

THE ROLE OF JOB INSECURITY AND HIGH COMMITMENT WORK SYSTEM ON EMPLOYEE WELL BEING

Nanda Satria¹, Unggul Kustiawan²

Department of Economics, Faculty of Economics and Business, Esa Unggul University ^{1,2}

Email: nsatria601@gmail.com¹, unggul.kustiawan@esaunggul.ac.id²

Abstract

This study aims to determine how significant the role and influence of job insecurity, trust in the organization, and work system is in a high commitment to employee welfare in millennial employees. Many people feel the uncertainty, confusion, and fear caused by COVID-19, primarily due to the failure of the current system to provide employee health and welfare. Data collection in this study used a survey method that was distributed online in 2022, and respondents were selected using the purposive sampling method for millennial workers with a total of 213 millennial employees, the analysis in this study was factor analysis and structural modeling (SEM). This research shows that belief in the organization and work system of high commitment can affect employee welfare, but job insecurity has no relationship with employee welfare, so it is necessary to consider the role of work insecurity in millennial employees in influencing and welfare of their employees, this is due to an outbreak or the effect the COVID-19 pandemic which still exists today and is still very much felt.

Keywords: *Job Insecurity, Trust in Organization, High Commitment Work System, Psychological Empowerment, Employee Well Being*

INTRODUCTION

Currently, the coronavirus disease 2019 (COVID-19) pandemic has resulted in a global crisis that affects billions of people and has a devastating impact on the global economy (Kabadayi et al., 2020). Many people feel uncertainty, confusion, and fear caused by COVID-19, primarily because of the failure of the current system to provide health and employee well-being (Osland et al., 2020). For example, since the onset of the symptoms of the pandemic, medical and public health experts have offered ways to prevent the spread of the virus by practising social distancing, which will have a major impact on employee well-being by minimizing physical contact between individuals and individuals in groups (Tuzovic & Kabadayi, 2020a).

Companies that pay attention to and provide high well-being to employees these employees will work well and vice versa, so the organization is significant to understand employee well-being (Nielsen et al., 2017). A high-commitment work system can increase employee well-being and psychological empowerment, as evidenced in research on workers at high-tech companies in China. Apart from this direct effect, psychological empowerment also mediates the relationship between a high-commitment work system and employee well-being (Li & Lin, 2020). A survey conducted on workers in Sweden explained that job insecurity affects the variables of organizational trust and employee welfare, the relationship between job insecurity and employee welfare is mediated by trust in the organization (Richter & Näswall, 2019). Then for workers in Sweden, job insecurity affects organizational citizenship behaviour by being mediated by organizational trust and organizational identification (Kim, 2019). Furthermore, for workers in the UK, objective job insecurity, such as pay cuts and reduced working hours, significantly reduces employee commitment to the organization. This influence is mediated by subjective job insecurity (Wang et al., 2018).

Job insecurity affects employees' subjective well-being, where the psychological role as a strategy used by employees to overcome the negative impact of job insecurity on employee well-being, employees with high psychological levels can overcome job insecurity (Darvishmotevali & Ali, 2020). Employee welfare is closely related to HRM, where HR practices improve employee performance (Guest, 2017). The investment made by the company in the high-commitment work system positively impacts employee work outcomes (Liu, 2017). HCWS affects employee well-being by increasing psychological empowerment (Li & Lin, 2020).

Innovative work behaviour can help the company's competitiveness, management support, and co-workers positively impact psychological empowerment to produce innovative work behaviour (Rehman et al., 2019). Psychological empowerment must be considered an essential aspect of organizational effort to grow HCWS in the workforce (Safari et al., 2020). Promoting good leaders in organizations can improve employee well-being, which can benefit the organization in terms of trust in the organization (Hendriks et al., 2020).

Many previous studies have explained the relationship between job insecurity, social identity as an employed person, trust in the organization, high commitment work system, psychological empowerment, and employee well-being. However, not many have investigated its effect on millennial employees in Indonesia in manufacturing companies engaged in food production. Therefore, this study explains the effect of job insecurity on trust in the organization, which then affects employee well-being. A high-commitment work system affects psychological empowerment and forms employee well-being. The test is carried out on millennial employees at manufacturing food companies in Indonesia who have worked for a minimum of two (2) years.

Job Insecurity

Job insecurity is a negative feeling experienced by employees, an experience of having difficulty working, causing work stress which has a negative impact (Ashford et al., 1989; Lim, 1996). The definition of job insecurity is a situation where workers will become unemployed due to fear of losing their job (Witte, 1999). Job insecurity is a factor that can interfere with the psychological health of employees (Nella et al., 2015; Inoue et al., 2018) and can harm employee motivation (Durek, 2020). Job insecurity is a behaviour or action that can hinder the development and growth of employees due to the fear of losing their job in the future, causing them to be unemployed (Staufenbiel & König, 2010), and will become an ongoing threat to employees (Etehad & Karatepe, 2019; Shin et al., 2019).

The difference between social groups and individuals who can categorize themselves has a level of inclusivity called social identity theory (Hogg et al., 2012; Pan et al., 2019). Narrowly regarding social identity theory, it can be interpreted that individual actions have goals and are ambitious without regard for others, and broadly that their actions are based on the level of concern for people they do not recognize or through a certain group affiliation (Simeone & Kautonen, 2021). argues that social identity theory can be divided into three main dimensions; namely, the first is a primary social motivation in building a company (i.e., the reason someone starts a business); the second is the basic concept of self-evaluation (i.e., the elements in which a person has self-esteem based on the judgments of others and himself); and the third is a frame of reference (i.e., how they gain self-esteem from their association).

Trust in Organization

Organizational trust is an identification between employees and the organization in building and creating long-term relationships. This aims at organizational policies in identifying employees so that they can be directly involved in certain situations to estimate the organisation's long-term goals (Robinson, 1996). Organizational trust is a type of institutional trust consisting of mutual trust between supervisors and the organization (Ashford et al., 1989). Suppose there is high trust between employees and the organization. In that case, there is support for sharing the risks within the organization and understanding the dangers that will arise (Costa, 2003; Schoorman et al., 2007; Eckel & Wilson, 2004).

According to Blau (1964), on the social exchange theory, the higher the level of employee trust in the organization, the greater the things and efforts employees give to the organization. So thus that employees will expend energy for the organization if they feel complete confidence in their superiors (Yu et al., 2018). Ekvall & Ryhammar (1999) argue that if employees feel a climate of high trust from superiors and the organization, their behaviour will be more positive to benefit the organization. This is because there is mutual trust and mutual benefit between employees and the organization, they often believe that their behaviour will have a low-risk impact (Costa, 2003). Barczak et al. (2010) argue that trust is a climate with a significant dimension of creativity in groups. If their work environment trusts each other, there will be no hostility among other members (Yu et al., 2018).

