DIJEFA: Dinasti International Journal of Economics, Finance & Accounting
E-ISSN: 2721-303X
P-ISSN: 2721-3021
https://dinastipub.org/DIJEFA dinasti.info@gmail.com +62 811 7404 455

DOI: https://doi.org/10.38035/dijefa.v6i4.5422
https://creativecommons.org/licenses/by/4.0/
Received: 09 August 2025 | **Revised:** 03 September 2025 | **Accepted:** 20 September 2025

Proactive Personality and Support: Buffering Job Insecurity's Effect on Satisfaction

Naufal Wahyu Ramadhan[1*], Siti Zulaikha Wulandari[2], Devani Laksmi Indyastuti[3]
[1]Universitas Jenderal Soedirman, Central Java, Indonesia, naufalwahyu23@gmail.com
[2]Universitas Jenderal Soedirman, Central Java, Indonesia, siti.wulandarii@unsoed.ac.id
[3]Universitas Jenderal Soedirman, Central Java, Indonesia, devani20092010@gmail.com

[*]Corresponding Author: naufalwahyu23@gmail.com[1]

Abstract: The purpose of this research is to analyse the relationship between private sector non-permanent workers' levels of job satisfaction and their levels of job insecurity in Banyumas Regency. It focusses on the ways in which proactive personality traits and the perception of organisational support mediate this connection. Data were obtained from 100 respondents using a quantitative survey approach and analysed using Partial Least Squares via SmartPLS 4. Work instability is associated with lower levels of work satisfaction, according to the research. Although it shown a favourable tendency, proactive personality did not considerably attenuate this negative association. On the other hand, work satisfaction was less affected by job insecurity when perceived organisational support acted as a moderator. In light of these results, it is clear that employees' well-being in conditions of job uncertainty is best maintained via the use of external support systems. Internal psychological qualities and perceived organisational elements as modifiers are also included in the research, which adds to the literature. This is especially true in the context of contract-based employment in Indonesia. This research underlines the need for companies to foster supportive environments and pay attention to psychological conditions that may impact satisfaction and productivity, especially among non-permanent employees.

Keywords: Job Insecurity, Job Satisfaction, Proactive Personality, Perceived Organizational Support.

INTRODUCTION

Job satisfaction has long been a central concern in management studies, highlighting the importance of further exploration on this topic. Organizational changes such as downsizing, outsourcing, and restructuring often create instability between employees and their organizations, leading to negative feelings related to job security and sustainability (Yaşlıoğlu et al., 2013; Zheng et al., 2014). Among the key antecedents of job satisfaction is job insecurity, which refers to general anxiety about job continuity and the perceived threat of job loss (De Witte et al., 2015; Jiang & Lavaysse, 2018).

Previous studies have consistently shown that job insecurity negatively affects job satisfaction (Cheung et al., 2019; Darvishmotevali & Ali, 2020; De Witte, 2005; Di Stefano et al., 2020; Pacheco et al., 2010; Richter et al., 2014; Zheng et al., 2014). This is because individuals tend to be overwhelmed by the emotional distress caused by uncertainty regarding their employment status (Zheng et al., 2014). Darvishmotevali and Ali (2020) found that high job insecurity can lead to increased stress and anxiety, particularly due to the potential loss of valuable resources related to work. Di Stefano et al. (2020) also emphasized that a damaged relationship between employees and their organization—due to mistrust or lack of support—can intensify job dissatisfaction and the desire to resign. Consequently, it is critical to determine what internal and external variables may mitigate the detrimental effects of job insecurity on contentment in one's work environment.

Zheng et al. (2014) highlighted the need to explore psychological variables, such as optimism, as potential moderators in the relationship between job insecurity and job satisfaction. Building on this suggestion, the current study proposes proactive personality as a moderating variable. This proposition is supported by the Personality Systems Interaction (PSI) theory, which explains how cognitive processes and affective motivations interact to influence behavior and experience (Kuhl et al., 2021). According to Kuhl et al. (2021), individuals with strong cognitive regulation systems—such as self-control and self-regulation—are better equipped to manage stress. Koole et al. (2019) further noted that action-oriented individuals under stress are more effective in regulating emotions, which leads to positive behavioral outcomes. Additionally, individuals with a proactive personality are inclined to take initiative and seize opportunities in order to achieve their goals (Bateman & Crant, 1993).

