

The Influence Of Job Insecurity, Psychological Distress, Perceived Career Growth Opportunities, And Rewards On Employee Work Motivation At PT Global Digital Niaga (Blibli)

Pengaruh Job Insecurity, Psychological Distress, Persepsi Career Growth Opportunities, Dan Reward Terhadap Motivasi Kerja Karyawan Pada PT Global Digital Niaga (Blibli)

M Fauzan¹, Maman Suratman²

Universitas Widyatama, Indonesia^{1,2}

m.fauzan@widyatama.ac.id¹, maman.suratman@widyatama.ac.id²

*Corresponding Author

ABSTRACT

The rapid growth of the e-commerce sector in Indonesia requires high adaptability from human resources, often accompanied by work pressure and uncertainty. This research aims to analyze the influence of job insecurity, psychological distress, perceived career growth opportunities, and rewards on employee work motivation at PT Global Digital Niaga (Blibli). Work motivation is a crucial factor for organizational success in facing competitive digital industry challenges. The research method used is quantitative with descriptive and verificative approaches. Data was collected through questionnaires and analyzed using statistical techniques to test relationships between variables. This study involved 100 permanent employees as respondents to provide an objective representation of the company's conditions. The results indicate that perceived career growth opportunities and rewards have a positive and significant effect on work motivation. However, job insecurity and psychological distress do not show a significant influence on employee work motivation. Simultaneously, these four variables explain 63.7% of the variation in work motivation. In conclusion, strengthening career development programs and fair reward systems are the primary strategies to enhance employee motivation.

Keywords: *Job Insecurity, Psychological Distress, Career Growth Opportunities, Reward, Work Motivation.*

ABSTRAK

Perkembangan pesat sektor e-commerce di Indonesia menuntut adaptasi tinggi dari sumber daya manusia, namun sering kali disertai dengan tekanan kerja dan ketidakpastian. Penelitian ini bertujuan untuk menganalisis pengaruh *job insecurity*, *psychological distress*, persepsi career growth opportunities, dan reward terhadap motivasi kerja karyawan di PT Global Digital Niaga (Blibli). Motivasi kerja menjadi faktor krusial bagi keberhasilan organisasi dalam menghadapi persaingan industri digital yang kompetitif. Metode penelitian yang digunakan adalah kuantitatif dengan pendekatan deskriptif dan verifikatif. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan teknik statistik untuk menguji hubungan antarvariabel. Penelitian ini melibatkan 100 karyawan tetap sebagai responden yang dipilih untuk memberikan gambaran objektif mengenai kondisi perusahaan. Hasil pengujian menunjukkan bahwa persepsi career growth opportunities dan reward berpengaruh positif dan signifikan terhadap motivasi kerja. Namun, *job insecurity* dan *psychological distress* tidak memiliki pengaruh yang signifikan terhadap motivasi kerja karyawan. Secara simultan, keempat variabel tersebut mampu menjelaskan variasi motivasi kerja sebesar 63,7%. Kesimpulannya, penguatan program pengembangan karier dan sistem penghargaan merupakan strategi utama dalam meningkatkan motivasi kerja karyawan.

Keywords: *Job Insecurity, Psychological Distress, Career Growth Opportunities, Reward, Motivasi Kerja.*

1. Introduction

The rapid evolution of the digital economy over the past few years has positioned the e-commerce sector as a primary driver of business transformation and digital employment in

Indonesia. In this high-velocity environment, companies such as PT Global Digital Niaga (Blibli) are compelled to adapt swiftly to market changes while maintaining optimal human resource performance to remain competitive. However, the industry has recently faced a tech winter, characterized by a slowdown in digital economic growth, increased competition, and a strategic shift toward sustainable profitability. This shift has frequently resulted in organizational restructuring and waves of layoffs (PHK) across the digital landscape, creating an environment of high work pressure and significant uncertainty for employees.