High Commitment Work System

The literature on high-commitment work systems (HCWS) tends to focus on human resource practices that are considered to have an impact on increasing the perceived commitment of employees to their work and the effort they put into it (Ahmed et al., 2018). Koeber et al. (2001) and Hansen (1999) argue that most empirical studies have found that high-commitment work systems can improve performance and are positively related to one another. A high-commitment work system positively influences creativity and interaction between leaders, members, and work involvement (Li et al., 2017). More specifically, a high-commitment work system could include the adoption of human resource practices designed with employees in mind, and this would include efforts to recruit skilled individuals, support for employees by investing in training and development, establishment and use of an internal labor market, policies that encourage participation and generate engagement, and performance management programs (including reward structures) that are progressive and support the professional growth and aspirations of employees (Hansen, 1999; Wright & Kehoe, 2008).

Psychological Empowerment

Recently, voluntary work involvement has been described as “psychological empowerment, a multidimensional measure of intrinsic motivation (Chamberlin et al., 2018). Psychological empowerment is a perception of being able to control the work assigned (Maynard et al., 2012). This is a cognitive state and, in a positive form, represents an active motivational orientation in a job (Spreitzer, 1995). In comparison, structural empowerment represents the influence of organizational conditions, such as tasks and policies, on their work outcomes (Maynard et al., 2012). Psychological empowerment also has similarities with the critical psychological condition of the JCM (job characteristic model) because it explains the relationship between practice and performance in terms of employees' perceptions of their work. Muduli (2018) defines psychological empowerment as an essential employee cognition that can promote workforce agility.

Psychological empowerment results from an individual's perception (cognition) of meaning competence in self-determination and the ability to influence organizational outcomes (Maynard et al., 2012). Therefore, the meaning of psychological empowerment is similar to a critical psychological state with the meaning of a job characteristic model because it describes the match between job role requirements and individual beliefs, values, and behaviour (Maynard et al., 2012). This reflects task autonomy, job characteristics that give employees the freedom to control both the initiation and ongoing nature of work processes and behaviour, such as the influence of decision-making on methodologies, procedures, speed, and required work effort (Spreitzer, 1995). Psychological empowerment functions at the level of individual team members and has been linked to some predecessors (Seibert et al., 2011). Based on the research of Spreitzer (1995) that psychological empowerment empirically identifies the influence of personality traits and organizational practices on psychological empowerment that leads to managerial effectiveness and innovative work behaviour. Therefore much literature has examined various antecedents for psychological empowerment, such as work design (Humphrey et al., 2007), managerial practice (Chamberlin et al., 2018), forms of leadership (Avolio et al., 2004; Dust et al., 2018) and organizational support (Maynard et al., 2012).

Employee Well Being

Guest (2017) defines employee well-being as the relationship between human resource management and performance, as a form of concern for employees, in the nature and context of work that focuses on well-being. However, leadership behavior significantly impacts behavior, performance, and employee well-being (Inceoglu et al., 2018). Employees who get high welfare will perform nicely and vice versa, so organizations need to know how to ensure happy and productive workers (Nielsen et al., 2017). The topic of employee welfare has been recognized as an essential issue for employees, employers, and society (Deloitte, 2017; Reba, 2019). This is a fundamental consideration of how organizations can achieve a competitive advantage, with increasing evidence showing that employee well-being is linked to a variety of performance metrics, including productivity, employee turnover, job satisfaction, stress, and work-life balance (Keeman et al., 2017; Stavros & Wooten, 2012). In addition, it is related to employees' welfare and overall life satisfaction (Bowling et al., 2010).

While well-being is important in all work contexts, it is significant for industries where employees are at the center of the service encounter with customers (Tuzovic & Kabadayi, 2020b). However, while employee welfare is recognized as a TSR (Transformative Service Research) priority, the analysis is limited, with a few exceptions (Anderson et al., 2013). For example, at the organizational level, several studies have examined how company practices affect employee well-being (Sharma et al., 2016), and at the level of customer-employee interaction (Nasr et al., 2014, 2015), studying the impact of customer on employee well-being. The topic of employee well-being becomes more critical during a pandemic, employees who provide services (e.g., healthcare, grocery stores, pharmacies, and long-term care homes) face increased health risks in terms of infection, stress, and mental illness (Sim, 2020).

The Relationship Between Job Insecurity and Trust In Organization

Job insecurity associated with trust in the organization has negative consequences (Jiang et al., 2018). The loss of employee trust in the employer, where the organization is considered unable to fulfill its obligations because it has violated the psychological contract (Richter & Näswall, 2018). Job insecurity causes anxiety and distress and ultimately impacts employee work performance so that employee trust in management is reduced (Wang et al., 2018). Trust in an organization is one of the critical mechanisms linking job insecurity with employees' level of trust in superiors based on actions, virtues, and organizational integrity (Richter & Näswall, 2019). When employees experience job insecurity and the psychological breach of contract that accompanies it, perceptions of benevolence and organizational integrity (i.e. whether the organization keeps promises and treats employees fairly) will negatively affect trust in the organization (Mayer et al., 1995). In addition, organizational actions such as restructuring and downsizing, which have previously been associated with increased feelings of job insecurity, can also negatively impact the level of trust experienced by employees (Mayer et al., 1995). Based on this, the following hypothesis was developed:

H1: *Job insecurity negatively affects trust in the organization*

Relationship between Job Insecurity and Employee Well-Being

Job insecurity affects employees' subjective well-being, where the psychological role is a strategy used by employees to overcome the negative impact of job insecurity on employee well-being, employees with high psychological levels can overcome job insecurity (Darvishmotevali & Ali, 2020). Job insecurity threatens the social identity of people who work, which can affect employees' welfare and work performance (Selenko et al., 2017). Job insecurity is a significant risk factor for work and a major job stressor that negatively affects employee well-being and health (Chirumbolo et al., 2017). Insecure employees feel the threat of losing their jobs and employee benefits, and it is while it is not clear whether that will happen in the future, further uncertainty about the future makes it very difficult to evaluate and select suitable coping strategies to deal with unsafe conditions (Darvishmotevali & Ali, 2020) Based on this, the following hypothesis was developed:

H2: *Job insecurity negatively affects employee well-being*

The Relationship between High Commitment Work System and Employee Well-Being

Work does not only function as a means of earning a living but also as a way to realize self-worth and well-being, a good management system can improve employee well-being so that a high-commitment work system has a positive impact on increasing employee well-being (Li & Lin, 2020). Employee well-being is closely related to HRM, where HR practices improve employee performance (Guest, 2017). As mentioned, resource conservation theory (COR) states that individuals tend to acquire, maintain, and accumulate valuable resources, and the acquisition and preservation of resources will help individuals reduce the adverse effects of resource loss and increase well-being (Hobfoll, 2001). From an organizational perspective, HCWS pays attention to employee growth, development, and commitment, which can be seen as organizational resources (Boon & Kalshoven, 2014). In addition, HCWS encourages employees to engage in self-management and self-control rather than being forced by external norms and constraints (Wood & Wall, 2007). All these factors help increase employees' work autonomy, increase their sense of control, and serve as an essential work resource to better cope with work pressures and increase well-being (Li & Lin, 2020). Based on this, the following hypothesis was developed:

*H3: High commitment work system affects employee well-being positively**The Relationship between High Commitment Work System and Psychological Empowerment*

