

The Influence of Job Discomfort on Organizational Commitment and Employees' Desire to Change Jobs in the General Department of the Lamongan Regency Government (Pemkab)



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ABSTRACT: Various changes that occur in the organization, it is very possible for employees to feel threatened, anxious and insecure because of the potential for changes to affect working conditions and the continuation of relationships and the remuneration they receive from the organization. This is referred to as job insecurity by (Greenhalgh and Rosenblatt, 1989), where job insecurity is defined as work discomfort which is "the powerlessness to maintain the desired continuity in threatened working conditions". On this basis, this research formulated the title: "The Influence of Job Discomfort on Organizational Commitment and Employees' Desire to Change Jobs in the General Division of the Lamongan Regency Government (Pemkab)". Based on this title, the objectives of this research are: 1) To determine the significant influence of work discomfort on the desire to change jobs for employees of the General Division of the Lamongan Regency Government (Pemkab). 2) To determine the significant influence of work discomfort on (employee) commitment to the organization (Lamongan Regency Government General Division). 3) To determine the significant influence that organizational commitment has on the desire to change jobs for employees of the General Division of the Lamongan Regency Government (Pemkab). This type of research is explanatory research, explanatory research. Because this research wants to explain the causal relationship between one variable and another. Meanwhile, the analysis used is path analysis, with a population of all Lamongan Regency Government (Pemkab) General Department employees with a sample of 36 people. The results of this research are: 1) Job Insecurity has a significant effect on employee Turnover Intentions in the general department of the Lamongan Regency Government in a positive direction. 2) Job Insecurity has a significant effect on the Organizational Commitment of employees in the general division of the Lamongan Regency Government in a negative direction. 3) Organizational Commitment has a significant effect on Organizational Turnover Intentions of employees in the general division of the Lamongan Regency Government.

KEYWORDS: Job Discomfort, Organizational Commitment, Desire to Change Jobs.

I. INTRODUCTION

Human resources (HR) are an important factor because it is HR that determines the success or failure of a company in achieving its goals. HR who have high creativity and innovation power will accelerate the company's success as expected. So, the HR factor is a key determinant and deserves top priority in the management pattern of every company.

HR issues are very important because they relate to humans who are the driving force of a business and determine the success of the company. Humans as creatures who have certain powers of thought, desires or needs (needs) and expectations (expectacies) really need special attention. Because these factors will influence achievement and dedication as well as love for work and the organization (Hasibuan, 1990: 222).

Considering the important role of human resources in organizations, organizations always try to find ways to reduce employee turnover rates, especially due to dysfunctional turnover because this creates various potential costs such as training costs that have been invested in employees, sacrificing the level of performance that should be achieved, as well as costs employee recruitment and training, so high levels of employee turnover result in costs borne by the organization that are much higher than the performance improvements obtained from new employees.

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One of many other influencing factors, job satisfaction influences employee turnover rates. Companies can expect that if job satisfaction increases, employee turnover will decrease and vice versa. Lower satisfaction will usually result in higher employee turnover. It is easier for them to leave the company and look for opportunities in other companies (Handoko, 2000).

Company leaders must have ways to reduce or suppress the level of employee turnover, absenteeism and other forms of resignation as well as ways for individuals to maintain their membership, furthermore efforts must be made to achieve high work performance. Companies can achieve their goals and objectives if employees have a commitment to the organization where they work. This is based on the idea that the success of employees in achieving their goals can reflect the success of the organization as a whole.

Companies that do not help employees to actualize themselves will lose their best employees or over time employees will feel more bitter, unhappy and irresponsible. Psychologist Abraham Maslow said that ultimate needs are "the desire to be more and more than one is, to become what one is capable of becoming." Self-actualization, for Maslow means that what a man or woman can achieve, must be achieved. It refers to the desire to become actualized in what one has the potential to be. So the important key to getting employee commitment is helping them to actualize themselves in order to achieve everything they want (Dessler, 1997).

Based on the hierarchy of human needs, a person's behavior or motivation is to fulfill needs which are the first priority to be fulfilled. In the second group, security needs; includes the need to feel safe at work, safe from threats and so on, then if employees feel their needs and expectations are met they will certainly try to maintain their membership, identify and dedicate themselves fully to the goals and objectives of the organization (Dessler, 1997).

