corporate Sense		I actively build relationships with coworkers. I contribute to teamwork at work.
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Job insecurity		
Quantitative insecurity	Job	I feel like my current job is not secure. I feel like I have no control over the continuation of my job.
Qualitative Insecurity	Job	I felt my workload was increasing without adequate support. I feel there is no clarity regarding the certainty of my status in the current agency.
<hr/>		
Job satisfaction		
Salary		The honorarium I receive is in accordance with the responsibilities I carry. My honorarium reflects the contribution I make.
The Nature of The Work Itself		My job provides challenges that keep me motivated. I feel like my job has interesting variations so it's not boring.
Relationship with Coworkers	with	I have a good relationship with my co-workers. The working atmosphere with coworkers supports good collaboration.
Interactions with Superiors	with	My boss always gives clear directions. My boss supports my career development.
Prospects for Promotions	for	The agency provides opportunities for me to develop in my career. I believe I can get promoted if I keep trying.
The Overall Work Environment		The work environment in this agency supports my work. The facilities provided are adequate.
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Organizational commitment		
Affective Commitment		I feel proud to be part of this agency. I have a strong emotional attachment to the agency where I work.
Continuance Commitment		It is difficult for me to leave this agency. My life will be affected if I decide to leave this agency.
Normative Commitment		For me, loyalty to this institution is important. I feel I have an obligation to stay in this agency.

## RESULTS AND DISCUSSION

### Respondent characteristics

This study groups respondents into four groups based on gender, age, education, and length of service. This is done to analyze the comparison of the number of participants from each category.

**Table 2.** Respondent Characteristics

	Total (n = 105)	Percentage (%)
<i>Gender</i>		
Man	43	41
Woman	62	59
<i>Age (Years)</i>		
20 to 29	12	11.4

	Total (n = 105)	Percentage (%)
30 to 39	56	53.3
>40	37	35.2
<i>Education</i>		
Senior High School	6	5.7
D3	19	8.1
S1 (Bachelor)	80	76.2
<i>Length of Service (Years)</i>		
<1	1	1
1-5	19	18.1
6-10	39	37.1
>10	46	43.8

Source: Data Processing Results, 2025

Based on respondent characteristics data, the majority of respondents in this study were female at 59% compared to males at 41%. In terms of age, most respondents were in the age range of 30–39 years (53.3%), followed by respondents aged over 40 years (35.2%), and the rest were aged 20–29 years (11.4%). In terms of education, the majority of respondents had a bachelor's degree (76.2%), while the rest consisted of D3 graduates (18.1%) and high school graduates (5.7%). Based on length of service, most respondents had a length of service of more than 10 years (43.8%), followed by respondents with a length of service of 6–10 years (37.1%), 1–5 years (18.1%), and less than 1 year (1%). These data indicate that respondents generally have quite long work experience and a high level of education.

## Indicator Test

### Convergent Validity

Convergent validity is assessed based on the correlation between the indicator score and the construct it measures. An indicator is declared valid if its correlation value exceeds 0.70. If it does not meet these requirements, then the indicator must be removed.

**Table 3.** Convergent Validity Test

Instrument	E	JI	JS	O.C.	Description
	X1	X2	Y1	Y2	
X1.1	0.861				Valid
X1.2	0.818				Valid
X1.3	0.921				Valid
X1.4	0.871				Valid
X2.1		0.997			Valid
X2.2		0.877			Valid
Y1.1			0.575		Invalid
Y1.2			0.785		Valid
Y1.3			0.699		Invalid
Y1.4			0.857		Valid
Y1.5			0.818		Valid
Y1.6			0.817		Valid
Y2.1				0.878	Valid
Y2.2				0.876	Valid
Y2.3				0.906	Valid

Note. E = Employability, JI = Job insecurity, JS = Job satisfaction, OC = Organizational commitment

The results of the convergent validity test indicate that most of the research instruments have met the criteria for good validity. The Employability (X1) and Job insecurity (X2) variables have indicators that are all valid with high loading factor values. For the Job satisfaction (Y1) variable, five of the six indicators are declared valid, while one indicator (Y1.1) is invalid because its loading factor value is below the minimum limit. The Organizational commitment (Y2) variable also shows strong results with all indicators valid. In general, this instrument is suitable for use in further analysis, with the note that one indicator that does not meet the requirements needs improvement.

### Discriminant Validity

Discriminant validity evaluated based on the cross-loading value between the indicator and its construct. An indicator is considered valid if its cross-loading value against its own construct is higher than the cross-loading value against other constructs.