Work motivation serves as a critical determinant of organizational success, as highly motivated employees exhibit better performance, greater loyalty, and superior adaptability to change. According to Self-Determination Theory (SDT), the grand theory for this study, motivation is most effective when an individual's basic psychological needs—autonomy, competence, and relatedness—are met by their work environment. When these needs are satisfied, employees move toward autonomous motivation, leading to increased engagement and well-being. Conversely, when the environment is perceived as threatening or unsupportive, motivation may shift toward external regulation or even amotivation.

Current industry dynamics have introduced several stressors that threaten this motivational balance. Job insecurity, the perceived threat to the continuity of one's employment, has emerged as a significant concern following industry-wide layoffs. Research by Urbanaviciute (2021) indicates that such uncertainty acts as a powerful stressor that negatively impacts employee welfare and motivation. Furthermore, the high-pressure nature of the digital sector can lead to psychological distress, manifesting as anxiety, mental fatigue, and depression, which ultimately impairs productivity and personal achievement.

On the other hand, positive organizational factors like career growth opportunities and reward systems are vital for sustaining drive. Employees who perceive clear paths for skill development and promotion tend to have higher commitment. Similarly, effective rewards—both financial (salary, bonuses) and non-financial (recognition, autonomy)—serve as essential appreciation for employee contributions, encouraging them to work optimally.

Despite the importance of these factors, empirical evidence at PT Global Digital Niaga (Blibli) suggests a troubling gap between organizational needs and the actual employee experience. A pre-survey at Blibli indicated that employee motivation is currently at a low level (Mean 2.59), while job insecurity and psychological distress are categorized as high. This creates a critical gap between the high performance the company requires, and the actual psychological challenges faced by the workforce.

Furthermore, a research gap exists in existing literature. While Urbanaviciute (2021) found that job insecurity typically reduces motivation, other studies suggest that some employees may actually increase performance as an adaptive response to the threat of job loss. Similarly, the impact of psychological distress and career opportunities can vary significantly across different industrial sectors and organizational cultures.

Given these conditions, this research is essential to identify the most dominant factors affecting motivation within the specific context of the Indonesian e-commerce industry. The objectives of this study are to analyze the individual and simultaneous influence of job insecurity (X1), psychological distress (X2), career growth opportunities (X3), and rewards (X4) on the work motivation (Y) of employees at PT Global Digital Niaga (Blibli). The findings are expected to provide management with a strategic basis for formulating adaptive human resource policies that enhance psychological well-being and sustain long-term productivity

2. Literature Review

Human Resource Management

In the context of organizational strategy, Human Resource Management is conceptualized as an approach that manages people as the primary assets of an organization

to maximize performance toward collective goals. Ir. Ade Suhara (2024) describes Human Resource Management as an integrated process involving planning, recruitment, training, development, and compensation to maintain employee engagement and organizational effectiveness. This strategic view is supported by Ekawati (2025), who defines Human Resource Management as a systematic effort to manage human capital professionally and fairly to build mutually beneficial relationships. Hidayat R. (2023) emphasizes that human resources are the key to company development and the essential driver for achieving any organizational objective. Finally, Novitasari D. A. (2021) characterizes Human Resource Management as the selection, development, and maintenance of personnel to satisfy both individual and organizational aims.

Self-Determination Theory (SDT)

The theoretical foundation for understanding human drive in this study is Self-Determination Theory (SDT), originally developed by Deci and Ryan (1985; 2000). SDT posits that the quality of motivation—ranging from amotivation to intrinsic motivation—depends on the level of internalization of the reasons for one's actions. In recent organizational applications, Trépanier et al. (2023) refined this construct into a four-dimensional structure: Autonomous Motivation, Introjected Regulation, External Regulation, and Amotivation. This framework explains that motivation is most effective when an individual's basic psychological needs—autonomy, competence, and relatedness—are satisfied by their environment.