According to Northcraft and Neale, 1994, p. 401, there are many reasons why an organization will increase the degree of organizational commitment among its members. For example, research has found that more employees are committed to the organization, they put greater effort into expanding the implementation of tasks. Employees with higher commitment are more likely to remain with the organization for a longer period of time, i.e. there is a positive relationship between the level of organizational commitment and job tenure. Because employees who have higher commitment will continue to prioritize the goals and progress of the organization, they are unlikely to leave the organization. So, a high level of organizational commitment is classified as a low level of employee turnover. In other words, high employee commitment is manifested in a loyal attitude to the organization. Of course, this can happen if employees have the opportunity to develop their careers proportionally and gain job satisfaction.

Various changes that occur in organizations, it is very possible for employees to feel threatened, anxious, and insecure because of the potential for changes to affect working conditions and the continuation of relationships and the remuneration they receive from the organization. This is referred to as job insecurity by (Greenhalgh and Rosenblatt, 1989), where job insecurity is defined as work discomfort, namely "the powerlessness to maintain the desired continuity in threatened working conditions".

In previous research conducted by Suwandi & Nur Indriatono (2000) entitled "Testing the Pasewark and Strawser Turnover Model: Empirical Study in the Public Accounting Environment". The sample used was professional public accounting staff at a Public Accounting Firm domiciled in DKI Jakarta. The results of this research show that variables such as organizational commitment and job satisfaction as predictors are always related either directly or indirectly to the desire to move staff, and finally the action of staff leaving the accounting firm as well as the variable job discomfort (job insecurity) as factors that directly influence the desire changing jobs to staff accountants.

The General Division of the Lamongan Regency Government (Pemkab) is one of the forums or places where the General Division of Regency Government officials have roles and functions in serving the community well, especially issues related to administration. In carrying out its roles and functions, the General Section of the Lamongan Regency Government must be supported by quality human resources and a comfortable and enjoyable environment.

It can be said that the biggest problem in the General Section of the Lamongan District Government that needs more serious attention is in the field of human resources. If job satisfaction and organizational commitment are high, it will lead employees to a high level of loyalty to the company. Furthermore, along with creating a sense of security for employees (job security), employee productivity increases so that the company can achieve the targets and objectives that have been set.

The importance of human resource management and the problems faced by the District Government General Division.

II. LITERATURE REVIEW

1. Overview of Human Resources Management (HRM)

Human Resource Management activities carried out by line managers and staff managers include the following activities; recruitment and selection; training and development; compensation; labor relations; employee security and safety, Dessler

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(1997). Gary Dessler (1997), explains that nowadays, personnel have experienced a change in role, in accordance with changes in the business environment in the current era of globalization, namely; role shift from protector and filter to planner and change agent. The metamorphosis from personnel to Human Resource Management reflects the reality that in today's flat, lean and responsive organizations, well-trained and loyal employees are often a company's most competitive key.

The new role of Human Resource Management (HRM) can be demonstrated in the following examples:

1. HRM plays a very important role in increasing productivity, where the use of screening tests to recruit employees will help reduce labor costs.
2. HRM makes companies more responsive to product innovation and technological changes. Downsizing, giving power to employees and organizing teams is aimed at facilitating communication and making decision making easier to respond to customer needs and competitive challenges.
3. HRM plays a very important role in service company services. Progressive HR management in building employee commitment and work enthusiasm will enable employees to provide superior customer service which in turn will generate profits.
4. HRM encourages employee commitment, intensive global competition and the need for innovation provide positive rewards for employee commitment. In fact, the people behind success are not machines, because machines do not have new ideas, solve problems and seize opportunities. So high commitment from employees will make employees use all their abilities, talents and skills to work optimally.
5. HRM is very important in developing and implementing corporate strategy, business strategy and functional strategy. Seeing the new role of HRM in organizations as described above, Human Resource Management becomes very important because it is related to the survival of an organization. The following theoretical review discusses some of the problems that exist in managing work relationships between organizations (companies) and their members (employees).

2. Understanding Job Insecurity

Job insecurity is "the powerlessness to maintain desired continuity in threatened working conditions" (Greenhalgh and Rosenblatt, 1989), later the author uses the word job discomfort to refer to job insecurity. With various changes occurring in organizations, employees are very likely to feel threatened, anxious, and insecure because of the potential for changes to affect working conditions and the continuation of relationships and the remuneration they receive from the organization.