**Table 4.** Discriminant Validity Test

Instrument	E	JI	JS	O.C.	Description
	X	X2	Y1	Y2	
X1.1	0.861	-0.256	-0.013	0.106	Valid
X1.2	0.818	-0.230	-0.027	0.159	Valid
X1.3	0.921	-0.378	0.230	0.334	Valid
X1.4	0.871	-0.217	0.049	0.206	Valid
X2.1	-0.344	0.997	-0.046	-0.137	Valid
X2.2	-0.268	0.877	0.021	-0.031	Valid
Y1.1	0.074	-0.020	0.575	0.397	Valid
Y1.2	0.041	0.073	0.785	0.658	Valid
Y1.3	0.167	-0.092	0.699	0.521	Valid
Y1.4	0.200	-0.095	0.857	0.573	Valid
Y1.5	0.029	-0.037	0.818	0.588	Valid
Y1.6	0.100	-0.011	0.817	0.551	Valid
Y2.1	0.226	-0.123	0.728	0.878	Valid
Y2.2	0.293	-0.154	0.572	0.876	Valid
Y2.3	0.235	-0.052	0.613	0.906	Valid

Note. E = Employability, JI = Job insecurity, JS = Job satisfaction, OC = Organizational commitment

The results of the discriminant validity test indicate that the research instrument is able to differentiate well between the variables studied. Each indicator has the highest correlation with its own construct, including the variables Employability (X1), Job insecurity (X2), Job satisfaction (Y1), and Organizational commitment (Y2). The correlation between variables also shows that Job insecurity has a negative relationship with other variables, while Employability, Job satisfaction, and Organizational commitment are positively correlated. Overall, these results indicate that each variable measures a different concept but remains interrelated in the context of the study.

### Composite Reliability



Composite/Construct Reliability used to measure the level of reliability of indicators on a variable. A variable is considered reliable if its composite reliability value is more than 0.70. The following are the results of composite reliability in this study.

**Table 5.** Composite Reliability

	Composite Reliability	Description
Employability (X1)	0.925	Reliable
Job insecurity (X2)	0.940	Reliable
Job satisfaction (Y1)	0.903	Reliable
Organizational commitment (Y2)	0.917	Reliable

The results of the Composite Reliability analysis show that all instruments in this study are very reliable. The four variables tested have reliability values above the minimum limit of 0.70. These values indicate that the indicators in each variable can measure their constructs consistently and accurately. Overall, these results confirm that the instruments used are quite stable and can be trusted for further analysis.

### Model Fit Test

The model fit test is carried out by looking at the results of the SmartPLS version 3.0 output estimation compared to the criteria as explained in the following table.

**Table 6.** Model Fit Test Results

Fit Summary	Cut off	Estimate	Description
SRMR	< 0.10	0.086	Fit
d_ULS	CI > OS	(CI) 1.640 > (OS) 0.679	Fit
d_G	CI > OS	(CI) 0.601 > (OS) 0.341	Fit
Chi-Square	X2 statistic < X2 table	216,365 > 128,804	Not Fit
NFI	Close to 1	0.777	Fit
rms Theta	<0.12	0.257	Not Fit

The results of the analysis show that this research model is quite appropriate to the data, although not perfect. Of the six measures used, four indicators showed good results, such as SRMR, d\_ULS, d\_G, and NFI. However, the other two indicators, namely Chi-Square and rms Theta, have not met the recommended standards. This shows that in general this model is suitable for use, but there are still parts that can be improved to more accurately reflect the actual data.

### Hypothesis Testing

The inner model or structural model is actually a hypothesis test that describes the relationship and influence between latent variables based on substantive theory.

