

The Influence of Motivation and Job Insecurity on Employee Performance: The Mediating Role of Job Satisfaction

Shandra Bahasoan ^{1*} Dirwan Dirwan ² Ridwan Ridwan ³

^{1*, 2, 3} Institut Teknologi dan Bisnis Nobel Indonesia, Makassar, Indonesia

Email: shandra@stienobel-indonesia.ac.id, dirwan@stienobel-indonesia.ac.id, ridwan@stienobel-indonesia.ac.id

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ABSTRACT

Purpose: This study examines the effects of motivation and job insecurity on employee performance, with job satisfaction acting as a mediating variable.

Research Method: A quantitative explanatory survey was conducted among 223 employees of PT Pelindo Terminal Container Makassar using a census sampling technique. Data were collected through structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0.

Results and Discussion: The results show that motivation has a positive and significant effect on both job satisfaction and employee performance. Job insecurity does not significantly affect job satisfaction but does negatively affect employee performance. In addition, job satisfaction has a positive and significant effect on employee performance and mediates the relationships between motivation, job insecurity, and performance. These findings indicate that motivated employees are more satisfied and productive, whereas job insecurity directly undermines performance outcomes.

Implications: Organizations should strengthen employee motivation, provide clear career opportunities, and reduce perceptions of job insecurity to enhance job satisfaction and performance. Such initiatives can improve productivity and organizational effectiveness.

Originality: This study provides empirical evidence of the simultaneous effects of motivation and job insecurity on employee performance through job satisfaction in the port and logistics industry.

Keywords: motivation; job insecurity; job satisfaction; employee performance; human resource management; organizational behavior.

1. Introduction

The increasingly competitive development of the logistics and maritime transportation industry demands that port companies continuously improve service quality and operational efficiency. The increasing flow of containers as part of global trade makes ports play a strategic role in supporting national economic growth (Mlambo, 2021). In this context, the Makassar Container Terminal (TPM), as a business unit of PT Pelindo, is required to provide fast, efficient, and customer-oriented services amidst increasingly fierce global competition. An organization's success in achieving these goals is largely determined by the quality of its human resource performance. Employee performance is a key indicator of organizational effectiveness, as reflected in work outcomes and the behavior demonstrated when



carrying out tasks and responsibilities (Hendri, 2019). Optimal performance is influenced not only by technical capabilities but also by underlying psychological and organizational factors.

Theoretically, employee performance is influenced by various factors, including work motivation and job insecurity. Work motivation is an internal drive that influences individuals to act to achieve certain goals (Abbas *et al.*, 2023), as explained in Abraham Maslow's theory of needs. Highly motivated employees tend to demonstrate a stronger work ethic, greater responsibility, and greater commitment to the organization. Conversely, job insecurity reflects the psychological state of employees who feel anxious about their future employment prospects. High levels of job insecurity can lead to work-related stress, lower self-confidence, and reduced employee performance (Naru & Rehman, 2020).

The relationship between motivation and performance can also be explained through Victor Vroom's Expectancy Theory. This theory states that individuals will be motivated to perform optimally if they believe that their efforts will lead to good performance, certain rewards will follow that performance, and that these rewards are valuable to them. Therefore, if employees feel that their efforts are recognized through a fair reward system, their motivation and performance will increase (Onawwie *et al.*, 2023). However, previous research has shown a research gap regarding the influence of motivation and job insecurity on employee performance (Muoz Medina *et al.*, 2023). Some studies (da Cruz Carvalho *et al.*, 2020; Kuswati, 2020; LARAS *et al.*, 2021) found that motivation has a positive and significant effect on performance, while job insecurity has a negative effect (De Cuyper *et al.*, 2020). However, other studies have shown insignificant results. This discrepancy indicates that the relationship between these variables is not always direct and can be influenced by other variables.

In this case, job satisfaction is suspected to be an important intervening variable in explaining this relationship (Efendi & Yusuf, 2021). Job satisfaction is an employee's positive attitude or feeling toward their job, influenced by factors such as the work environment, relationships with superiors, reward systems, and working conditions (Ali & Anwar, 2021; Thabit *et al.*, 2022). Employees with high levels of job satisfaction tend to demonstrate more optimal performance (Alsafadi & Altahat, 2021). Conversely, high levels of job insecurity can decrease job satisfaction, ultimately impacting performance. However, most previous research has focused on the direct relationships among motivation, job insecurity, and performance and has been conducted primarily in the manufacturing or service sectors (Shin *et al.*, 2019). Research specifically examining the role of job satisfaction as a mediating variable in the port industry, particularly in container terminals, remains relatively limited (Sheik *et al.*, 2026). This indicates an empirical gap that requires further investigation. Furthermore, a pre-survey of TPM employees revealed several issues related to motivation, job insecurity, and job satisfaction. Some employees felt they received insufficient encouragement and appreciation from their leaders despite performing their duties well (van Pelt *et al.*, 2020). Furthermore, concerns arose regarding job stability, particularly amid work pressure and changes in organizational policies, leading to feelings of job insecurity (Hassard & Morris, 2020).