This construct consists of five components (Greenhalgh & Rosenblatt, 1989). The first four components form the "severity of threat", or the degree of perceived threat regarding the continuation of a particular work situation. This threat can occur in various aspects of the job or in the entire job.

Poster, Steers, Mowday and Boulian, 1974, stated that satisfaction reflects an individual's emotional reactions regarding aspects of their work environment. Because job discomfort reflects a series of individual views regarding the possibility of negative events occurring at work, it is very likely that these feelings will have a negative impact on job satisfaction as the main emotional response to work (Ashford et. al., 1989). Research identifies that individuals develop attitudinal and emotional bonds with organizations over time (Mowday et al., 1979), which emerge in the form of high levels of commitment and trust (Ashford et. al., 1989). Negative changes that occur in aspects of the job and threaten the entire job will make employees redefine their compatibility and ties with the organization. Disappointment with the organization will release the employee's identification with the organization.

3. Indicators of Job Discomfort

Perfo Role conflict is related to the existence of two sets of conflicting demands. Without knowledge of a standard work structure, an employee has a tendency to experience difficulties in carrying out their duties. This difficulty arises in connection with several factors identified in the Bamber, Snowball, and Tubbs, 1989 study, such as work flow coordination, adequacy of authority, adequacy of communication, and adaptability. Work flow coordination concerns how well various interconnected work activities can be coordinated and the extent to which individuals are informed about the progress of their tasks. Adequacy of authority relates to the extent to which an individual has the authority to make necessary decisions and resolve work problems. Communication adequacy relates to the degree of provision of accurate and timely information as needed. Adaptability refers to the ability to handle changing circumstances well and in a timely manner.

Without a standard work structure, for example in the form of comprehensive formalization of rules and procedures, supervisors play a very important role in supervising staff work and providing the necessary assistance. Weak supervision by supervisors will result in employees having to carry out their duties without guidance so they are more likely to face role conflicts, especially between audit demands and client demands. The emergence of role conflict increases employee anxiety to complete

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their duties well and fulfill their psychological contract to the organization. Considering the organization's view of the negligence of this contract, employees will feel increased work discomfort. Factors associated with role ambiguity include work flow coordination, breaches in the chain of command, and communication adequacy (Bamber et. al., 1989). Without clear rules and input from the environment (superiors), the level of role ambiguity faced by staff will increase. As a result, with the same process as role conflict, role ambiguity will increase work discomfort.

Locus of control (center of control view) reflects an individual's level of belief regarding his ability to influence events related to his life. Individuals with an external control center view believe that environmental forces determine their fate and have little ability to influence these events. In contrast, individuals with an internal control center view believe that they can influence events in their lives and have the ability to face threats arising from their environment (Mitchell, Smyser, & Weed, 1975; Rotter, 1960). Thus, individuals with an internal control center view try to find ways to solve problems and because of higher confidence, the threats that arise have less influence on their perception of work, for example the perceived work discomfort is lower. On the other hand, external individuals more easily feel threatened and feel helpless. As a result, if the individual faces negative changes in their work, the perceived job discomfort is higher. Modern organizations have a great tendency to make organizational changes, especially in the form of mergers with other organizations. The Magnet, 1984 and Walsh, 1988 studies found that relocation, loss of jobs, status, and opportunities were common consequences of mergers. As a result, employees are very likely to feel insecure and threatened if they perceive the possibility of organizational changes in their office.

4. Understanding Organizational Commitment

The importance of the commitment factor in an organization has received a lot of attention from human resource experts to focus on it more specifically. It appears that low levels of commitment are more dysfunctional for individuals and organizations; Individual career development can be more severely hampered, while the organization can suffer from instability. Another point has been put forward by Steers (in Newstrom and Davis, 1989; p. 97), stating that commitment to the organization reflects the relative strength of the individual's identification with involvement in the organization.

However, related to the problem above, until now there is still no absolute definition of commitment, but many experts have tried to provide an understanding that almost covers what is meant by commitment. Several definitions of commitment from these experts can be briefly explained as follows. According to Northcraft and Neale (1994, p. 401), defining organizational commitment is the strength of an individual's relative identification with involvement in a particular organization. According to Cohen (1995; p. 296), an important result of identification and internalization is commitment, namely an attitude that is driven from within a person. According to Porter and Smith (in Steers, 1985), commitment is the nature of an individual's relationship with an organization that allows someone who has high commitment to show:

1. There is a strong belief in and acceptance of the values and goals of the organization,
2. Willingness to strive for the best for the organization,
3. There is a definite desire to maintain participation in the organization.