HCWS affects employee well-being by increasing psychological empowerment (Li & Lin, 2020). Innovative work behavior can help the company's competitiveness, management support, and co-workers positively impact employee psychology resulting in innovative work behavior (Rehman et al., 2019). In the opinion of Conger & Kanungo (1988) views empowerment as a motivational approach and is defined as the process of increasing feelings of self-efficacy among organizational members through the identification of conditions that encourage powerlessness and through their elimination by both formal organizational practices and informal techniques of providing efficacy information. The influence of work context on psychological empowerment is recognized in the empowerment literature (Grant & Ashford, 2008). The work environment influences perceptions of empowerment (Thomas & Velthouse, 1990). Psychological empowerment comes from organizational programs and policies that include quality of work life, favorable conditions, and human resource practices such as reward systems, job security, and development opportunities (Bordin et al., 2006; Spreitzer, 1995). Empowered employees are more likely to react to a changing organizational environment. Psychologically empowered employees are highly productive and more likely to behave positively to meet individual and organizational outcomes (Liden et al., 2000). The empowerment literature shows the influence of work context on psychological empowerment (Grant & Ashford, 2008). Based on this, the following hypothesis was developed:

*H4: High commitment work system positively affects psychological empowerment**The Relationship between Psychological Empowerment and Employee Well-Being*

The theory of COR (conservation of resources) states that resources refer to objects, personal characteristics, conditions, or energies valued by individuals (Hobfoll, 1989). In addition to organizational resources, employees may have significant individual resources in the form of skills, abilities, and positive psychological states (Boon & Kalshoven, 2014). In this case, employees with high psychological empowerment tend to believe that they are capable of completing tasks and have autonomy and control in the workplace; thus, their basic psychological needs, especially autonomy and competence, are more satisfied, and they feel job well-being (Zheng & Liu, 2016). Taking these points together, psychological empowerment, as a personal resource, plays an essential role in meeting the basic psychological needs of employees, which in turn contributes to greater job well-being (Li & Lin, 2020). In the context of life transition, employee well-being shows that adjustment to life changes cannot be separated from pre-existing social group identities (Haslam et al., 2018). Based on this, the following hypothesis was developed:

*H5: Psychological empowerment positively affects employee well-being**Relationship between Trust in Organization and Employee Well-Being*

Promoting good leaders in organizations can improve employee well-being, which can also benefit the organization in terms of trust in the organization (Hendriks et al., 2020). In the organizational context, trust is classified into interpersonal trust and impersonal trust, where interpersonal trust consists of trust in co-workers and trust in managers, while impersonal trust – is trust in the organization (Haynes et al., 2020). Employees who believe in the organization feel safer, and their productivity is higher (Mehta, 2020), allowing employees to provide a sense of value to their work (Ng, 2015). Trust in organizations is equated with healthy organizational-employee relationships associated with employee well-being (Richter & Näswall, 2019). Based on this, the following hypothesis was developed:

H6: Trust in the organization positively affects employee well-being

Figure 1 shows the conceptual framework of this study that was derived from the hypotheses development discussed earlier.

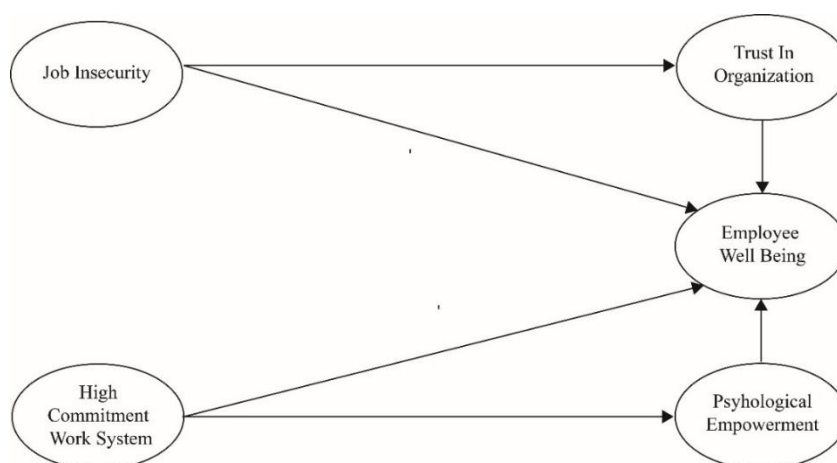


Figure 1. Research Framework

RESEARCH METHOD

Collecting data using a survey method by distributing online questionnaires. Measurements were carried out using a Likert scale of 1 – 7 (1 = strongly disagree and 7 = strongly agree) to allow respondents to choose according to their wishes. The unit of analysis used in this study is millennial generation workers; according to the opinion of research conducted by DeVaney (2015) that the millennial generation is in the age category between 23 to 35 years. The job insecurity variable's measurement consists of eight questions adopted from (Pienaar et al., 2013). The trust in organization variable consists of twelve questions adopted from Cook & Wall (1980). The high commitment work system variable consists of fifteen questions adopted from (Xiao & Björkman, 2006). The psychological empowerment variable consists of twelve questions adopted from (Li & Lin, 2020). The employee well-being variable consists of ten questions adopted from Hills & Argyle (2002), the total measurement uses 57 questions.

This study's population is employees working in Indonesia's manufacturing industry. The respondents of this study were purposive sampling (purposive sampling) in Indonesia, with the sample criteria being millennial employees of food manufacturing companies in the Tangerang-Banten Province-Indonesia area who have worked for more than two years. The data collection technique of this research was carried out quantitatively using the SEM (Structural Equation Model) method, while the data processing and analysis using IBM SPSS 24 and Lisrel 8.8 software. After collecting the data, the researchers conducted a factor analysis to test the validity and reliability of SPSS 24. The validity test was carried out by looking at Kaiser-Meyer-Olkin (KMO) measurements and the Measure of Sampling Adequacy (MSA). The results of KMO values (0.677 to 0.837) and MSA (0.658 to 0.855) are more significant than 0.500. The reliability test using Cronbach's Alpha measurements must be close to 1, the better for Cronbach's Alpha results (0.727 to 0.846) (Hair et al., 2014). By using 57 questions with operational definitions of variables where, the job insecurity variable from 8 questions, only 5 questions were declared valid, the trust in organization variable from 12 questions, only 5 questions were declared valid, the high commitment work system variable from 15 questions only 4 questions which were declared valid, the psychological empowerment variable from 12 questions only 5 questions were declared valid, employee well-being variable from 10 questions only 3 questions were declared valid. So what was declared valid to be used as a sample for further testing were 22 questions because it uses SEM (Structural Equation Model) where the determination of the number of research samples is at least 150 questions or 5 times the number of valid questions (Hair et al., 2014).

RESULT AND DISCUSSION

Respondents from the test results found that 22.5% of the millennial generation are female, with an education level of the total respondents that 41.8% are undergraduates. This is different from the previous test on employees and leaders of technology companies in eastern China by Li & Lin

(2020), which showed that 68.7% of respondents were male and 46.1% of employees were male, while the previous test by Selenko et al. (2017) on workers in the UK which shows 44.62% of respondents are male and 24.9% are undergraduates. Respondents in this study were male, as much as 77.5%, and 41.8% were undergraduates.