The job satisfaction aspect also reveals problems, particularly with the guidance and supervision system, which is considered ineffective and tends to be authoritative (Ahmed Iqbal *et al.*, 2021). This situation has resulted in a low desire among employees to work in teams, leading some to prefer working individually (Gleim *et al.*, 2019). This phenomenon indicates that job satisfaction has not been fully achieved and may affect overall employee performance. Based on the above description, this study is novel in several aspects. First, this study integrates motivation and job insecurity variables, with job satisfaction as a mediating variable, into a comprehensive research model. Second, this study was conducted in the specific context of the port industry, specifically the Makassar Container Terminal,



which has different operational characteristics and work pressures compared to other sectors. Third, this study uses an empirical approach based on actual field phenomena (pre-survey), thus providing a more contextual and relevant picture.

Thus, this research is expected to provide theoretical contributions to enriching human resource management studies, particularly regarding the role of mediating variables in the relationship between motivation and job insecurity on employee performance. Furthermore, in practice, the results of this study are expected to serve as a basis for PT Pelindo's management in formulating strategic policies to improve employee performance through more effective motivation management, reducing job insecurity, and enhancing job satisfaction.

The remainder of this paper is structured as follows. Section 2 presents a literature review and hypothesis development. Section 3 provides methodology. Section 4 presents findings and discussion. Section 5 provides a conclusion.

2. Literature Review and Hypothesis Development

The Expectancy Theory, proposed by Victor Vroom, explains that a person's work motivation is influenced by the belief that their efforts will result in good performance (expectancy), that performance will be followed by rewards (instrumentality), and that rewards are valuable to the individual (valence) (Amir *et al.*, 2023). In the context of this research, expectancy theory is relevant for explaining the relationships among motivation, job satisfaction, and employee performance. Employees who expect their efforts to be rewarded with compensation, recognition, or promotion will be more motivated, thereby increasing job satisfaction and leading to more optimal performance (Ali & Anwar, 2021). Conversely, if these expectations are not met or are disrupted by job insecurity, motivation and job satisfaction will decrease, ultimately impacting employee performance.

2.1 Work Motivation on Employee Job Satisfaction

Besides compensation, work motivation is an important factor driving employees to achieve organizational goals. Motivational theories such as Maslow's theory of needs, Herzberg's two-factor theory, and Vroom's expectancy theory have shown that fulfilling employees' needs and expectations increases their motivation (Reddy, 2020). High motivation not only affects individual performance but also the performance of the team and the organization as a whole (Ahmad, 2021). Previous research by da Cruz Carvalho *et al.*, (2020) and Basalamah & As'ad (2021) explains that high motivation can increase employee job satisfaction.

H1: *Work motivation influences employee job satisfaction.*

2.2 Job Insecurity and Employee Job Satisfaction

Job insecurity is a psychological condition among employees that reflects a sense of uncertainty, thereby directly impacting their job satisfaction. Research by Nemteanu *et al.*, (2021) found that job insecurity negatively influences job satisfaction. (Narotama & Sintaasih, 2022) also conducted similar research, which found a negative influence between job insecurity and job satisfaction. Pertiwi & Piartrini (2020) stated that job insecurity has a negative and significant effect on employees' job satisfaction. Meanwhile,



Haldorai *et al.*, (2024), in their research on selected company survivors, found that job insecurity has an insignificant relationship with job satisfaction.

H2: *Job insecurity has a significant negative effect on job satisfaction.*

2.3 The influence of motivation on employee performance

Work motivation is a drive that arises from within and outside an individual, encouraging them to work with enthusiasm and exert all their abilities to achieve goals and achieve job satisfaction. According to Gautam (2025), motivation also relates to how to direct employees' potential to cooperate in achieving organizational goals. Meanwhile, Frederick Herzberg's two-factor theory explains that hygiene factors only prevent job dissatisfaction, whereas motivating factors truly drive increased employee motivation. Therefore, the role of leaders is crucial in providing encouragement and direction, and in creating working conditions that increase employee motivation, so that organizational goals can be optimally achieved (Reyaz, 2024).