In line with the above, Robbins, 1996, defines organizational commitment as the degree to which an employee supports a particular organization and its goals, and intends to maintain membership in the organization. Meanwhile, Allen & Meyer (1990) divides organizational commitment into three forms:

1. Affective Commitment, namely workers' emotional ties, identification and involvement in the organization.
2. Continuance Commitment, namely individual commitment based on considerations about what must be sacrificed if they want to leave the organization. This is considered by employees as fulfilling a need.
3. Normative Commitment, namely individual beliefs about responsibility towards the organization. Individuals remain in an organization because they are obliged to be loyal to the organization.

4. Understanding Turnover Intentions

Various studies have shown that turnover intention is the most correlated variable and explains more of the variance in turnover behavior (Arnold & Feldman, 1982; Hom, Caranikas-Walker, Prussis, & Griffeth, 1992; Mobley et. al., 1979; Steel & Ovalle, 1984). Turnover refers to the final reality faced by the organization in the form of the number of employees who leave the organization in a certain period, while turnover intention refers to the results of an individual's evaluation regarding the continuation of their relationship with the organization and has not yet been realized in a definite action to leave the organization.

The turnover intention variable is significantly related to and can be used to predict the actual turnover rate as shown by previous studies that used the turnover intention variable and the turnover rate simultaneously (Arnold & Feldman, 1982; Hom et al., 1992; Michaels & Spector; 1982; Steel & Ovalle, 1984), thus, organizations can evaluate the study results in light of the actual turnover rates they face. Turnover intention reflects an individual's desire to leave the organization and look for other job

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alternatives. This variable is used in a broad scope covering all withdrawal cognitions carried out by employees. The act of withdrawal according to Abelson (1987) consists of several components that simultaneously appear in individuals in the form of thoughts of leaving, the desire to look for another job vacancy, evaluating the possibility of finding a decent job elsewhere, and the desire to leave the organization.

III. RESEARCH METHOD

1. Types of Research

In sdsd Research on the influence of job insecurity on organizational commitment and employee turnover intentions. This is carried out in the General Section of the Lamongan Regency Government (Pemkab). This research method used is quantitative with a survey method, namely research that takes samples from a population and uses questionnaires as the main data collection tool. There is a hypothesis that will be tested for truth through this research, so the type of research used is explanatory research, namely research that resolves causal relationships between variables through hypotheses (Singarimbun, 1995).

Kerlinger (1973), stated that survey research is research conducted on large or small populations, but the data studied is sample data taken from the population and the relationships between sociological and psychological variables. Based on the opinions of these two experts, this research is an explanatory survey by treating data through primary information about data related to research variables collected from respondents using a questionnaire (Singarimbun, 1989).

2. Population and Sample

Population is the number of all objects whose characteristics are to be estimated. The research population determined was all employees in the General Division of the Regency Government. There are 36 employees in the General Department. The population is reviewed from length of service, age, final education and last position of the employee concerned. Meanwhile, the total number of respondents is a population as well as a sample of 36 people. Sugiyono (1999) calls this kind of sampling technique a saturated sampling technique, meaning that it is a sample determination technique when all members of the population are used as samples. This is often done when the population is relatively small. Another term for a saturated sample is census.

3. Types and Methods of Data Collection

This research uses primary data, namely data generated to meet the needs of the investigation being handled (Malhotra, 1996). This data was collected directly from the field, obtained by conducting observations, interviews or providing a list of questions. This research uses the following data collection methods:

- a. Observation Method, namely data collection is carried out by conducting direct field observations, especially to obtain a description of organizational commitment and factors that influence discomfort at work among employees of the District Government General Division. Lamongan.
- b. Documentation studies are used to collect information by studying written data sources to obtain secondary data regarding organizational history, number of employees, organizational structure, and other written data that is related to this research. The data source used is relevant existing documentation (archives) owned by the General Division of the Regency Government. Lamongan.
- c. Questionnaire Method, namely a method of collecting data by distributing questionnaires/questions that are relevant to the problems to be studied among employees of the Regency Government General Division. Lamongan.