According to the recommendations of Hair et al. (2014), the measurement of construct validity can be accepted and declared valid because most of the indicators in each variable have a loading factor of more than 0.50. No indication has a loading factor below 0.50. From the calculation results of construct reliability (CR) and variable extracted (VE), it can be said that it meets the overall requirements, which are following Hair et al. (2014) that the construct reliability value must meet the reliability requirements with CR above 0.60 and VE value above 0.50 namely job insecurity (CR=0.80; VE=0.45), trust in organization (CR=0.84; VE=0.51), high commitment work system (CR=0.76; VE=0.44), psychological empowerment (CR=0.83; VE =0.50) and employee well-being (CR=0.70; VE=0.40).

Based on the analysis of the suitability test, most of them showed a good match, including $X^2/df = 1.79$; degree of freedom = 195; Chi-Square = 349.78; RMSEA = 0.061; ECVI = 2.20; AIC = 465.78; CAIC = 718.74; NFI = 0.91; Critical N = 142.26 and GFI = 0.87. Thus, there is a fit of the overall model (Goodness of Fit). Although some are at the marginal fit level, the results are as depicted in the PATH diagram in Figure 2. A hypothesis testing model can be presented in Table 1.

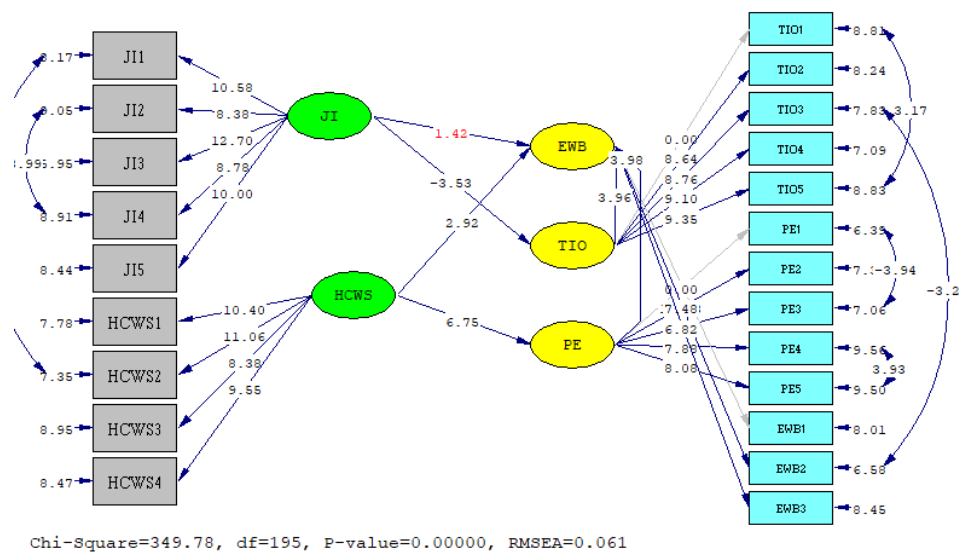


Figure 2. Results of the T-Value Diagram Path Diagram

Table 1. Hypothesis Testing Model

Hypothesis	Statement Hypothesis	T-value	Description
H1	Job insecurity negatively affects trust in the organization	-3.53	The data support the hypothesis
H2	Job insecurity negatively affects employee well-being	1.42	The data do not support the hypothesis
H3	High commitment work system positively affects employee well-being	2.92	The data support the hypothesis
H4	High commitment work system positively affects psychological empowerment	6.75	The data support the hypothesis

Hypothesis	Statement Hypothesis	T-value	Description
H5	Psychological empowerment influences employee well-being positively	3.98	The data support the hypothesis
H6	Trust in organization influences employee well-being positively	3.96	The data support the hypothesis

Source: lisrel 2022 processed data

Based on the hypothesis test table above, it is known that if the variable has a T-Value value above 1.96 for positive variables and -1.96 for negative variables, then the data in this study there are five variables supporting the research hypothesis built and one hypothesis not supporting. This research aims to identify and examine the factors that can affect employee well-being, where EWB is an endogenous variable that directly has a relationship with all variables. In Figures one and two, it can be seen that there are two independent variables, namely job insecurity and high commitment work system variables, while the other three variables are dependent. Hypothesis testing in this study shows that there is one relationship that has no influence, namely between job insecurity and employee well-being, while the variable relationships in other tests are accepted. Negative, where the job insecurity variable affects negatively and other variables positively. Testing on the negative hypothesis where job insecurity has a negative effect on trust in the organization, that thus the level of trust in the organization based on actions that cause anxiety, is in line with research conducted by Jiang et al. (2018) and Richter & Näswall (2018) when millennial employees already assume that an organization does not fulfill its obligations to millennial employees, which will cause psychological behavior such as anxiety, distress which will have an impact on performance so that trust in the organization will be lost, In other words, if there is a feeling of anxiety that has a negative impact on the company and its work performance, job insecurity will negatively affect trust in the organization.

Organizations that have a high commitment to their system to create trust in their workers are millennial employees who feel that with the system owned by the company where they work, they will prosper. Based on this, the high commitment work system positively affects employee well-being and psychological empowerment, in line with research conducted by Li & Lin (2020) that by working well, you can realize a value that is contained in yourself, you tend to acquire, maintain, pay attention, develop, and the commitment of millennial employees that make these millennial employees feel happy which is based on the concept of psychological empowerment. So by increasing the commitment felt by millennial employees to the work and efforts made so that they will get well-being for good performance and vice versa, so that's where an organization needs to know and ensure happy and productive workers if driven by a high commitment work system, as well as the organization must also be able to encourage millennial employees to perceive their work so that they can control their work. With a high work commitment and the attention of a good organization, it can make these millennial employees feel prosperous and empowered emotionally or psychologically.

Based on this, through psychological empowerment of millennial employees, such as being able to control work, perceptions of the work being done, and even work behavior to be able to make millennial employees prosperous in the hope of positive reciprocity to the organization. This study proves the positive influence of psychological empowerment on employee well-being, this occurs due to the encouragement of the high commitment work system to influence employee well-being, Li & Lin (2020) opinion that psychological empowerment is a personal resource in an important role for meet the psychological needs of employees and contribute to better work well-being, this is also one of the impetus for high work commitment that affects psychological empowerment, which in the end has an influence that can prosper millennial employees.

A company leader must have a good leadership spirit and not only thinks about the benefits of the company but also how to prosper employees, and their families, the trust that is built between the company and employees is essential because if the employee is sure and believes in the company and its leaders that the place where they work can prosper their employees so that these employees, in this case, are millennial employees will work more actively, sincerely, creatively and other positive things with the aim that the company can progress and will reciprocate to them. Based on this, trust in an

organization affects employee well-being positively, it is accepted that the relationship is in line with the opinion of Hendriks et al. (2020), which explains if a company leader in an organization can create trust by participating in employee activities which ultimately benefits the organization to make employees prosperous because in the opinion of Richter & Näswall (2019) that trust is built between relationships organization with employees healthily. Thus, efforts to increase trust in the organization can make employee well-being, thus it is necessary to have a relationship that is built in a good way so that millennial employees trust the organization, which is one of the motivating factors for them to prosper at work and outside of work.