Employee performance is the results achieved in terms of both quality and quantity in accordance with assigned responsibilities, and can be measured using indicators such as quality, quantity, timeliness, effectiveness, and independence (Ferdinandus, 2020). Performance is a key factor in determining an organization's success, so it needs to be managed effectively by leaders (Nandasinghe, 2020). Various studies show that motivation is one of the main factors influencing employee performance, alongside other organizational and psychological factors. Thus, the higher the employees' motivation, the higher the performance achieved, enabling the organization to achieve its goals more effectively and efficiently (Uka & Prendi, 2021).

H3: *There is a positive influence of motivation on office employee performance.*

2.4 The influence of job insecurity on employee performance

One of the employees' needs in the workplace is job security. When employees feel secure in their jobs, their future career prospects are assured. Employees naturally expect promotion opportunities and long-term career opportunities (Otto *et al.*, 2022). However, when employees feel insecure about their jobs, they will be reluctant to maximize their abilities and perform at a high level.

H4: *Job insecurity has a negative and significant effect on performance.*

2.6 Job satisfaction with employee performance

Employee job satisfaction arises due to fundamental factors. In principle, a person will feel comfortable and have a high level of loyalty to their work if they receive satisfaction that meets their expectations. Job satisfaction is a positive attitude of the workforce towards their work, which arises from an assessment of the work situation (Kapantow *et al.*, 2020). This assessment can be done on one of his jobs. It is done as a token of appreciation for achieving one of the important values in his work. Job satisfaction reflects a person's feelings towards their work, namely salary, coworkers, superiors, work, and work environment (Chandra & Komardi, 2022). Overall job satisfaction for an individual is the sum of job satisfaction (from each aspect of the job) multiplied by the degree of importance of that aspect of the job for the individual. An employee's job satisfaction may affect his presence at work; willingness to work is also often influenced by the desire to change jobs.

H5: *Job satisfaction has a positive and significant effect on performance.*



3. Research Method

The purpose of this study is to describe and interpret the relationship between supporting data and information variables in line with the study's nature, problem, and objectives. Based on the collected data, the author conducted various analyses to conclude. The analysis was conducted using an explanatory survey method with a quantitative descriptive approach. The study population comprised 223 employees of PT Pelindo Terminal Petikemas Makassar. The sampling technique in this study was a census (total sampling), in which all members of the population, totaling 223 employees, were included in the sample. This approach was used because the population size was relatively small, allowing researchers to obtain comprehensive data. The data analysis method used was Structural Equation Modeling (SEM) based on Partial Least Squares (PLS), implemented in SmartPLS 4. This analysis was used to test direct and indirect relationships among variables, including the role of mediating (intervening) variables.

Table 1. Variables / Item Measurement

Variable	Items / Constructs	Major Reference
Motivation	<ul style="list-style-type: none"> ▪ Motivated employees will be more productive ▪ Practical decision making and expectations ▪ Job description, work environment, and flexibility ▪ Salary and benefits ▪ Company culture 	(Arianti <i>et al.</i> , 2020)
Job insecurity	<ul style="list-style-type: none"> ▪ The importance of work ▪ The significance of work events ▪ Threats in terms of work ▪ Threat of losing your job ▪ Helplessness 	(Nemteanu <i>et al.</i> , 2021)
Job Satisfaction (Z)	<ul style="list-style-type: none"> ▪ Satisfaction with the job itself ▪ Satisfaction with salary ▪ Satisfaction with promotion ▪ Satisfaction with supervision ▪ Satisfaction with coworkers 	(Arianti <i>et al.</i> , 2020)
Employee Performance (Y1)	<ul style="list-style-type: none"> ▪ Quality ▪ Quantity ▪ Punctuality ▪ Effectiveness ▪ Independence ▪ Work Commitment 	(Arianti <i>et al.</i> , 2020)

4. Results and Discussion

4.1 Analysis Results

4.1.1 Respondent Characteristics

Based on Table 1, it can be seen that the employees at PT Pelindo Terminal Petikemas Makassar who were respondents in this study were predominantly male. This is based on the study results: 108 men



(48,43%) and 115 women (51,57%). The age range of 31-40 years, with a total of 101 people (45,29%). As for the age group >51 years, there are 4 people (11,25%), and the 21-30 years group has 32 respondents (14,35%). Then, the age range of 41-50 years, with a total of 86 respondents, or 25,11%. Based on education level, the most recent education is a Bachelor's degree (S1), with 194 respondents (86,99%). As for employees with the last level of education of a master's degree (S2), as many as 5 respondents, or 2,4%, and with a diploma, as many as 24 respondents, or 10,76%. These demographic characteristics have the potential to influence various aspects of motivation, job insecurity, job satisfaction, and employee performance.