The results of the answers are then tested on the instrument using validity and reliability tests. Validity is the degree to which differences in scale scores reflect differences between objects in the characteristics being measured, rather than systematic errors and random errors. Meanwhile, reliability shows the degree to which the scale results are consistent with the results found if the measurements made are repeated (Malhotra, 1996; 307-309). The validity and reliability tests used are Pearson analysis and Reliability Analysis with the help of the SPSS for Windows computer program.

IV. RESULT AND DISCUSSION

1. Validity Test

Validity means the extent to which the accuracy and accuracy of a measuring instrument (in this case a questionnaire) carries out its measuring function. Validity testing in this research was carried out using Pearson Validity correlation with the product moment technique, namely the score of each item was correlated with the total score at the significance level ($\alpha=0.05$). The results of the validity test of the Insecurity Variable Item using the SPSS for Windows, program package are presented in Table 1.

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Table 1. Recapitulation of Insecurity Item Validity Test Results (X₁)

Items	r count	Sig.	Information
X _{1.1}	0,465	0,004	Valid
X _{1.2}	0,709	0,000	Valid
X _{1.3}	0,563	0,000	Valid
X _{1.4}	0,655	0,000	Valid
X _{1.5}	0,639	0,000	Valid
X _{1.6}	0,709	0,000	Valid
X _{1.7}	0,709	0,000	Valid
X _{1.8}	0,485	0,003	Valid
X _{1.9}	0,401	0,015	Valid
X _{1.10}	0,669	0,000	Valid
X _{1.11}	0,723	0,000	Valid
X _{1.12}	0,727	0,000	Valid
X _{1.13}	0,342	0,041	Valid
X _{1.14}	0,397	0,016	Valid
X _{1.15}	0,380	0,022	Valid
X _{1.16}	0,487	0,003	Valid
X _{1.17}	0,433	0,008	Valid
X _{1.18}	0,487	0,003	Valid

Based on Table 1, it is known that all statement items for the Job Insecurity variable have a calculated r probability value (sig. value) smaller than 0.05 (α). This means that all items used are appropriate or valid. Results of the validity test of the Organizational Commitment Variable Item using the SPSS program package.

Table 2. Recapitulation of Validity Test Results for Organizational Commitment Items (Y₁)

Items	r count	Sig.	Information
Y _{1.1}	0,494	0,002	Valid
Y _{1.2}	0,552	0,000	Valid
Y _{1.3}	0,552	0,000	Valid
Y _{1.4}	0,600	0,000	Valid
Y _{1.5}	0,609	0,000	Valid
Y _{1.6}	0,497	0,002	Valid
Y _{1.7}	0,566	0,000	Valid
Y _{1.8}	0,530	0,001	Valid
Y _{1.9}	0,551	0,000	Valid
Y _{1.10}	0,701	0,000	Valid
Y _{1.11}	0,346	0,039	Valid
Y _{1.12}	0,624	0,000	Valid
Y _{1.13}	0,5000	0,002	Valid
Y _{1.14}	0,719	0,000	Valid

Based on Table 5.2, it is known that all statement items for the Organizational Commitment variable have a calculated r probability value (sig. value) smaller than 0.05 (α). This means that all items used are appropriate or valid. Results of the validity test of the Turnover Intentions Variable Item using the SPSS for Windows program package.

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Table 3. Recapitulation of Validity Test Results for Turnover Intentions Items (Y₂)

Items	r count	Sig.	Information
Y _{2.1}	0,588	0,000	Valid
Y _{2.2}	0,854	0,000	Valid
Y _{2.3}	0,855	0,000	Valid
Y _{2.4}	0,673	0,000	Valid

Based on Table 3, it is known that all statement items for the Turnover Intentions variable have a calculated r probability value (sig. value) smaller than 0.05 (α). This means that all items used are appropriate or valid.

2. Reliability Test

Reliability tests are carried out to show the extent to which a measurement result is relatively consistent. A good statement is a statement that is clear, easy to understand and has the same interpretation even though it is delivered to different respondents and at different times. The results of item reliability testing for the three research variables are presented in Table 4.

Table 4. Reliability Test Results for Items of the Three Research Variables

Variabels	Cronbach's Alpha (α)	Information
Job Insecurity (X ₁)	0,838	Reliable Conditions $\alpha > 0,6$
Organizational Commitment (Y ₁)	0,831	
Turnover Intentions (Y ₂)	0,714	

Based on Table 4, it can be concluded that all items for all research variables are reliable, because they have a Cronbach Alpha (α) value greater than 0.60, referring to Nunnally's opinion in Ghozali (2005: 42) that a construct is said to be reliable if the Cronbach Alpha value is greater. of 0.60.