Job Insecurity

Job insecurity is defined as a psychological state characterized by powerlessness and anxiety regarding the continuity of one's employment. Nurmiyati (2021) describes it as a perceived threat to professional status or the potential for permanent job loss. Similarly, Wahyuni (2023) views it as a lack of control over future career prospects, often arising in environments with temporary or contract-based labor. This study utilizes the dimensions proposed by Hellgren, Sverke, and Isaksson (1999), which distinguish between Quantitative Job Insecurity (the fear of losing the job entirely) and Qualitative Job Insecurity (the fear of losing valued features of the job, such as promotion prospects or salary increases).

Psychological Distress

Psychological distress serves as an umbrella term for negative emotional states like anxiety, depression, and mental fatigue that occur when individuals feel limited control over threatening situations. Kalyar (2020) and Dion (2022) describe it as an unpleasant condition caused by specific stressors that can lead to withdrawal and hopelessness. While many psychological variables are multidimensional, Kessler et al. (2002) treat psychological distress as a unidimensional construct through the Kessler Psychological Distress Scale (K10), measuring overall psychological pressure manifested as nervousness, restlessness, and exhaustion.

Career Growth Opportunities

This variable represents an employee's perception of the chances provided by the organization to develop professional skills and advance their career. McElroy and Weng (as cited in Pradana, 2022) define it as the perceived opportunity to advance through work experience. Veithzal Rivai (2009) views it as the process of increasing work ability to reach desired positions. Building on this, Weng and Xi (2011) and Weng and McElroy (2012) identify four critical dimensions: Career Goal Progress, Professional Ability Development, Promotion Speed, and Remuneration Growth.

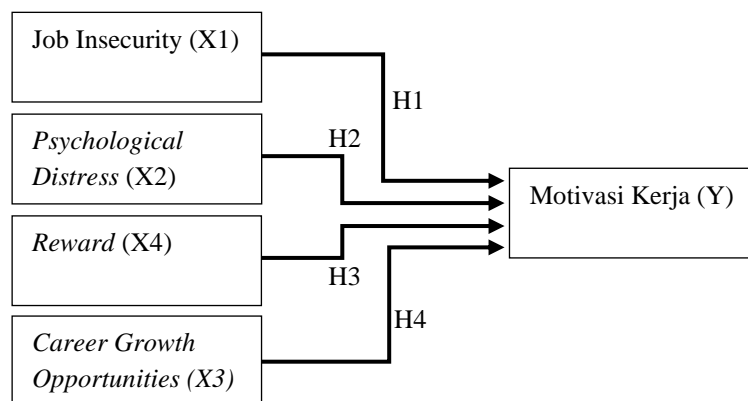
Reward

Rewards are forms of appreciation, financial or non-financial, given by an organization for employee contributions. Kadarisman (as cited in Dymastara, 2020) defines reward as any return received by an employee for services provided. According to Ivancevich (as cited in Hidayat F., 2018), rewards are strategic tools used to attract qualified talent and motivate high performance. This research follows the classification by Byars and Rue (2010), which divides rewards into Intrinsic Rewards (internal psychological satisfaction like a sense of achievement) and Extrinsic Rewards (tangible benefits such as salary, bonuses, and formal recognition).

Work Motivation

Work motivation is the internal drive and external stimulus that causes an individual to direct effort toward organizational goals. Salianto (2024) describes it as the spirit that directs and maintains behavior within a professional scope. Djaman (2021) emphasizes its role in increasing productivity and quality while lowering turnover. Following the recent validation by Trépanier et al. (2023), this study measures motivation through four specific dimensions: Autonomous Motivation, Introjected Regulation, External Regulation, and Amotivation.

Conceptual Framework



3. Research Methods

Research Design and Object

This study employs a quantitative research method utilizing both descriptive and verificative approaches. The descriptive approach is used to describe the characteristics and current conditions of each research variable, while the verificative approach is applied to test the hypotheses and the causal relationships between the independent and dependent variables. The research was conducted using a survey design, where data was gathered through a structured questionnaire to obtain numerical data for statistical analysis.

The object of this research is the employees of PT Global Digital Niaga (Blibli), a prominent Indonesian e-commerce company. This object was selected due to the highly competitive and dynamic nature of the digital sector, which demands employees to be adaptive and productive, thereby making their work motivation a critical area of study.