Table 2. Respondent Characteristics

Variable	Measurement	N	%
Gender	Man	108	48,43
	Woman	115	51,57
Age	21-30 Years	32	14,35
	31-40 Years	101	45,29
	41-50 Years	86	25,11
	> 51 Years	4	11,25
	Education Level	Diploma	24
	Bachelor's degree (S1)	194	86,99
	Master (S2)	5	2,4

Source: Processed Primary Data, 2026

4.1.2 Validity and Reliability Test

Table 3. Validity and Reliability Test Results

Variables	Instrument	Outer Loading	Average Variance Extracted (AVE)	Result
Motivation (X1)	X1.1	0.812	0.701	Valid
	X1.2	0.861		Valid
	X1.3	0.809		Valid
	X1.4	0.810		Valid
	X1.5	0.794		Valid
Job insecurity (X2)	X2.1	0.801	0.726	Valid
	X2.2	0.711		Valid
	X2.3	0.827		Valid
	X2.4	0.804		Valid
	X2.5	0.880		Valid
Job satisfaction (X3)	Z1.1	0.834	0.804	Valid
	Z1.2	0.818		Valid
	Z1.3	0.917		Valid
	Z1.4	0.893		Valid
	Z1.5	0.776		Valid
Employee Performance (Y1)	Y1.1	0.783	0.812	Valid
	Y1.2	0.826		Valid
	Y1.3	0.816		Valid
	Y1.4	0.922		Valid
	Y1.5	0.931		Valid
	Y1.6	0.887		Valid

Source: Processed data, 2026



From Table 3, it was found that the outer model values (correlations between the constructs and the variables) were above the loading factor threshold of 0.50, indicating that motivation, job insecurity, job satisfaction, and employee performance meet the validity criteria.

The results of composite reliability and Cronbach's alpha show that the values of motivation, job insecurity, job satisfaction, and employee performance are all above the value of 0.70, which means that all variable instruments are reliable.

Table 4. Composite Reliability and Cronbach's alpha

Variables	Composite Reliability	Cronbach's Alpha	Results
Motivation (X1)	0.864	0.916	Reliable
Job insecurity (X2)	0.925	0.935	Reliable
Job Satisfaction (Z1)	0.875	0.934	Reliable
Employee Performance (Y1)	0.913	0.911	Reliable

Source: Processed primary data, 2026

Table 5. R Square Test

Construct	R Square	Adj. R Square
Job Satisfaction (Z)	0.714	0.672
Employee Performance (Y)	0.873	0.701

Source: Processed data, 2026

The Adjusted R-Square value for the Job Satisfaction variable is 0.672, or 67.20%, indicating that Job Satisfaction is explained by motivation and job insecurity. In comparison, the remaining 32.80% can be explained by other variables not included in this study. The Adjusted R-Square value for the employee performance variable is 0.701, or 70.10%, indicating that the employee performance variable is explained by the variables motivation, job insecurity, and JobSatisfaction, together accounting for 70.10%. In comparison, the remaining 29.90% can be explained by other variables not included in this study.

Hypothesis Testing. After evaluating the model using the SEM-PLS approach with the PLS 4.0 analysis tool, the test results are based on the path coefficients and p-values, as shown in Table 6.

Table 6. Hypothesis Test Results

Iner Variable	Original Sample	T Statistics	P Values	Results
Motivation and job satisfaction	0.326	3.108	0.000	Hypothesis 1 Accepted
Job insecurity and customer satisfaction	-0.272	1.262	0.160	Hypothesis 2 is rejected
Motivation for employee performance	0.304	2.973	0.013	Hypothesis 3 Accepted
Job insecurity and employee performance	-0.318	3.080	0.001	Hypothesis 4 Accepted

Source: Processed data, 2026

Table 6 shows that e-service quality has a significant positive effect on customer satisfaction, as indicated by the path coefficient of 0.375 and p-value of 0.001 (supported). Customer trust has no significant positive effect on customer satisfaction, as indicated by the path coefficient of 0.291 and a p-value of 0.241 (not supported). Convenience positive has no significant effect on customer



satisfaction, as indicated by the path coefficient of 0.206 and a p-value of 0.373 (not supported). Security positive has no significant effect on customer satisfaction, as indicated by the path coefficient of 0.089 and a p-value of 0.167 (not supported).