3. Test Path Analysis Assumptions

After testing the research instrument, an assumption test is then carried out to see whether the prerequisites needed for path modeling can be met. The prerequisites that must be met include data normality, no multicollinearity, and no data outliers.

a. Data Normality Test

To test whether the normality assumption has been violated or not, this can be done using the z statistical value for skewness and kurtosis and empirically it can be seen from the critical ratio (CR) skewness value. If a significance level of 5% (0.05) is used, then CR values that are between -1.96 to 1.96 ($-1.96 \leq CR \leq 1.96$) are said to be normal distribution data. The results of normality testing or assessment of normality (CR) give a CR value of -1.464 (appendix 4), located between $-1.96 \leq CR \leq 1.96$ ($\alpha = 5\%$), so it can be said that the multivariate data is normal. Apart from that, normal univariate data is shown by all critical ratio values for all indicators lying between $-1.96 \leq CR \leq 1.96$.

b. Multicollinearity Test

Multicollinearity test can be detected through the determinant of the covariance matrix. A very small value of the determinant of the covariance matrix indicates the presence of a multicollinearity or singularity problem. The results of the multicollinearity test (attachment 4) provide a determinant of sample covariance matrix value of 5.264. This value is above zero so it can be concluded that there are no multicollinearity and singularity problems in the analyzed data.

c. Test for Outliers

Outliers are observation conditions from data that have unique characteristics that appear very different from other observations that appear and are in the form of extreme values, either for a single variable or a combination of variables (Ghozali, 2008: 227). If outliers occur, special treatment can be applied to the outliers as long as it is known how the outliers appeared. Detection of multivariate outliers is carried out by comparing the Mahalanobis Distance Squared value with the Chi Square table value (χ^2 table) with a degree of freedom of 3 (the number of all analyzed variables). The criteria used are if the Mahalanobis Distance Squared value is smaller than the Chi Square table value (χ^2 table) with degrees of freedom equal to the sum of all the variables analyzed, then there are no outliers in the analyzed data, and vice versa if the Mahalanobis Distance Squared value is greater than the Chi Square table value (χ^2 table) with degrees of freedom equal to the number of all analyzed variables, so outliers occur in the analyzed data. The results of the outliers test at the significance level $\alpha = 0.05$ (appendix 4) show The Mahalanobis d-squared value for all observation data is smaller than

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the Chi Square table value ($\chi^2_{0.05}$) with a degree of freedom of 3, namely 7.815 (obtained from the statistical table $\chi^2_{0.05-df=3}$). These results show that none of the observation data has a mahalanobis distance value greater than 7.815. It can be concluded that there are no multivariate outliers in the research data.

4. Path Analysis

At this stage we will discuss model suitability tests and causality significance tests. The test results with the AMOS program (Appendix 5) provide path model results as shown in Figure 1. which shows the influence of Job Insecurity on Organizational Commitment and Turnover Intentions of employees in the general section of the Lamongan Regency Government.