Population and Sampling Technique

The research population consists of all employees registered at PT Global Digital Niaga (Blibli), totaling 1,285 individuals. To ensure a representative and manageable sample, the Slovin formula was applied with an error tolerance (*e*) of 10% (0.10):

$$n = \frac{N}{1 + ne^2}$$

Based on the calculation ($n=1,285/(1+1,285(0.10)^2)$), the resulting sample size was approximately 92.78. For greater representativeness and ease of data collection, the researcher rounded the sample to 100 permanent employees. The inclusion of only permanent employees ensures that the data reflects those with a deep understanding of the company's culture and long-term policies.

Operationalization of Variables

The study involves five primary variables, which are operationalized using validated international scales adapted through a back-translation method to ensure linguistic equivalence. Measurement is conducted using a 5-point Likert scale, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5).

Job Insecurity (X1) is measured using a two-dimensional model developed by Hellgren, Sverke, and Isaksson (1999). This variable focuses on the perceived threat to job continuity and its essential features. The first dimension is Quantitative Job Insecurity, which refers to the fear of losing the job entirely. Its indicators include perception of future job insecurity, the possibility of losing the job in the near future, the possibility of losing the job immediately, and the belief in being able to maintain the job (reverse item). The second dimension is Qualitative Job Insecurity, which refers to the fear of losing valued job features like promotions or salary growth. Its indicators include perception that the job will change for the worse, insecurity regarding future job characteristics/conditions, and general concern about future job characteristics.

Psychological Distress (X2) is based on Kessler et al. (2002) and is treated as a unidimensional construct representing overall psychological pressure. This variable consists of one dimension, namely Unidimensional (Kessler Psychological Distress Scale - K10), with indicators including feeling tired for no clear reason, feeling nervous or anxious, difficulty calming down from nervousness, hopelessness, restlessness, inability to sit still due to restlessness, depression, feeling that everything requires heavy effort, extreme sadness that cannot be cheered up, and feeling worthless.

Career Growth Opportunities (X3) is assessed through four dimensions developed by Weng and Xi (2011) and Weng and McElroy (2012). The first dimension is Career Goal Progress, which reflects the alignment between the current job and personal career goals. Its indicators include work supports career goals, matches personal aspirations, serves as a basis for future growth, and provides opportunities to develop. The second dimension is Professional Ability Development (Career Capacity), which reflects opportunities to acquire skills and knowledge. Its indicators include learning new skills, obtaining new knowledge, increasing work experience, and general professional ability improvement. The third dimension is Promotion Speed, which refers to the perceived speed of advancement within the organization. Its indicators include speed of promotion, opportunities for higher positions, position development compared to before, and promotion speed relative to colleagues. The fourth dimension is Remuneration Growth (Salary Increase), which reflects opportunities for financial advancement. Its indicators include speed of salary increases, opportunities for raises, and salary development relative to colleagues.

Reward (X4) is constructed based on Byars and Rue (2010), focusing on both internal and external appreciation. The first dimension is Intrinsic Reward, which refers to internal psychological satisfaction from the work itself. Its indicators include achievement, job satisfaction, personal growth, and status. The second dimension is Extrinsic Reward, which

refers to tangible benefits provided by the organization. Its indicators include formal recognition, salary, and fringe benefits (*tunjangan*).

Work Motivation (Y) is conceptualized through the latest validation of the Multidimensional Work Motivation Scale (MWMS) by Trépanier et al. (2023). The first dimension is Autonomous Motivation, which reflects a drive originating from personal interest or value in the work. Its indicators include enjoying the work, finding it interesting, it having personal meaning, being important to oneself, and exerting effort because it aligns with personal values. The second dimension is Introjected Regulation, which refers to motivation driven by internal pressures like ego or guilt. Its indicators include working to avoid guilt and working to maintain self-respect. The third dimension is External Regulation, which refers to motivation driven by external consequences like rewards or punishments. Its indicators include working for recognition from others, to avoid reprimands/punishment, for salary/rewards, and to maintain the job. The fourth dimension is Amotivation, which refers to a lack of drive or clear reason to work. Its indicators include not knowing the reason for working, feeling work has no purpose, and a lack of motivation to exert effort.