Table 7 shows that motivation has a significant positive effect on employee performance through Job Satisfaction, as indicated by the path coefficient of 0.396 and p-value of 0.002 (supported). Job insecurity has a significant positive effect on employee performance through Job Satisfaction, as indicated by a path coefficient of 0.382 and a p-value of 0.000 (supported).

Table 7. Hypothesis Test Results

Iner Variable	Original Sample	T Statistics	P Values
Motivation of employee performance through Job Satisfaction	0.396	3.018	0.002
Job insecurity and employee performance through Job Satisfaction	0.382	3.677	0.000

Source: Processed data (PLS, 2026).

4.2 Discussion

4.2.1 Motivation influences job satisfaction

The study found that motivation has a positive and significant effect on job satisfaction. The results of the study indicate that motivation has a positive and significant influence on job satisfaction among employees of PT Pelindo Terminal Petikemas Makassar. This indicates that the higher the level of motivation among employees, whether derived from internal or external factors, the higher the perceived level of job satisfaction. Conversely, if work motivation decreases, employee job satisfaction also tends to decrease. This positive relationship confirms that motivation is an important factor in shaping satisfaction with work. Furthermore, the significant effect indicates that the relationship between motivation and job satisfaction is statistically proven and not a coincidence. Therefore, work motivation is a key variable that company management should pay attention to. PT Pelindo Terminal Petikemas Makassar is advised to continue improving employee motivation, for example, through awards, a conducive work environment, and opportunities for self-development, so that employee job satisfaction can continue to increase and positively impact overall organizational performance.

4.2.2 Job insecurity does not have a significant effect on job satisfaction

The research results show that job insecurity does not significantly influence job satisfaction. This means that the level of job insecurity employees feel does not have a strong relationship or is not statistically significant enough to influence their job satisfaction levels. In other words, the level of job insecurity experienced by employees does not directly determine their job satisfaction.

This situation indicates that other factors are more dominant in influencing job satisfaction, such as motivation, work environment, compensation, or relationships with coworkers. Therefore, while job insecurity still needs to be addressed by management, the primary focus on improving employee job satisfaction can be directed toward other factors that have been shown to have a greater influence.

4.2.3 The influence of motivation on employee performance

The research results show that motivation has a positive and significant influence on employee performance. This means that the greater the motivation employees receive, the higher their



performance will be. Motivation in this study was measured across five levels of need: physiological, safety, social, esteem, and self-actualization. Of these five aspects, social, safety, and physiological needs were the most dominant factors in driving employee motivation. This is reflected in the importance of a family-like work environment, the availability of transportation facilities, and the presence of attendance and performance allowances that can increase employee morale.

These conditions directly impact employee performance, particularly communication and collaboration skills, punctuality, and accuracy in completing work. The better the organization supports these needs, the more employee performance will improve, in both quality and quantity. Therefore, organizations need to monitor and improve the factors that motivate employees continually. The results of this study are also consistent with prior research, indicating that motivation positively influences employee performance and reinforcing the notion that motivation is a key factor in improving human resource performance.

4.2.4 Job insecurity has a significant negative effect on employee performance

The research results show that job insecurity has a significant negative effect on employee performance. This means that the higher the level of job insecurity perceived by employees, the lower their performance tends to be. Conversely, if employees feel secure and certain about their jobs, their performance will be optimal. This negative relationship indicates that job insecurity can hinder improvements in employee performance. Furthermore, a significant effect indicates that the relationship is statistically proven and not a random occurrence. This condition indicates that anxiety about job continuity, such as concerns about layoffs or changes in working conditions, can reduce employee focus, motivation, and productivity. Therefore, organizations need to create a sense of security for employees, for example, through clear policies, transparent communication, and more secure job security, so that employee performance can be maintained and improved.

4.2.5 The influence of job satisfaction on employee performance

The research results show that job satisfaction has a positive and significant influence on employee performance. This means that the higher the level of job satisfaction experienced by employees, the higher their performance will be. Job satisfaction in this study was measured across several aspects: satisfaction with pay, promotions, supervision, the work itself, and working conditions. Employees who are satisfied with their salary, promotion opportunities, and support from their superiors and work environment tend to demonstrate better work performance. Furthermore, the appropriateness of job positions to employee abilities, timely payment of salaries and benefits, and opportunities for personal development are important factors in increasing job satisfaction. These conditions impact employee performance, both in terms of the quality and quantity of work produced. Therefore, organizations need to pay attention to and improve factors that can support employee job satisfaction. The results of this study also align with previous studies showing that job satisfaction positively affects employee performance, further strengthening the important role of job satisfaction in improving human resource performance.