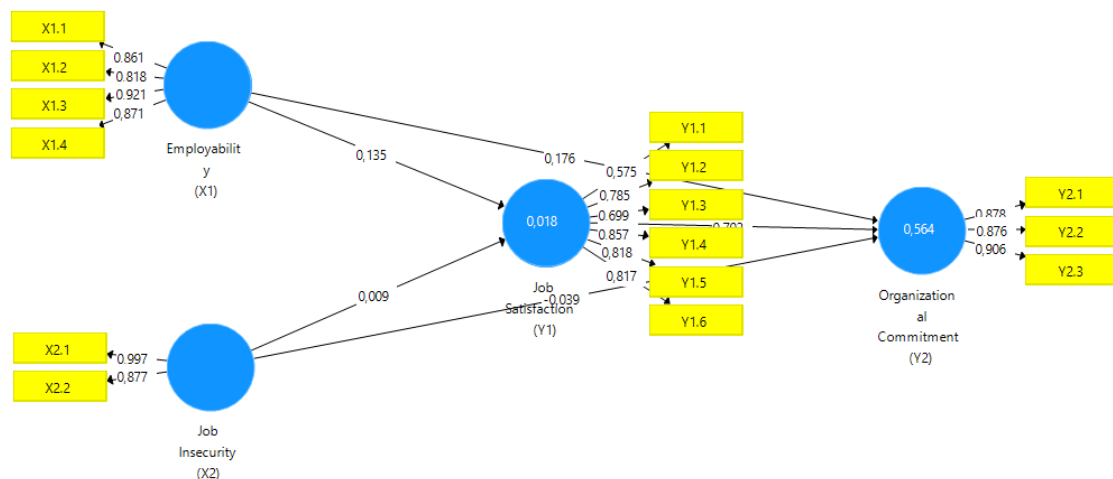


Figure 2. Inner Model

Table 7. Hypothesis Test Results

	Sign	Or. Samp	t-statistic	p-value	Description
Employability → Organizational commitment	(+)	0.190	2,533	0.012	Proven
Job insecurity → Organizational commitment	(-)	-0.045	0.517	0.605	Not Proven
Employability → Job satisfaction	(+)	0.116	0.712	0.477	Not Proven
Job insecurity → Job satisfaction	(-)	0.022	0.192	0.848	Not Proven
Job satisfaction → Organizational commitment	(+)	0.691	10,036	0,000	Proven

Based on the analysis results, only two of the five hypotheses were proven significant. Employability (X1) was proven to have a positive and significant effect on organizational commitment (Y2), with a coefficient of 0.190 and a p-value of 0.012 indicating that the higher the employee's work readiness, the greater their commitment to the organization. Likewise, job satisfaction (Y1) was proven to strongly influence organizational commitment (Y2) with a coefficient of 0.691 and a p-value of 0.000. Meanwhile, the other three hypotheses were not proven because they had p-values above 0.05. Job insecurity (X2) did not have a significant effect on either organizational commitment (Y2) or job satisfaction (Y1). In addition, employability (X1) also did not have a significant effect on job satisfaction (Y1). Thus, only the first and fifth hypotheses were supported by the data.

### Mediation Analysis

Mediation analysis was conducted to see whether job satisfaction (Y1) mediates the relationship between employability (X1) and organizational commitment (Y2), as well as between job insecurity (X2) and organizational commitment. Based on the Baron and Kenny approach, the results show that employability has a direct and significant effect on organizational commitment ( $p = 0.004$ ), but does not have a significant effect on job satisfaction ( $p = 0.439$ ), so it does not meet the requirements for mediation. Although job satisfaction itself has a significant effect on organizational commitment ( $p = 0.000$ ), the relationship between X1 and Y2 is still a direct effect. For the relationship between job

insecurity and organizational commitment, the results are also not significant, either directly ( $p = 0.552$ ) or through job satisfaction ( $p = 0.854$ ). The indirect effect test strengthens this result, because there is no significant indirect effect on either the X1-Y2 or X2-Y2 relationships. In conclusion, job satisfaction does not mediate the relationship between employability or job insecurity on organizational commitment, and only employability is proven to have a direct effect on organizational commitment.

### **The Influence of Employability on Organizational Commitment**

The results of this study indicate that the higher a person's employability in terms of readiness, skills, and work knowledge, the greater their commitment to the organization. This is in line with the findings Ahmad et al. (2023), Widodo & Chandrawaty (2020), And Yan et al. (2023) which emphasizes that employability increases self-confidence and attachment to the organization. Employees who feel able to develop tend to be more loyal. (Afuan, 2021; Fonken, 2019; Riadi, 2023). From the perspective of Social Exchange Theory (Allen & Meyer, 1990; Devyani & Meria, 2023; Nelson & Selinetan, 2023), when organizations provide development opportunities, employees respond with higher loyalty and engagement. (Harianto & Meilani, 2023).

### **The Influence of Job Insecurity on Organizational Commitment**

This study did not find a significant effect of job insecurity on organizational commitment. Although the theory states that job insecurity can reduce commitment. (Devyani & Meria, 2023; Natura & Fitri, 2023), the empirical results of this study suggest that other factors may play a greater role, such as personal values or economic needs. In fact, Social Exchange Theory emphasizes that when organizations fail to provide job security, loyalty levels will decrease. (Allen & Meyer, 1990; Harianto & Meilani, 2023; Tran, 2023). Although not proven in this study, job insecurity is still important to be aware of its impact. (Opolot et al., 2024).