Numerous studies have found that proactive personality positively correlates with job satisfaction (Erdogan & Bauer, 2005; M. Li et al., 2017; N. Li et al., 2010; Seibert et al., 1999; H. Wang & Lei, 2023). Erdogan and Bauer (2005) found that employees with proactive personalities are more satisfied when their personal values align with the organization and when job demands are met. Similarly, N. Li et al. (2010) showed that positive relationships with supervisors—an aspect of proactive behavior—contribute to higher job satisfaction. M. Li et al. (2017) found that proactive employees are better at problem-solving and leveraging career opportunities, which leads to increased satisfaction. Wang and Lei (2023) confirmed that proactive personality positively influences job satisfaction.

In addition, studies have demonstrated that proactive personality negatively influences job insecurity (Koen & Parker, 2020; Koen & van Bezouw, 2021; Lin et al., 2018; D. Wang et al., 2022). For instance, D. Wang et al. (2022) noted that proactive employees ensure they feel valued and respected, which enhances motivation and reduces perceived insecurity. Lin et al. (2018) observed that proactive employees respond actively to organizational signals, often exercising greater self-control. Koen and Parker (2020) stated that proactive employees can regulate how they perceive workplace threats, while Koen and van Bezouw (2021) found that proactive actions—such as upskilling or expanding networks—can reduce the perceived risk of job loss. Consequently, the premise of this research is that a proactive personality mitigates the detrimental effect of job uncertainty on contentment in one's work environment. It is believed that employees who are proactive in nature would feel less insecure and more fulfilled in their work.

Aside from individual traits, organizational factors—especially perceived organizational support (POS)—may also moderate the job insecurity–job satisfaction relationship. This aligns with the interactionist perspective, which posits that individuals influence organizations and vice versa in shaping behaviors (Turban & Keon, 1993). POS is defined as the extent to which employees believe their organization values their contributions and cares about their well-being (BOHLE et al., 2018; Rhoades & Eisenberger, 2002). POS enhances job satisfaction by

fulfilling socio-emotional needs, improving performance-reward expectations, and providing instrumental support during uncertainty (Rhoades & Eisenberger, 2002).

Several studies confirm the strong positive effect of POS on job satisfaction (Bernarto et al., 2020; Bogler & Nir, 2012; Donald et al., 2016; Islam & Ahmed, 2018; Kurtessis et al., 2017; Putu et al., 2021). Bogler and Nir (2012) noted that employees are more satisfied with extrinsic factors such as salary, work hours, and leave benefits when they feel supported. Islam and Ahmed (2018) also found that employees' satisfaction increases when organizations provide appropriate rewards and facilities. Kurtessis et al. (2017) added that POS boosts self-efficacy and reduces emotional exhaustion—key components of job insecurity. Other studies show that POS negatively affects job insecurity (BOHLE et al., 2018; Hngoi et al., 2023; Salvador et al., 2022). Bohle et al. (2018) found that organizational support that aligns with employee expectations helps reduce fear of job loss. Salvador et al. (2022) emphasized that support helps employees develop relevant skills, reducing perceived insecurity. Islam and Ahmed (2018) added that supportive environments promote fairness, open communication, and necessary training. Accordingly, this study also posits POS as a moderating variable that can reduce the negative impact of job insecurity on job satisfaction.

Job satisfaction plays a vital role in organizational success, as satisfied employees contribute positively to performance outcomes. While prior literature has examined the role of organizational support in this context, studies exploring proactive personality as a moderator remain scarce—particularly in Asian contexts (Zheng et al., 2014). This gap highlights the need of doing more research.

This study focuses on non-permanent employees in private companies in Indonesia, specifically those under fixed-term employment contracts (*Perjanjian Kerja Waktu Tertentu*, PKWT). According to Dwiyanti and Abdilla (2018), non-permanent workers generally earn lower wages and do not receive severance pay or tenure-based benefits. These employees often experience anxiety due to unclear employment status and the risk of non-renewal (Syachradjat, 2015). The Indonesian labor law limits PKWT duration to five years, contributing to persistent career uncertainty. In Banyumas Regency, the prevalence of contract-based employment remains high, as confirmed through job listing platforms and preliminary interviews conducted by the authors. Therefore, this study investigates the effect of job insecurity on job satisfaction, with proactive personality and perceived organizational support as moderating variables, in the context of non-permanent employees in private companies in Banyumas Regency.