The COVID-19 pandemic has created a negative impact on the performance and productivity of most companies in Indonesia, which, based on this, has an impact on most of the employees working in the manufacturing sector, both old employees and millennial employees. Based on this, job insecurity that negatively affects employee well-being is rejected, that there is an essential role as millennial employees in dealing with anxiety at work that will affect their welfare, the relationship between the variables in question is not in line with the opinion of Darvishmotevali & Ali (2020) and Selenko et al., (2017) that job insecurity in the results of this study will not affect the welfare and work performance of employees, by the fear of losing their jobs so that it is difficult to refer to their psychological health, nowadays the effects of the COVID-19 pandemic that cause the nature of negative about their performance and productivity based on the welfare they get employees are afraid of losing their job, but they do not feel well in their work due to the COVID-19 pandemic which makes them, millennial employees, not prosperous by various limitations. With restrictions and regulations that apply, they are more worried about their health than losing their jobs.

With external pressure on millennial employees to get job insecurity, they tend to prefer to increase activities related to their knowledge, in other words, that job insecurity has a positive effect on employee well-being, in line with research conducted by Ali et al. (2021) and Serenko & Bontis (2016) that job insecurity can change employee behavior and make them tend to show more positive behaviors. Employee welfare is currently an organization's HRM strategy, where if employee well-being is achieved, the company hopes to get a commensurate return. However, in this study, where job insecurity against employee well-being was rejected, while the other research with mediation from the trust in an organization than to employee well-being research was accepted, it can be explained that during the covid-19 pandemic, millennial employees were not too worried. Job insecurity can affect their employee well-being, they are more worried about their health and life because of the impact of more stringent regulations by the company and their lack of trust in the company, because the company does not provide more security to them in this regard. security in form, health and other matters as a result of the impact of covid-19. Millennial employees will get employee well-being if the company can provide trust in their organization so that millennial employees grow a sense of trust in the company, that they are truly guaranteed by the company even during the COVID-19 pandemic.

CONCLUSION

This study proves that work welfare is built with job insecurity, trust in an organization, a high-commitment work system, and psychological empowerment. The role of job insecurity and high commitment can increase employee well-being among millennial workers of food manufacturing companies in Indonesia. However, the role of job insecurity cannot directly affect employee well-being, meaning that job insecurity must pass other variables to be able to influence it, as evidenced by the research results. This is one of the reasons for the role of job insecurity in this study. So by giving working trust to employees, providing flexibility with their empowerment in the workplace, with a high work commitment and anxiety at work that makes employees feel prosperous at work, employee behavior creates an effect for the company to be able to develop moreover, millennial employees who have a soul with a high commitment to work, this is an advantage for the company and also an advantage for workers because they feel prosperous at work, in this case, there is good reciprocity between the company and workers.

The limitations of this research indicate that several things can be done for improvements in the future in future studies; namely, this research is limited to millennial workers, in this case, workers who are affected by the COVID-19 pandemic, not only millennials but are more dominant in workers who have worked for a long time or other generations besides millennials, therefore in the future it is possible to test workers who are approaching or are about to retire, they are more dominant in feeling

insecurity due to the pandemic or by distinguishing between married and unmarried employees. Second, the model in this study still needs to be developed so that further research can test it with a different model framework or add other variables, such as job performance. Third, in this case, we have not discussed gender demographics and education level to analyze how much employee welfare is measured by gender with various levels of education and compare them.

The findings of this study for organizations have a strategic relationship with building and establishing a close relationship with employees, where it is proven that millennial workers in this study have no anxiety or fear of losing their jobs they are more afraid of their health. This needs to be considered because they are one of the company's assets in developing the company in the future. The implications are: First, anxiety at work does not guarantee that employees will feel prosperous welfare needs to be felt by employees under any conditions, especially in a pandemic, it is an opportunity for the company to improve the welfare of its employees by providing vitamins, health-supporting medicines, and good food intake healthy. This can make employees feel very prosperous, and vice versa, they will advance the organization.

Second, the organization needs to be more selective in the strategy that will make the company grow and the employees have a high commitment to their work, namely by empowering them so that they feel prosperous working for the company, high work commitment needs to be appropriately studied by managers in order to emerge a positive attitude. It will make them creative in interacting with their work. Participation and involvement in work are significant in encouraging a management work program to advance the company, psychologically they are empowered in such a way to be able to carry out the tasks assigned by the manager, so managers should always support, encourage and participate in employee growth, thus commitment and the empowerment of employees will result in welfare at work.

REFERENCES

- Ahmed, F., Hassan, A., Ayub, M. U., & Klimoski, R. (2018). High Commitment Work System and Innovative Work Behavior: The Mediating Role of Knowledge Sharing. *Pakistan Journal of Commerce and Social Sciences*, 12(1), 29–51.
- Ali, M., Ali, I., Albort-Morant, G., & Leal-Rodríguez, A. L. (2021). How do job insecurity and perceived well-being affect expatriate employees' willingness to share or hide knowledge? *International Entrepreneurship and Management Journal*, 17(1), 185–210. <https://doi.org/10.1007/s11365-020-00638-1>
- Anderson, L., Ostrom, A. L., Corus, C., Fisk, R. P., Gallan, A. S., Giraldo, M., Mende, M., Mulder, M., Rayburn, S. W., Rosenbaum, M. S., Shirahada, K., & Williams, J. D. (2013). Transformative service research: An agenda for the future. *Journal of Business Research*, 66(8), 1203–1210. <https://doi.org/10.1016/j.jbusres.2012.08.013>
- Ashford, S. J., Lee, C., & Bobko, P. (1989). Content, Cause, and Consequences of Job Insecurity: A Theory-Based Measure and Substantive Test. *Academy of Management Journal*, 32(4), 803–829. <https://doi.org/10.5465/256569>
- Avolio, B. J., Zhu, W., Koh, W., & Ghatia, P. (2004). Transformational leadership and transformational learning: Information literacy and the World Wide Web. *Journal of Organizational Behavior*, 25, 951–968. <https://doi.org/10.1177/019263659908360502>
- Barczak, G., Lask, F., & Mulki, J. (2010). Antecedents of team creativity: An examination of team emotional intelligence, team trust and collaborative culture. *Creativity and Innovation Management*, 19(4), 332–345. <https://doi.org/10.1111/j.1467-8691.2010.00574.x>
- Blau, P. M. (1964). *Exchange and power in social life*. Transaction Publishers: Piscataway, 1–352. <https://doi.org/10.4324/9780203792643>
- Boon, C., & Kalshoven, K. (2014). How High-Commitment Hrm Relates To Engagement And Commitment: The Moderating Role Of Task Proficiency. *Human Resource Management*, 53(3), 403–420. <https://doi.org/10.1002/hrm>
- Bordin, C., Bartram, T., & Casimir, G. (2006). The antecedents and consequences of psychological empowerment among Singaporean IT employees. *Management Research News*, 30(1), 34–46. <https://doi.org/10.1108/01409170710724287>
- Bowling, N. A., Eschleman, K. J., & Wang, Q. (2010). A meta-analytic examination of the relationship between job satisfaction and subjective well-being. *Journal of Occupational and Organizational Psychology*, 83(4), 915–934. <https://doi.org/10.1348/096317909X478557>
- Brewer, M. B., & Gardner, W. (1996). Who Is This “We”? Levels of Collective Identity and Self Representations. *Journal of Personality and Social Psychology*, 71(1), 83–93. <https://doi.org/10.1037/0022-3514.71.1.83>
- Chamberlin, M., Newton, D. W., & LePine, J. A. (2018). A meta-analysis of empowerment and voice as transmitters of high-performance managerial practices to job performance. *Journal of Organizational Behavior*, 39(10), 1296–1313. <https://doi.org/10.1002/job.2295>
- Chirumbolo, A., Urbini, F., Callea, A., Presti, A. Lo, Talamo, A., & Giorgi, G. (2017). Occupations at Risk and Organizational Well-Being: An Empirical Test of a Job Insecurity Integrated Model. 8(November), 1–13. <https://doi.org/10.3389/fpsyg.2017.02084>
- Conger, J. A., & Kanungo, R. N. (1988). *The Empowerment Process: Integrating Theory and Practice*. *The Academy of Management Review*, 13(3), 471–482.
- Cook, J., & Wall, T. (1980). New work attitude measures of trust, organizational commitment and personal need non-fulfilment. *Journal of Occupational Psychology*, 53(1), 39–52. <https://doi.org/10.1111/j.2044-8325.1980.tb00005.x>
- Costa, A. C. (2003). Work team trust and effectiveness. *Personnel Review*, 32(5), 605-622+672. <https://doi.org/10.1108/00483480310488360>
- Darvishmotevali, M., & Ali, F. (2020). International Journal of Hospitality Management Job insecurity , subjective well-being and job performance : The moderating role of psychological capital. *International Journal of Hospitality Management*, 87(February 2019), 102462. <https://doi.org/10.1016/j.ijhm.2020.102462>
- Deloitte. (2017). *At a tipping point? Workplace mental health and wellbeing*. In Deloitte Centre for health solutions (Issue March).
- DeVaney, S. A. (2015). Understanding the Millennial Generation. *Journal of Financial Service*