Data Collection and Systematic Research Framework

Data collection was performed through literature studies (secondary data) to build a theoretical foundation and questionnaires (primary data) distributed via Google Forms to the selected respondents. The systematic modeling/algorithm for data analysis follows a multi-stage Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS) using SmartPLS 4 software. The process is structured as follows. Descriptive Statistical Analysis involves calculating the mean, median, standard deviation, and range to understand the general tendency of respondent perceptions. Evaluation of the Measurement Model (Outer Model) includes Convergent Validity, which is assessed via outer loading (≥ 0.70) and Average Variance Extracted (AVE ≥ 0.50), Discriminant Validity, which is assessed via Cross Loadings and the Fornell-Larcker criterion to ensure each construct is empirically distinct, and Construct Reliability, which is evaluated using Cronbach's Alpha and Composite Reliability (≥ 0.70). Furthermore, Evaluation of the Structural Model (Inner Model) includes R-Square (R^2), which measures the predictive power of the model regarding the dependent variable, Effect Size (f^2), which assesses the relative contribution of each independent variable, and Hypothesis Testing, which is conducted through a bootstrapping procedure to obtain t-statistics (> 1.96) and p-values (< 0.05) to determine the significance of each relationship at a 5% significance level.

4. Results and Discussions

Respondent Characteristics

The research data was successfully collected from 100 permanent employees of PT Global Digital Niaga (Bibli), representing a 100% response rate. The demographic profile reveals a workforce predominantly composed of women (69.0%), while men account for 31.0% of the sample. In terms of age, the majority are in the prime productive bracket of 26–30 years (54.0%), followed by those over 35 years (23.0%), and those aged 31–35 years (21.0%). Educationally, the participants are highly qualified, with 89.0% holding a Bachelor's degree (S1) and 11.0% holding postgraduate degrees (S2/S3). Notably, the sample represents a seasoned workforce, as 64.0% have been employed at Bibli for over six years, providing them with a deep understanding of the organizational culture and internal dynamics.

Evaluation of the Structural Model (Inner Model)

The evaluation of the structural model using Partial Least Squares (PLS) resulted in an R-Square (R^2) value of 0.637 for the dependent variable, Work Motivation. This indicates that

63.7% of the variance in employee work motivation at PT Global Digital Niaga (Blibli) is simultaneously explained by Job Insecurity (X1), Psychological Distress (X2), Career Growth Opportunities (X3), and Reward (X4). This coefficient is categorized as moderate to substantial, reflecting the model's strong predictive capability within the digital industry context.

Hypothesis Testing Results

The results of the path analysis through the bootstrapping procedure are summarized in the table below:

Hypothesis	Relationship	Path Coefficient	T-Statistic	P-Value	Result
H1	Job Insecurity → Work Motivation	0.126	1.068	0.286	Rejected
H2	Psychological Distress → Work Motivation	-0.207	0.879	0.379	Rejected
H3	Career Growth → Work Motivation	0.506	5.325	0.000	Accepted
H4	Reward → Work Motivation	0.355	4.307	0.000	Accepted

Influence of Job Insecurity on Work Motivation (H1)

Statistical analysis resulted in a path coefficient of 0.126 with a p-value of 0.286, leading to the rejection of H1. This suggests that perceived job insecurity does not significantly influence the work motivation of permanent employees at Blibli. While employees may feel the uncertainty of the "tech winter," their drive remains unaffected, possibly because permanent status acts as a buffer or due to their high adaptability within the digital sector. This finding aligns with Fersi Tase (2023), who noted that job insecurity often impacts employees through other psychological mediators rather than directly reducing drive.