METHODS

Study Design

This research employs a quantitative survey design using a cross-sectional approach. The survey method was selected because the study does not involve any experimental treatment or manipulation of variables, but rather aims to examine naturally occurring relationships between variables. The objective of this study is to investigate the relationship between job insecurity and job satisfaction, with the moderating roles of proactive personality and perceived organizational support.

Research Subjects and Data Collection

The population for this research is made up of employees with non-permanent status in private companies across Banyumas Regency, Indonesia. Due to the unknown total number of non-permanent employees in the area, the convenience sampling technique was used. A total of 100 individuals participated in the study, as determined by the application of the Lemeshow formula.

The primary data were collected using a structured questionnaire, which was distributed directly to the respondents. The questionnaire contained validated instruments that measure job

insecurity, job satisfaction, proactive personality, and perceived organizational support. All items used a Likert scale format.

Data Analysis Techniques

PLS-SEM was selected as the analytical method in this study, and SmartPLS version 4 served as the analysis tool. The analytical process includes two stages:

1. Measurement Model (Outer Model): This phase involves evaluating the research instruments' validity and reliability through measures such as indicator loading, composite reliability, and AVE.
2. Structural Model (Inner Model): This stage tests the proposed hypotheses and examines the path coefficients and the moderating effects of proactive personality and perceived organizational support.

RESULTS AND DISCUSSION

Outer Loading Test

According to Hair et al. (2019), indicators are considered valid if the outer loading value exceeds 0.5. Based on the initial results, several indicators were found to have loading values below 0.5 and were therefore removed: JI.2, JI.4, JS.2, JS.4, JS.6, JS.7, JS.8, PP.1, PP.8, PP.10, and POS.7. However, JI.3 was retained as an exception due to its theoretical relevance in reflective construct testing. After the removal of these invalid indicators, the remaining indicators showed loading factors above the threshold, indicating adequate indicator reliability.

Table 1. Loading Factor Test Result

	POS	PP	JS	JI
JI.1				0.987
JI.3				0.366
JS.1			0.688	
JS.3			0.737	
JS.5			0.861	
JS.9			0.648	
PP.2		0.764		
PP.3		0.695		
PP.4		0.814		
PP.5		0.743		
PP.6		0.663		
PP.7		0.620		
PP.9		0.753		
POS.1	0.809			
POS.2	0.648			
POS.3	0.650			
POS.4	0.828			
POS.5	0.706			
POS.6	0.769			
POS.8	0.766			

Source: SmartPLS 4, Author's Calculation

Average Variance Extracted (AVE) Test

Through AVE, researchers can determine whether the indicators contribute more to the construct than is lost to measurement error. According to Kock and Lynn (2012), AVE values must exceed 0.5 to demonstrate adequate convergent validity. As shown in Table 2, all constructs exceeded this threshold, with values ranging from 0.525 to 0.554.

Table 2. Average Variance Extracted (AVE) Test Result

	AVE
POS	0.551
PP	0.525
JS	0.544
JI	0.554

Source: SmartPLS 4, Author's Calculation

Cronbach's Alpha Test

Cronbach's alpha provides an estimate of the internal coherence of measurement items. Based on Taber (2018), a value below 0.5 is considered low. As seen in Table 3, all constructs except job insecurity met the reliability threshold (>0.7). The job insecurity construct scored 0.352, indicating low reliability, which may be attributed to the limited number or poor quality of retained indicators.

Table 3. Cronbach Alpha Test Result

	Cronbach Alpha
POS	0.866
PP	0.857
JS	0.714
JI	0.352

Source: SmartPLS 4, Author's Calculation

Composite Reliability

The composite reliability test aims to assess the internal consistency of constructs. All variables in this study achieved composite reliability values above 0.6. However, job insecurity showed an unusually high value (1.199), suggesting potential redundancy or multicollinearity among indicators. This should be interpreted with caution and may indicate a need for model re-specification.