- Professionals, 69(6), 11–14.
- Durek, A. (2020). View of The Effect of Motivation on the Tendency to Quit_ A Field Study. *International Journal of Science and Society*, 2(4), 266–273.
- Dust, S. B., Resick, C. J., Margolis, J. A., Mawritz, M. B., & Greenbaum, R. L. (2018). Ethical leadership and employee success: Examining the roles of psychological empowerment and emotional exhaustion. *Leadership Quarterly*, 29(5), 570–583. <https://doi.org/10.1016/j.leaqua.2018.02.002>
- Eckel, C. C., & Wilson, R. K. (2004). Is trust a risky decision? *Journal of Economic Behavior and Organization*, 55(4 SPEC.ISS.), 447–465. <https://doi.org/10.1016/j.jebo.2003.11.003>
- Ekvall, G., & Ryhammar, L. (1999). Effect of Expected Rewards on Children ' s Creativity. *Creativity Research Journal*, 12(4), 303–310. <https://doi.org/10.1207/s15326934crj1204>
- Etehadi, B., & Karatepe, O. M. (2019). The impact of job insecurity on critical hotel employee outcomes: The mediating role of self-efficacy. *Journal of Hospitality Marketing and Management*, 28(6), 665–689. <https://doi.org/10.1080/19368623.2019.1556768>
- Grant, A. M., & Ashford, S. J. (2008). The dynamics of proactivity at work. *Research in Organizational Behavior*, 28, 3–34. <https://doi.org/10.1016/j.riob.2008.04.002>
- Guest, D. E. (2017). Human resource management and employee well-being: towards a new analytic framework. 27(1), 22–38. <https://doi.org/10.1111/1748-8583.12139>
- Hair, J., Black, W., Babin, B., & Anderson, R. (2014). *Multivariate Data Analysis (MVDA). In Pharmaceutical Quality by Design: A Practical Approach.* <https://doi.org/10.1002/9781118895238.ch8>
- Hansen, M. T. (1999). The search-transfer problem: The role of weak ties in sharing knowledge across organization subunits. *Administrative Science Quarterly*, 44(1), 82–111. <https://doi.org/10.2307/2667032>
- Haslam, C., Steffens, N. K., Haslam, S. A., Cruwys, T., Lam, B. C. P., & Pachana, N. A. (2018). The Importance of Social Groups for Retirement Adjustment : Evidence , Application , and Policy Implications of the Social Identity Model of Identity Change. 00(0), 1–32. <https://doi.org/10.1111/sipr.12049>
- Haynes, S. H., Leone, M. C., Keena, L. D., May, D. C., Ricciardelli, R., & Lambert, E. G. (2020). The association between different forms of organizational trust and correctional staff job stress. *Journal of Crime and Justice*, 43(5), 623–639. <https://doi.org/10.1080/0735648X.2020.1734056>
- Hendriks, M., Rijssenbilt, A., Pleeging, E., & Commandeur, H. (2020). Virtuous leadership : a source of employee well-being and trust. 43(8), 951–970. <https://doi.org/10.1108/MRR-07-2019-0326>
- Hills, P., & Argyle, M. A. (2002). The Oxford Happiness Questionnaire: a compact scale for the measurement of psychological well-being. *Personality and Individual Differences*, 33(7), 1073–1082. [https://doi.org/10.1016/S0191-8869\(01\)00213-6](https://doi.org/10.1016/S0191-8869(01)00213-6)
- Hobfoll, S. E. (1989). Conservation of resources: a new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524. <https://doi.org/10.1109/NETWKS.2008.4763690>
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology*, 50(3), 337–421. <https://doi.org/10.1111/1464-0597.00062>
- Hogg, M. A., Rast, D. E., & van Knippenberg, D. (2012). The social identity theory of leadership: Theoretical origins, Research findings, And conceptual developments. *European Review of Social Psychology*, 23(1), 258–304. <https://doi.org/10.1080/10463283.2012.741134>
- Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P. (2007). Integrating Motivational, Social, and Contextual Work Design Features: A Meta-Analytic Summary and Theoretical Extension of the Work Design Literature. *Journal of Applied Psychology*, 92(5), 1332–1356. <https://doi.org/10.1037/0021-9010.92.5.1332>
- Inceoglu, I., Chu, C., Plans, D., & Gerbasi, A. (2018). Leadership behavior and employee well-being : An integrated review and a future research agenda ☆ , ☆☆. 29(December 2017), 179–202. <https://doi.org/10.1016/j.leaqua.2017.12.006>
- Inoue, A., Kawakami, N., Eguchi, H., & Tsutsumi, A. (2018). Interaction effect of job insecurity and role ambiguity on psychological distress in Japanese employees: a cross-sectional study. *International Archives of Occupational and Environmental Health*, 91(4), 391–402. <https://doi.org/10.1007/s00420-018-1288-5>