Influence of Psychological Distress on Work Motivation (H2)

The study found a negative path coefficient of -0.207, which was non-significant (p = 0.379), resulting in the rejection of H2. This indicates that although higher distress levels generally trend toward lower motivation, the relationship is not statistically definitive for this population. It appears that Blibli employees possess a level of psychological resilience or organizational support that allows them to maintain focus and motivation despite work-related stress or fatigue. This is consistent with findings by Fersi Tase (2023), suggesting that in digital environments, motivation is more heavily driven by positive incentives than it is hindered by stress.

Influence of Career Growth Opportunities on Work Motivation (H3)

H3 was accepted with the strongest significant positive influence (path coefficient = 0.506, p = 0.000). This identifies career growth as the most dominant factor in driving employee motivation at Blibli. Clear paths for promotion, skill development, and career goal progress directly satisfy the psychological needs for competence and autonomy outlined in Self-Determination Theory. This finding is robustly supported by previous researchers such as Basyar (2023), Pamungkas (2025), and Siagian et al. (2025), who emphasize that long-term career prospects are the primary catalyst for employee engagement in competitive industries.

Influence of Rewards on Work Motivation (H4)

The hypothesis that rewards significantly and positively influence work motivation was accepted (path coefficient = 0.355, $p = 0.000$). This confirms that a fair and transparent system of both extrinsic rewards (salary, recognition) and intrinsic rewards (achievement) effectively boosts drive. These results affirm the theories of Byars and Rue (2010) and match empirical findings from Razak (2023) and Ravee (2023), reinforcing the idea that organizational appreciation is a vital bridge to employee productivity in the e-commerce landscape.

5. Conclusion

Based on the research findings and the analysis of data regarding the determinants of work motivation at PT Global Digital Niaga (Blibli), the following conclusions are drawn. **Job Insecurity (X1)**: This factor does not have a significant influence on the work motivation of permanent employees. Despite the inherent uncertainties in the digital industry, employees maintain their drive, likely due to high adaptability and the stability afforded by their permanent employment status. **Psychological Distress (X2)**: Similarly, psychological distress does not significantly affect work motivation. While a negative relationship was observed, indicating that higher distress levels generally trend toward lower motivation, it was not statistically significant in this specific population. **Career Growth Opportunities (X3)**: This variable has a significant positive influence on work motivation and is identified as the most dominant factor. Clear paths for promotion, skill development, and professional capacity building are the primary drivers of autonomous motivation within the organization. **Reward (X4)**: Rewards have a significant positive influence on work motivation. A transparent, fair, and performance-based system—encompassing both financial and non-financial appreciation—effectively enhances employee commitment and effort. **Overall Model**: Simultaneously, these four variables explain 63.7% of the variance in work motivation at Blibli, representing a moderate to substantial predictive model.

Suggestions

Practical Suggestions for PT Global Digital Niaga (Blibli)

The company should continue to prioritize clear career paths by providing continuous training, certification programs, coaching, and mentoring to sustain high levels of motivation. Management should also maintain and refine an objective reward system that is transparent and based on both individual and team performance achievements. Although job insecurity did not significantly impact motivation in this study, the company should maintain open communication regarding organizational changes and business conditions to prevent insecurity from becoming a future performance issue. In addition, it is recommended that Blibli increases psychological support through counseling services, Employee Assistance Programs (EAP), and work-life balance initiatives to ensure long-term mental health.

Suggestions for Future Researchers

Future studies should consider additional variables that may influence motivation, such as transformational leadership, organizational culture, employee engagement, or work-life balance. Researchers may also expand the object of study to other digital companies or different industrial sectors to enhance the generalizability of the findings. From a methodological perspective, using longitudinal or mixed-methods approaches could provide deeper insights into how motivation changes over time. Furthermore, future research could test mediating or moderating variables—such as organizational commitment or psychological capital—to better explain the mechanisms through which job insecurity and psychological distress impact motivation.