4.2.6 The influence of motivation on employee performance with job satisfaction as an intervening variable

The research results show that motivation positively affects employee performance through the mediating effect of job satisfaction. This means that employee motivation not only directly improves



performance but also, first, increases job satisfaction, which then drives performance improvement. In other words, job satisfaction acts as an intermediary variable that bridges the influence of motivation on employee performance. This condition indicates that the higher the employee's motivation, the higher the perceived level of job satisfaction, which ultimately drives performance improvements in both quality and quantity. Therefore, organizations need to focus on increasing motivation while fostering job satisfaction, such as through rewards, a comfortable work environment, and opportunities for self-development. Thus, the effect of motivation on performance can be optimized through the mediating role of job satisfaction.

4.2.7 The influence of job insecurity on employee performance with job satisfaction as an intervening variable

This means that job insecurity not only directly reduces employee performance but also indirectly affects decreased job satisfaction. When employees feel insecure about their jobs, this reduces their job satisfaction, which in turn leads to decreased performance. In other words, job satisfaction acts as an intervening variable that bridges the effect of job insecurity on employee performance. This indicates that the higher the level of job insecurity, the lower employee job satisfaction will be, ultimately leading to a decline in performance in both the quality and quantity of work. Therefore, organizations need to reduce feelings of job insecurity by creating a stable work environment, clear communication, and providing certainty regarding the future of work, so that employee job satisfaction and performance can be maintained.

5. Concluding Remarks and Recommendation

This study was motivated by the importance of improving employee performance through psychological and organizational factors, particularly motivation, job insecurity, and job satisfaction. The study aims to analyze the effects of motivation and job insecurity on job satisfaction and employee performance, and to examine the role of job satisfaction as an intervening variable among employees at PT Pelindo Terminal Petikemas Makassar. Using a quantitative approach, this study examines the relationships among variables based on data from study respondents. The results show that motivation has a positive and significant effect on job satisfaction, whereas job insecurity does not. Furthermore, motivation had a positive and significant effect on employee performance, whereas job insecurity had a negative and significant effect. Job satisfaction was also found to have a positive and significant effect on employee performance. Furthermore, job satisfaction serves as an intervening variable in the relationships between motivation and employee performance, and between job insecurity and employee performance.

Theoretically, this study contributes to a better understanding of the relationships among motivation, job insecurity, job satisfaction, and employee performance within the context of a port services organization. These findings indicate that motivation is a key factor that not only directly improves performance but also enhances job satisfaction, ultimately driving employee performance. From a practical perspective, the results of this study provide insights for PT Pelindo Terminal Petikemas Makassar to continue boosting employee motivation through recognition, a supportive work environment, adequate workplace facilities, and opportunities for professional development. Furthermore, although job insecurity did not significantly affect job satisfaction, the organization still



needs to manage employees' sense of job security, as job insecurity has been shown to reduce employee performance. From a policy perspective, the company needs to strengthen transparent communication, ensure job security, and implement human resource management policies that foster a sense of security, satisfaction, and commitment among employees.

This study has several limitations. First, the study was conducted only among employees of PT Pelindo Terminal Petikemas Makassar; therefore, the results cannot yet be broadly generalized to other companies or industrial sectors. Second, this study focuses only on the variables of motivation, job insecurity, job satisfaction, and employee performance. At the same time, other factors could influence job satisfaction and performance, such as leadership, organizational culture, compensation, workload, organizational commitment, and the work environment. Third, this study used a quantitative approach and therefore did not delve deeply into employees' experiences, perceptions, and subjective reasons regarding job security, satisfaction, and performance. Therefore, future research is recommended to expand the study's scope, include additional relevant variables, and employ a qualitative or mixed-methods approach to gain a more comprehensive understanding of the factors influencing employee performance.

Statement of Use of Generative AI

During the preparation of this work, the author used generative artificial intelligence tools to support the scientific writing process. Grammarly was used to check grammar, refine writing style, and improve clarity in scientific writing. All interpretations, analyses, and conclusions presented in this study are the sole responsibility of the author.

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Corresponding author

Shandra Bahasoan can be contacted at: shandra@stienobel-indonesia.ac.id