### **The Influence of Employability on Job Satisfaction**

The empirical results of the study do not support the influence of employability on job satisfaction. This shows that even though employees have high work readiness, it does not necessarily make them satisfied with their jobs. This is different from previous studies. (Annisa & Chusairi, 2023; Xing et al., 2023), which shows that employability increases job satisfaction. It is possible that other factors such as workload, leadership, or organizational culture are more important determinants of job satisfaction. (Ahmad et al., 2023; Fonken, 2019). According to Social Exchange Theory (Devyani & Meria, 2023), if employability development is not directly linked to work experience, then its impact on job satisfaction may not be felt.

### **The influence of job insecurity on job satisfaction**

*Job insecurity* in this study did not have a significant effect on job satisfaction. This is contrary to previous studies which showed that job uncertainty can reduce job satisfaction. (Hsieh & Kao, 2022; Nemteanu et al., 2021). One explanation is the existence of adaptive mechanisms or social support that make employees feel satisfied even in uncertain working conditions. (Tatar, 2020; Winarsih & Fariz, 2021). In the view of Social Exchange Theory, satisfaction usually decreases if the organization does not provide a sense of security. However, in certain contexts, other aspects such as a supportive work environment may be more dominant in shaping job satisfaction.

### **The Influence of Job Satisfaction on Organizational Commitment**

This study shows that job satisfaction has a significant and positive influence on organizational commitment. Employees who are satisfied with their jobs, both in terms of workload, work relationships, and environment, tend to be more loyal and committed.(Stefani & Santoso, 2020; Xing et al., 2023). This satisfaction creates a strong psychological bond with the organization.(Fonken, 2019; Pimenta et al., 2024). In Social Exchange Theory, commitment appears as a form of return for satisfying work experiences(Allen & Meyer, 1990; Harianto & Meilani, 2023).

### **The Influence of Employability on Organizational Commitment through Job Satisfaction**

The results of the study indicate that job satisfaction is not a mediator of the influence of employability and organizational commitment. Although employability has a direct effect on organizational commitment, no significant relationship was found between employability and job satisfaction, so the mediation requirement is not met. This indicates that employee loyalty is formed directly by perceptions of their employability, not from job satisfaction.(Devyani & Meria, 2023; Natura & Fitri, 2023). In fact, in Social Exchange Theory, employability should be able to encourage the creation of satisfaction, then satisfaction forms commitment.(Hakami et al., 2020). However, certain organizational contexts can cause this chain of relationships to not work as it should.(Afuan, 2021).

### **The Influence of Job Insecurity on Organizational Commitment through Job Satisfaction**

The hypothesis that job satisfaction mediates the effect of job insecurity on organizational commitment is not proven. There is no significant effect either directly or indirectly from job insecurity on organizational commitment. Although in theory job insecurity can reduce satisfaction and commitment(Devyani & Meria, 2023; Hakami et al., 2020), these results suggest that in some contexts, these negative effects may not be evident. This may be because employees are accustomed to uncertainty or have sufficient internal support.(Hsieh & Kao, 2022). So job satisfaction is not able to reduce the effect of job insecurity in this study.(Allen & Meyer, 1990; Nelson & Selinetan, 2023).

## **CONCLUSION**

This study concludes that employability has a positive and significant effect on organizational commitment, indicating that the higher the readiness and work competence of employees, the greater their commitment to the organization. On the other hand, job insecurity has not been shown to have a significant effect on organizational commitment or job satisfaction, and employability also does not show a direct effect on job satisfaction. Meanwhile, job satisfaction has been shown to play an important role in increasing organizational commitment. However, job satisfaction does not act as a mediator in the relationship between employability and job insecurity on organizational commitment. This finding indicates that in the context of this study, organizational commitment is more directly influenced by employability than through job satisfaction as an intermediary.

This study has several limitations that need to be considered. First, the scope of the sample is limited to employees in one administrative area so that the results may not be generalizable widely to other sectors or regions. Second, the quantitative approach used only relies on questionnaire data, without involving interviews or direct observations that can explore a deeper understanding of employee behavior. Third, other variables that may influence job satisfaction and organizational commitment, such as leadership style, organizational culture, or compensation, are not included in this research model. Fourth, the use of cross-sectional data also limits the ability of the study to capture long-term changes or dynamics of the relationship between variables. Therefore, further research is expected to

expand the scope of the area, use a mixed approach and consider additional variables in order to provide an in-depth picture and analysis.

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