References

- Adityarini, C. (2022). Pengaruh Reward Dan Punishment Terhadap Kinerja Karyawan. *Jurnal Ilmiah Multidisiplin*, 1(6), 1430–1439.
- Akbar, R. F. (2023). Pengaruh Motivasi Kerja Dan Reward Terhadap Kinerja Karyawan. *Jurnal Manajemen*, 22(2), 55-72.
- Dion, D. S. (2022). Pengaruh Knowledge Hiding, Psychological Distress, Psychological Stress terhadap Job Performance Pegawai RSJ. *Studi Ilmu Manajemen dan Organisasi (SIMO)*, 287-301.
- Dwiyanti, F. (2023). Pengaruh Reward dan Punishment Terhadap Motivasi Kerja Karyawan. *Jurnal Kewirausahaan dan Multi Talenta*, 174-186.
- Ekawati, Y. A. (2025). *Manajemen Sumber Daya Manusia: Strategi, Praktik, Dan Dinamika Organisasi*. Sumatera Barat: Yayasan Tri Edukasi Ilmiah.
- Fajrianti, F. (2023). Pengaruh Disiplin Kerja Dan Stres Kerja Terhadap Motivasi Kerja Perawat Pada Instalasi Rawat Jalan Di Rumah Sakit Jakarta. *Jurnal Multilingual*, 104-113.
- Griep, Y. (2021). The Chicken Or The Egg: The Reciprocal Relationship Between Job Insecurity And Mental Health Complaints. *Journal of Business Research*, 170-186.
- Hidayat, F. (2018). *Pengaruh Reward dan Punishment Terhadap Kinerja Karyawan dengan Disiplin Kerja Sebagai Variabel Intervening di Waroeng Spesial Sambal Yogyakarta*. Yogyakarta: Universitas Islam Indonesia.
- Hurriyati, D. (2022). Job Insecurity Ditinjau Dari Motivasi Kerja Pada Pegawai Perjanjian Kerja Waktu Tertentu. *Jurnal Ilmiah Psyche*, 137–150.
- Ir. Ade Suhara, S. M. (2024). *MANAJEMEN SDM Strategi dan Optimalisasi Desain Pekerjaan dengan Pendekatan Lean, Six Sigma, dan Teknik Industri*. Bandung: Penerbit Widina Media Utama.
- Israyana, I. (2025). Pengaruh Reward Terhadap Motivasi Kerja Perawat Di Ruang Rawat Inap Rumah Sakit Umum Daerah Kota Baubau. *Innovative: Journal Of Social Science Research*, 5(4), 11237–11244.
- Khusnalibah, K. (2025). Pengaruh Job Insecurity Dan Motivasi Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Studi Pada Karyawan My Republic Tegal. *Innovation, Theory & Practice Management Journal*, 70-101.
- Likert, R. (1932). A Technique for the Measurement of Attitudes. *Archives of Psychology*, 22(140), 1-55.
- Nurchayati, A. (2023). Pengaruh Job Insecurity, Lingkungan Kerja Dan Motivasi Kerja Terhadap Kepuasan Kerja Pada Karyawan Tetap. *Jurnal Kewirausahaan Dan Inovasi*, 2(2), 316–330.
- Nurmiyati. (2021). Job Insecurity, Turnover Intention Karyawan di Era Digital Marketing Masa Pandemi Covid-19. *Philanthropy Journal of Psychology*, 247-262.
- Pamungkas, A. Q. (2025). Pengaruh Kompensasi dan Pengembangan Karir Terhadap Kinerja Karyawan Melalui Motivasi Kerja. *Jurnal Pendidikan Dan Kebudayaan Nusantara*, 3(1), 1-9.
- Saliano. (2024). Studi Literatur: Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan di Perusahaan. *Jurnal Kolaboratif Sains*, 7(7), 2605–2609.
- Siagian, M. F. (2025). *Pengaruh Pengembangan Karir Dan Motivasi Kerja Terhadap Kinerja Karyawan Di PT Socfindo Medan*. Sumatera Utara: Universitas Islam Sumatera Utara.
- Sugiyono. (2021). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Urbanaviciute, I. L.-Z. (2021). Deconstructing Job Insecurity: Do its Qualitative and Quantitative Dimensions Add Up? *Occupational Health Science*, 5(3), 415–435.