Table 4. Composite Reliability Test Result

	Composite Reliability
POS	0.885
PP	0.887
JS	0.727
JI	1.199

Source: SmartPLS 4, Author's Calculation

Discriminant Validity: HTMT

The Heterotrait-Monotrait (HTMT) ratio test evaluates discriminant validity between constructs. Values below 0.90 indicate good discriminant validity. As seen in Table 5, all construct pairs met this criterion (Kock & Lynn, 2012), confirming that each construct is distinct from the others.

Table 5. Heterotrait-Monotrait Ratio (HTMT) Test Result

	POS	PP	JS	JI	PP x JI	POS x JI
POS						
PP	0.285					
JS	0.834	0.305				
JI	0.646	0.216	0.690			
PP x JI	0.305	0.265	0.237	0.135		
POS x JI	0.114	0.245	0.226	0.537	0.087	

Source: SmartPLS 4, Author's Calculation

Discriminant Validity: Fornell-Larcker

When a construct's square root of its AVE is greater than the correlations between that construct and others, discriminant validity is proven using the Fornell-Larcker criteria. In order for an AVE to be considered discriminantly valid, its square root must be larger than the correlation with other constructs. Table 6 shows that most values fulfil this condition, with the exception of the correlation between work satisfaction and perceived organisational support, which is greater than POS's AVE square root ($\sqrt{0.551} = 0.742$) at 0.677. However, since the HTMT results confirm discriminant validity, this deviation is acceptable.

Table 6. Fornell-Larcker Test Result

	POS	PP	JS	JI
POS	0.742			
PP	0.257	0.724		
JS	0.677	0.275	0.738	
JI	-0.394	-0.078	-0.403	0.745

Source: SmartPLS 4, Author's Calculation

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4. The decision criteria are based on p-values (< 0.05) and the direction of path coefficients.

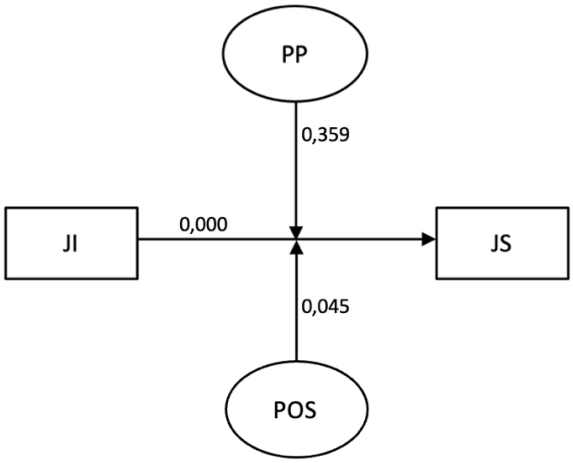


Figure 1. Structural Model

Table 7. Hypothesis Test Result

Hypothesis	Path Coefficients	P-values
H_1: Job insecurity has a negative effect on job satisfaction.	-0,413	0,000
H_2: The negative influence of job insecurity on job satisfaction is moderated by proactive personalities so that it will weaken the negative influence.	0,030	0,359
H_3: The negative influence of job insecurity on job satisfaction is moderated by perceived organizational support so that it will weaken the negative influence.	0,116	0,045

Source: SmartPLS 4, Author's Calculation

The results show that:

1. H1 is accepted (p = 0.000), indicating that job insecurity has a significant negative effect on job satisfaction.
2. H2 is not accepted (p = 0.359), suggesting that proactive personality does not significantly moderate the relationship.

3. H3 is accepted (p = 0.045), showing that perceived organizational support significantly moderates the effect of job insecurity on job satisfaction.

Discussion

Job insecurity is defined as the perceived threat of job loss and the associated worries about future employment (De Witte et al., 2015). The significant negative effect of job insecurity on job satisfaction (H1) supports prior findings by Zheng et al. (2014) and De Cuyper et al. (2009), which state that employees who feel uncertain about job continuity experience lower satisfaction. The data from open-ended responses in this study suggest that some non-permanent employees feel burdened by high demands and lack influence in decision-making, reinforcing the argument.

This study also affirms that non-permanent employees are more vulnerable to job dissatisfaction due to perceived uncontrollability and instability (Tayfur Ekmekci et al., 2021; Vujičić et al., 2015). According to Reisel et al. (2007), job insecurity can affect employee performance by influencing the degree of commitment and engagement.