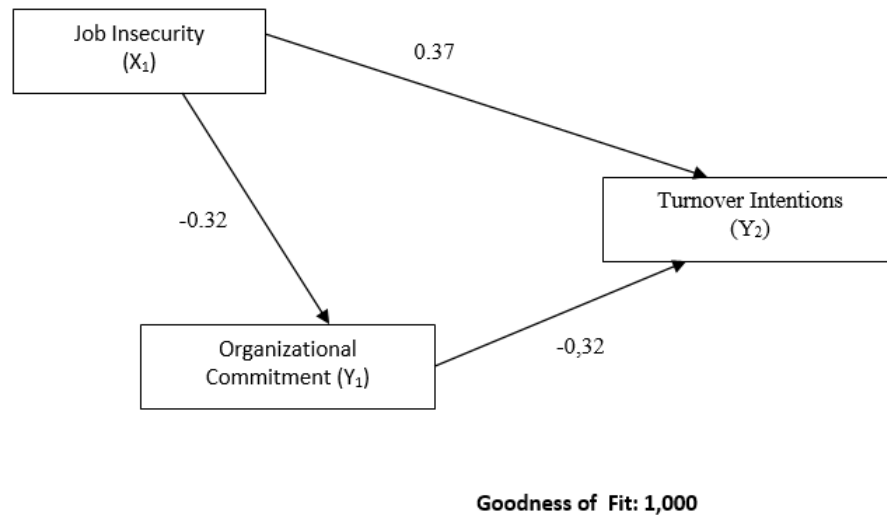


Figure 1. Path Analysis Results

5. Influence between Variables

In path analysis which involves many variables and paths between variables, there is an influence between variables which includes direct influence, indirect influence, and total influence. Analysis of the influence between variables is used to determine the strength or influence between the variables studied. The direct effect is a coefficient with one end or is often called a path coefficient. Indirect influence is the influence caused by intermediate variables. Meanwhile, total influence is a calculation between direct and indirect influence.

a. Direct Influence Between Variables

The results of the analysis show that a direct influence occurs between the variables Job Insecurity (X^1) with Turnover Intentions (Y^2) and Organizational Commitment (Y^1) as well as between Organizational Commitment (Y^1) and Turnover Intentions (Y^2). A summary of the direct influence of these variables can be presented in Table 5.

Table 5. Direct Influence between Variables

Direct Influence	Variabels Endogenous		
		Organizational Commitment (Y_1)	Turnover Intentions (Y_2)
Variabels Exogenous	Job Insecurity (X_1)	-0,259	0,204
	Organizational Commitment (Y_1)	0,000	-0,322

Based on Table 5, it is known that the direct influence of Job Insecurity (X_1) on Organizational Commitment (Y^1) is 0.259 in a negative direction, the direct influence of Job Insecurity (X^1) on Turnover Intentions (Y^2) is 0.204 in a positive direction, the direct influence of Organizational Commitment (Y^1) on Turnover Intentions (Y^2) of 0.322 in a negative direction. Based on this test, it can be stated that Organizational Commitment has the largest direct effect on Turnover Intentions.

b. Indirect Influence Between Variables

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An indirect influence occurs between the Job Insecurity variable (X^1) and Turnover Intentions (Y^2). A summary of the results of the indirect influence of these variables is presented in Table 6.

Table 6. Indirect Influence Between Variables

Indirect Influence	Variabels Endogenous		
		Organizational Commitment (Y_1)	Turnover Intentions (Y_2)
Variabels Eksogenous	Job Insecurity (X_1)	0,000	-0,102
	Organizational Commitment (Y_1)	0,000	0,000

Based on Table 6, it is known that the indirect effect of Job Insecurity (X^1) on Turnover Intentions (Y^2) is 0.102 in a negative direction.

c. Total Influence Between Variables

Total influence is the influence caused by the existence of various relationships between variables, both direct and indirect. A summary of the direct influence of the research variables can be seen in Table 7.

Table 7. Total Influence between Variables

Total	Endogenous Variables		
		Organizational Commitment (Y_1)	Turnover Intentions (Y_2)
Variabel Endogenous	Job Insecurity (X_1)	0,317	0,367
	Organizational Commitment (Y_1)	0,000	0,322

Based on Table 7, it is known that the total influence of Job Insecurity (X^1) on Organizational Commitment (Y^1) is 0.317, the total influence of Job Insecurity (X^1) on Turnover Intentions (Y^2) is 0.367, the total influence of Organizational Commitment (Y^1) on Turnover Intentions (Y^2) of 0.322. Based on this test, it can be stated that Job Insecurity (X^1) has the largest total effect on Turnover Intentions (Y^2).

V. CONCLUSIONS

Based on the results of the analysis and discussion of research results, it can be concluded as follows.

1. Job Insecurity has a significant effect on employee Turnover Intentions in the general section of the Lamongan Regency Government in a positive direction. So the first hypothesis is proven or H_1 is accepted. This means that if Job Insecurity increases, it will increase Turnover Intentions, and vice versa.
2. Job Insecurity has a significant effect on the Organizational Commitment of employees in the general department of the Lamongan Regency Government in a negative direction. So the second hypothesis (H_2) is proven or H_2 is accepted. This means that if Job Insecurity increases, it will reduce Organizational Commitment, and vice versa.
3. Organizational Commitment has a significant effect on Organizational Turnover Intentions of employees in the general division of the Lamongan Regency Government in a negative direction. So the third hypothesis is proven or H_1 is accepted. This means that if Organizational Commitment increases, Turnover Intentions will decrease, and vice versa.

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