- Jiang, L., & Probst, T. M. (2016). The moderating effect of trust in management on consequences of job insecurity. 2012, 1–25. <https://doi.org/10.1177/0143831X16652945>
- Kabadayi, S., O'Connor, G. E., & Tuzovic, S. (2020). Viewpoint: The impact of coronavirus on service ecosystems as service mega-disruptions. *Journal of Services Marketing*, May. <https://doi.org/10.1108/JSM-03-2020-0090>
- Keeman, A., Näswall, K., Malinen, S., & Kuntz, J. (2017). Employee wellbeing: Evaluating a wellbeing intervention in two settings. *Frontiers in Psychology*, 8(MAR). <https://doi.org/10.3389/fpsyg.2017.00505>
- Kim, B. J. (2019). Unstable jobs cannot cultivate good organizational citizens: The sequential mediating role of organizational trust and identification. *International Journal of Environmental Research and Public Health*, 16(7), 5–11. <https://doi.org/10.3390/ijerph16071102>
- Koeber, C., Appelbaum, E., Bailey, T., Berg, P., & Kalleberg, A. L. (2001). Manufacturing Advantage: Why High-Performance Work Systems Pay off. *Contemporary Sociology*, 30(3), 250. <https://doi.org/10.2307/3089250>
- Li, H., Chen, T., Cao, G., Tech, N., & District, P. (2017). HOW HIGH-COMMITMENT WORK SYSTEMS ENHANCE EMPLOYEE CREATIVITY: A MEDIATED MODERATION MODEL. 45(9), 1437–1450.
- Li, X., & Lin, C. (2020). The influence of high-commitment work system on work well-being: the mediating role of psychological empowerment and the moderating role of leader trust. *Personnel Review*, ahead-of-p(ahead-of-print). <https://doi.org/10.1108/pr-01-2020-0034>
- Liden, R. C., Wayne, S. J., & Sparrowe, R. T. (2000). An examination of the mediating role of psychological empowerment on the relations between the job, interpersonal relationships, and work outcomes. *Journal of Applied Psychology*, 85(3), 407–416. <https://doi.org/10.1037/0021-9010.85.3.407>
- Lim, V. K. G. (1996). Job insecurity and its outcomes: Moderating effects of work-based and nonwork-based social support. *Human Relations*, 49(2), 171–194. <https://doi.org/10.1177/001872679604900203>
- Liu, Y. L. N. (2017). Corporate Citizenship and Employee Outcomes: Does a High- Commitment Work System Matter? *Journal of Business Ethics*, 300. <https://doi.org/10.1007/s10551-017-3632-1>
- Mayer, R. C., Davis, J. H., Schoorman, F. D., Mayer, R. C., & Davis, J. H. (1995). An Integrative Model of Organizational Trust. *Journal of the Institute of Brewing*, 20(3), 709–734. <https://doi.org/10.1002/j.2050-0416.1927.tb05040.x>
- Maynard, M. T., Gilson, L. L., & Mathieu, J. E. (2012). Empowerment-Fad or Fab? A Multilevel Review of the Past Two Decades of Research. *Journal of Management*, 38(4), 1231–1281. <https://doi.org/10.1177/0149206312438773>
- Mehta, P. (2020). Fake it or make it: employee well-being in emotional work settings. *Benchmarking*, 28(6), 1909–1933. <https://doi.org/10.1108/BIJ-07-2020-0377>
- Muduli, A. (2018). Psychological Empowerment and Workforce Agility. *Psychological Studies*. <https://doi.org/10.1007/s12646-018-0456-8>
- Nasr, L., Burton, J., & Gruber, T. (2015). When good news is bad news: the negative impact of positive customer feedback on front-line employee well-being. *Journal of Services Marketing*, 29(6–7), 599–612. <https://doi.org/10.1108/JSM-01-2015-0052>
- Nasr, L., Burton, J., Gruber, T., & Kitshoff, J. (2014). Exploring the impact of customer feedback on the well-being of service entities ATSR perspective. *Journal of Service Management*, 25(4), 531–555. <https://doi.org/10.1108/JOSM-01-2014-0022>
- Nella, D., Panagopoulou, E., Galanis, N., Montgomery, A., & Benos, A. (2015). Consequences of Job Insecurity on the Psychological and Physical Health of Greek Civil Servants. *BioMed Research International*, 2015, 1–8. <https://doi.org/10.1155/2015/673623>
- Ng, T. W. H. (2015). The incremental validity of organizational commitment, organizational trust, and organizational identification. *Journal of Vocational Behavior*, 88, 154–163. <https://doi.org/10.1016/j.jvb.2015.03.003>
- Nielsen, K., Nielsen, M. B., Ogbonnaya, C., Käsälä, M., Saari, E., Isaksson, K., Nielsen, K., Nielsen, M. B., Ogbonnaya, C., & Käsälä, M. (2017). Workplace resources to improve both employee well-being and performance: A systematic review and meta-analysis. *Work & Stress*, 0(0), 1–

20. <https://doi.org/10.1080/02678373.2017.1304463>
- Osland, J. S., Mendenhall, M. E., Reiche, B. S., Szkudlarek, B., Bolden, R., Courtice, P., Vaiman, V., Vaiman, M., Lyndgaard, D., Nielsen, K., Terrell, S., Taylor, S., Lee, Y., Stahl, G., Boyacigiller, N., Huesing, T., Miska, C., Zilinskaite, M., Ruiz, L., ... Maznevski, M. (2020). PERSPECTIVES ON GLOBAL LEADERSHIP AND THE COVID-19 CRISIS (Vol. 13). <https://doi.org/10.1108/S1535-120320200000013001>
- Pan, N. D., Gruber, M., & Binder, J. (2019). Dialogue. *Academy of Management Review*, 44(1), 213–215. <https://doi.org/10.5465/amr.2017.0504>
- Pienaar, J., Witte, H. De, Hellgren, J., & Sverke, M. (2013). The cognitive/affective distinction of job insecurity: Validation and differential relations. *Southern African Business Review*, 17(2), 1–22.
- REBA, (Reward & Employee Benefits Association). (2019). EMPLOYEE RESEARCH 2019 causes are driving the rapid. In *Employee Wellbeing Research 2019*.
- Rehman, W. U., Ahmad, M., Allen, M. M. C., Raziq, M., Riaz, A., Ur, W., Ahmad, M., Allen, M. M. C., & Mustafa, M. (2019). High involvement HR systems and innovative work behaviour : the mediating role of psychological empowerment , and the moderating roles of manager and co-worker support. *European Journal of Work and Organizational Psychology*, 00(00), 1–11. <https://doi.org/10.1080/1359432X.2019.1614563>
- Richter, A., & Näswall, K. (2018). Job insecurity and trust : Uncovering a mechanism linking job insecurity to well-being. *Work & Stress*, 0(0), 1–19. <https://doi.org/10.1080/02678373.2018.1461709>
- Richter, A., & Näswall, K. (2019). Job insecurity and trust: Uncovering a mechanism linking job insecurity to well-being. *Work and Stress*, 33(1), 22–40. <https://doi.org/10.1080/02678373.2018.1461709>
- Robinson, S. L. (1996). Trust and breach of the psychological contract. *Administrative Science Quarterly*, 41(4), 574–599. <https://doi.org/10.2307/2393868>
- Schoorman, F. D., Mayer, R. C., & Davis, J. H. (2007). EDITOR ' S FORUM AN INTEGRATIVE MODEL OF ORGANIZATIONAL TRUST : PAST , PRESENT , AND FUTURE The University of Akron. *Academy of Management Review*, 32(2), 344–354. <http://www.jstor.org/stable/258792?origin=crossref>
- Seibert, S. E., Wang, G., & Courtright, S. H. (2011). Antecedents and Consequences of Psychological and Team Empowerment in Organizations: A Meta-Analytic Review. *Journal of Applied Psychology*, 96(5), 981–1003. <https://doi.org/10.1037/a0022676>
- Selenko, E., Mäkikangas, A., & Stride, C. B. (2017). Does job insecurity threaten who you are? Introducing a social identity perspective to explain well-being and performance consequences of job insecurity. *Journal of Organizational Behavior*, 38(6), 856–875. <https://doi.org/10.1002/job.2172>
- Serenko, A., & Bontis, N. (2016). Understanding counterproductive knowledge behavior: antecedents and consequences of intra-organizational knowledge hiding. *Journal of Knowledge Management*, 20(6), 1199–1224. <https://doi.org/10.1108/JKM-05-2016-0203>
- Sharma, P., Kong, T. T. C., & Kingston, R. P. . (2016). Internal service quality as a driver of employee satisfaction, commitment and performance – exploring the focal role of employee well-being. *Journal of Service Management*, 27(5), 773–797. <https://doi.org/10.1108/DPRG-11-2020-0164>
- Shin, Y., Hur, W. M., Moon, T. W., & Lee, S. (2019). A motivational perspective on job insecurity: Relationships between job insecurity, intrinsic motivation, and performance and behavioral outcomes. *International Journal of Environmental Research and Public Health*, 16(10). <https://doi.org/10.3390/ijerph16101812>
- Sim, M. R. (2020). The COVID-19 pandemic: Major risks to healthcare and other workers on the front line. *Occupational and Environmental Medicine*, 77(5), 281–282. <https://doi.org/10.1136/oemed-2020-106567>
- Siswanto, D. J., Tegor, T., Haqiqi, F., Yusmalina, Y., & Susanto, A. (2022). Human Resources Management in The Country's Border Region Faces Industry 4.0 and The Covid-19 Pandemic. *Al-Tanzim: Jurnal Manajemen Pendidikan Islam*, 6(1), 228-242.
- Soto-Simeone, A., & Kautonen, T. (2021). Senior entrepreneurship following unemployment: a social identity theory perspective. *Review of Managerial Science*, 15(6), 1683–1706.