Regarding proactive personality (H2), the moderating effect was not statistically significant. This may be due to external constraints such as limited autonomy or restrictive organizational policies. Some participants reported not taking any proactive steps to improve their satisfaction. This finding aligns with De Cuyper et al. (2009), who emphasized that powerless employees often resign to the status quo. Still, the positive coefficient suggests that proactive behavior may buffer dissatisfaction under certain circumstances, consistent with PSI theory (Kuhl et al., 2021).

In contrast, perceived organizational support (H3) showed a significant moderating effect. According to Eisenberger et al. (1986) and Kurtessis et al. (2017), when employees perceive that the organization values their contributions and well-being, it enhances their job satisfaction despite adverse conditions. The interactionist perspective Turban and Keon (1993) supports this finding by acknowledging the role of contextual factors in shaping employee attitudes. In this study, organizational support helped reduce uncertainty and improve psychological safety, especially through trust, supervision, and development opportunities.

CONCLUSION

Job insecurity is found to exert a statistically significant and adverse influence on the job satisfaction of non-permanent employees. The data indicate an inverse relationship between job insecurity and job satisfaction. While proactive personality does not significantly moderate this negative relationship, the presence of a proactive disposition may shift the relationship directionally positive, suggesting that proactive individuals might maintain job satisfaction despite high insecurity.

Contrarily, job instability has a negative effect on work satisfaction unless there is perceived organisational support. The protective function of perceived support in organisational contexts is shown by employees who report less drop in work satisfaction even when job insecurity is high, if they feel strong organisational support.

This study contributes to the field of industrial and organisational psychology by providing a more complex picture of work insecurity, and how proactive personality traits and perceived organisational support mediate this phenomenon. These results show that proactive personality has limited buffering power in situations like job uncertainty and that organisational support is crucial for reducing its negative impacts. Consequently, one practical strategy to preserve employee happiness, particularly under uncertain job situations, may be to enhance perceived organisational support.

REFERENCES

Bateman, T., & Crant, M. (1993). The Proactive Component of Organizational Behavior a Measure and Correlates. *Journal of Organizational Behavior*.

Bernarto, I., Bachtiar, D., Sudibjo, N., Suryawan, I. N., Purwanto, A., & Asbari, M. (2020). Effect of Transformational Leadership, Perceived Organizational Support, Job Satisfaction Toward Life Satisfaction: Evidences from Indonesian Teachers. *International Journal of Advanced Science and Technology*, *29*(03), 5495–5503.

Bogler, R., & Nir, A. E. (2012). The importance of teachers' perceived organizational support to job satisfaction. *Journal of Educational Administration*, *50*(3), 287–306. https://doi.org/10.1108/09578231211223310

BOHLE, S. A. L., CHAMBEL, M. J., MEDINA, F. M., & CUNHA, B. S. DA. (2018). THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN JOB INSECURITY AND PERFORMANCE. *Revista de Administração de Empresas*, *58*(4), 393–404. https://doi.org/10.1590/s0034-759020180405

Cheung, F. Y.-L., Wu, A. M. S., & Ching Chi (Cindia), L. (2019). Effect of job insecurity, anxiety and personal resources on job satisfaction among casino employees in macau: a moderated mediation analysis. *Journal of Hospitality Marketing & Management*, *28*(3), 379–396. https://doi.org/10.1080/19368623.2019.1525332

Darvishmotevali, M., & Ali, F. (2020). Job insecurity, subjective well-being and job performance: The moderating role of psychological capital. *International Journal of Hospitality Management*, *87*, 102462. https://doi.org/10.1016/j.ijhm.2020.102462

De Cuyper, N., Notelaers, G., & De Witte, H. (2009). Job insecurity and employability in fixed-term contractors, agency workers, and permanent workers: Associations with job satisfaction and affective organizational commitment. *Journal of Occupational Health Psychology*, *14*(2), 193–205. https://doi.org/10.1037/a0014603

De Witte, H. (2005). Job insecurity: review of the international literature on definitions, prevalence, antecedents and consequences. *Journal of The Industrial Psychology*, *31*(4), 1–6.