- <https://doi.org/10.1007/s11846-020-00395-z>
- Spreitzer, G. M. (1995). Psychological Empowerment in the Workplace: Dimensions, Measurement and Validation. *Academy of Management Journal*, 38(5), 1442–1465. <https://doi.org/10.2307/256865>
- Staufenbiel, T., & König, C. J. (2010). A model for the effects of job insecurity on performance, turnover intention, and absenteeism. *Journal of Occupational and Organizational Psychology*, 83(1), 101–117. <https://doi.org/10.1348/096317908X401912>
- Stavros, J. M., & Wooten, L. P. (2012). Positive Strategy: Creating and Sustaining Strengths-based Strategy that SOARs and Performs. In *The Oxford Handbook of Positive Organizational Scholarship* (Issue Januar). <https://doi.org/10.1093/oxfordhb/9780199734610.013.0063>
- Tegor., dan Umar, Husein. (2017). Compensation analysis in relationship moderation between transformational leadership style and work environment on the employee performance. *Russian Journal of Agricultural and Socio-Economic Sciences*, 71(11).
- Tegor., Susanto, Alpino., Togatorop, Veterson., Sulivyo, Lod., Siswanto, Dwi Joko. (2020). *Metodologi Penelitian Kualitatif dan Kuantitatif*. Yogyakarta: Penerbit Lakeisha.
- Tegor., Siswanto, Dwi Joko., & Siagian, Mauli. (2020). *Manajemen Sumber Daya Manusia*. Yogyakarta: Deepublish.
- Tegor, T., Yusmalina, Y., & Haqiqi, F. (2021). PENERAPAN STANDAR AKUNTANSI DAN KUALITAS APARATUR TERHADAP LAPORAN KEUANGAN PEMERINTAH DAERAH (Studi Kasus pada Dinas Pekerjaan Umum dan Penataan Ruang Kabupaten Karimun). *JURNAL CAFETARIA*, 2(1), 13-24.
- Thomas, K. W., & Velthouse, B. A. (1990). Cognitive Elements of Empowerment: An “Interpretive” Model of Intrinsic Task Motivation. *Academy of Management Review*, 15(4), 666–681. <https://doi.org/10.5465/amr.1990.4310926>
- Tuzovic, S., & Kabadayi, S. (2020a). The influence of social distancing on employee well-being: a conceptual framework and research agenda. *Journal of Service Management*. <https://doi.org/10.1108/JOSM-05-2020-0140>
- Tuzovic, S., & Kabadayi, S. (2020b). The influence of social distancing on employee wellbeing: A conceptual framework and research agenda. *Journal of Service Management*, 32(2), 145–160.
- Wang, W., Mather, K., & Seifert, R. (2018). Job insecurity, employee anxiety, and commitment: The moderating role of collective trust in management. *Journal of Trust Research*, 8(2), 220–237. <https://doi.org/10.1080/21515581.2018.1463229>
- Wilson, J. M., Lee, J., Fitzgerald, H. N., Oosterhoff, B., Sevi, B., & Shook, N. J. (2020). Job insecurity and financial concern during the COVID-19 pandemic are associated with worse mental health. *Journal of Occupational and Environmental Medicine*, 62(9), 686–691. <https://doi.org/10.1097/JOM.0000000000001962>
- Witte, H. De. (1999). Job Insecurity and Psychological Well-being: Review of the Literature and Exploration of Some Unresolved Issues. *European Journal of Work and Organizational Psychology*, 8(2), 155–177. <https://doi.org/10.1080/135943299398302>
- Wood, S. J., & Wall, T. D. (2007). Work enrichment and employee voice in human resource management-performance studies. *International Journal of Human Resource Management*, 18(7), 1335–1372. <https://doi.org/10.1080/09585190701394150>
- Wright, P. M., & Kehoe, R. R. (2008). Human resource practices and organizational commitment: A deeper examination. *Asia Pacific Journal of Human Resources*, 46(1), 6–20. <https://doi.org/10.1177/1038411107086540.HR>
- Xiao, Z., & Björkman, I. (2006). High Commitment Work Systems in Chinese Organizations: A Preliminary Measure. *Management and Organization Review*, 2(3), 403–422. <https://doi.org/10.1111/j.1740-8784.2006.00049.x>
- Yu, M. C., Mai, Q., Tsai, S. B., & Dai, Y. (2018). An empirical study on the organizational trust, employee-organization relationship and innovative behavior from the integrated perspective of social exchange and organizational sustainability. *Sustainability (Switzerland)*, 10(3), 1–14. <https://doi.org/10.3390/su10030864>
- ZHENG, X., & LIU, X. (2016). The effect of interactional justice on employee well-being: The mediating role of psychological empowerment and the moderating role of power distance. *Acta Psychologica Sinica*, 48(6), 693. <https://doi.org/10.3724/sp.j.1041.2016.00693>