De Witte, H., Vander Elst, T., & De Cuyper, N. (2015). Job Insecurity, Health and Well-Being. In *Job Insecurity, Health and Well-Being* (pp. 109–128). Springer. https://doi.org/10.1007/978-94-017-9798-6_7

Di Stefano, G., Venza, G., & Aiello, D. (2020). Associations of Job Insecurity With Perceived Work-Related Symptoms, Job Satisfaction, and Turnover Intentions: The Mediating Role of Leader–Member Exchange and the Moderating Role of Organizational Support. *Frontiers in Psychology*, *11*, 1329. https://doi.org/10.3389/fpsyg.2020.01329

Donald, M. F., Hlanganipai, N., & Richard, S. (2016). The relationship between perceived organizational support and organizational commitment among academics: the mediating effect of job satisfaction. *Investment Management and Financial Innovations*, *13*(3).

Dwiyanti, R., & Abdilla, S. K. (2018). The Effect of Job Insecurity on Organizational Commitment in Impermanent Temporary Employees of an Indonesian Company. *Expert Journal of Business and Management*, *6*(1), 40–48. http://business.expertjournals.com

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, *71*(3), 500–507.

Erdogan, B., & Bauer, T. N. (2005). Enhancing Career Benefits of Employee Proactive Personality: The Role of Fit with Jobs and Organizations. *Personnel*, 859–891.

Hngoi, C. L., Abdullah, N.-A., Wan Sulaiman, W. S., & Zaiedy Nor, N. I. (2023). Relationship between job involvement, perceived organizational support, and organizational commitment with job insecurity: A systematic literature review. *Frontiers in Psychology*, *13*. https://doi.org/10.3389/fpsyg.2022.1066734

Islam, T., & Ahmed, I. (2018). Mechanism between perceived organizational support and

transfer of training. *Management Research Review*, *41*(3), 296–313. https://doi.org/10.1108/MRR-02-2017-0052

Jiang, L., & Lavaysse, L. M. (2018). Cognitive and Affective Job Insecurity: A Meta-Analysis and a Primary Study. *Journal of Management*, *44*(6), 2307–2342. https://doi.org/10.1177/0149206318773853

Kock, N., & Lynn, G. S. (2012). Lateral Collinearity and Misleading Results in Variance-Based SEM: An Illustration and Recommendations. *Journal of the Association for Information Systems*, *13*(7). http://ssrn.com/abstract=2152644

Koen, J., & Parker, S. K. (2020). In the eye of the beholder: How proactive coping alters perceptions of insecurity. *Journal of Occupational Health Psychology*, *25*(6), 385–400. https://doi.org/10.1037/ocp0000198

Koen, J., & van Bezouw, M. J. (2021). Acting Proactively to Manage Job Insecurity: How Worrying About the Future of One's Job May Obstruct Future-Focused Thinking and Behavior. *Frontiers in Psychology*, *12*. https://doi.org/10.3389/fpsyg.2021.727363

Koole, S. L., Schlinkert, C., Maldei, T., & Baumann, N. (2019). Becoming who you are: An integrative review of self-determination theory and personality systems interactions theory. *Journal of Personality*, *87*(1), 15–36. https://doi.org/10.1111/jopy.12380

Kuhl, J., Quirin, M., & Koole, S. L. (2021). The functional architecture of human motivation: Personality systems interactions theory. In *Advances in Motivation Science* (Vol. 8, pp. 1–62). Elsevier Ltd. https://doi.org/10.1016/bs.adms.2020.06.001

Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived Organizational Support: A Meta-Analytic Evaluation of Organizational Support Theory. *Journal of Management*, *43*(6), 1854–1884. https://doi.org/10.1177/0149206315575554

Li, M., Wang, Z., Gao, J., & You, X. (2017). Proactive Personality and Job Satisfaction: the Mediating Effects of Self-Efficacy and Work Engagement in Teachers. *Current Psychology*, *36*(1), 48–55. https://doi.org/10.1007/s12144-015-9383-1

Li, N., Liang, J., & Crant, J. M. (2010). The role of proactive personality in job satisfaction and organizational citizenship behavior: A relational perspective. *Journal of Applied Psychology*, *95*(2), 395–404. https://doi.org/10.1037/a0018079

Lin, X. S., Chen, Z. X., Ashford, S. J., Lee, C., & Qian, J. (2018). A self-consistency motivation analysis of employee reactions to job insecurity: The roles of organization-based self-esteem and proactive personality. *Journal of Business Research*, *92*, 168–178. https://doi.org/10.1016/j.jbusres.2018.07.028

Pacheco, G., Morrison, P. S., Cochrane, B., Blumenfeld, S., & Rosenberg, B. (2010). *Understanding Insecure Work*.

Putu, N., Andriyanti, V., Wayan, I. N., & Supartha, G. (2021). Effect of perceived organizational support on organizational citizenship behavior with job satisfaction as mediating variables. *American Journal of Humanities and Social Sciences Research*, *5*, 46–55. http://www.ajhssr.com

Reisel, W. D., Chia, S.-L., Maloles, C. M., & Slocum, J. W. (2007). The Effects of Job Insecurity on Satisfaction and Perceived Organizational Performance. *Journal of Leadership & Organizational Studies*, *14*(2), 106–116. https://doi.org/10.1177/1071791907308055

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, *87*(4), 698–714. https://doi.org/10.1037/0021-9010.87.4.698

Richter, A., Näswall, K., Bernhard-Oettel, C., & Sverke, M. (2014). Job insecurity and well-being: The moderating role of job dependence. *European Journal of Work and Organizational Psychology*, *23*(6), 816–829.

https://doi.org/10.1080/1359432X.2013.805881

Salvador, A., Moreira, L., Pitacho, M., Salvador, M., Moreira, A., & Pitacho, L. (2022). Perceived Organizational Culture and Turnover Intentions: The Serial Mediating Effect of Perceived Organizational Support and Job Insecurity. *Social Sciences*. https://doi.org/10.3390/socsci

Seibert, S. E., Crant, J. M., & Kraimer, M. L. (1999). Proactive Personality and Career Success. *Journal of Applied Psychology*, *84*(3), 416–427.

Syachradjat. (2015). Kebijakan, implementasi serta permasalahan diseputar kontrak kerja/perjanjian kerja waktu tertentu haruskah kontrak kerja dihapuskan? *Artikel Ketenagakerjaan*.

Taber, K. S. (2018). The Use of Cronbach's Alpha When Developing and Reporting Research Instruments in Science Education. *Research in Science Education*, *48*(6), 1273–1296. https://doi.org/10.1007/s11165-016-9602-2

Tayfur Ekmekci, O., Bayhan Karapinar, P., Metin Camgoz, S., Ozsoy Ozmen, A., & Kumbul Guler, B. (2021). Academics' Responses to Job Insecurity: The Mediating Effect of Job Satisfaction. *Higher Education Policy*, *34*(1), 218–237. https://doi.org/10.1057/s41307-018-00129-7

Turban, D. B., & Keon, T. L. (1993). Organizational attractiveness: An interactionist perspective. *Journal of Applied Psychology*, *78*(2), 184–193. https://doi.org/10.1037/0021-9010.78.2.184

Vujičić, D., Jovičić, A., Lalić, D., Gagić, S., & Cvejanov, A. (2015). The relation between job insecurity, job satisfaction and organizational commitment among employees in the tourism sector in Novi Sad. *Economic and Industrial Democracy*, *36*(4), 633–652. https://doi.org/10.1177/0143831X14527017

Wang, D., Weng, Q., Kiani, A., & Ali, A. (2022). Job insecurity and unethical pro-organizational behavior: The joint moderating effects of moral identity and proactive personality. *Personality and Individual Differences*, *195*, 111685. https://doi.org/10.1016/j.paid.2022.111685

Wang, H., & Lei, L. (2023). Proactive personality and job satisfaction: Social support and Hope as mediators. *Current Psychology*, *42*(1), 126–135. https://doi.org/10.1007/s12144-021-01379-2

Yaşlıoğlu, M., Karagülle, A. Ö., & Baran, M. (2013). An Empirical Research on the Relationship between Job Insecurity, Job Related Stress and Job Satisfaction in Logistics Industry. *Procedia - Social and Behavioral Sciences*, *99*, 332–338. https://doi.org/10.1016/j.sbspro.2013.10.501

Zheng, X., Diaz, I., Tang, N., & Tang, K. (2014). Job insecurity and job satisfaction. *Career Development International*, *19*(4), 426–446. https://doi.org/10.1108/CDI-10-2013-0121