

# The Effects Of Job Insecurity And Organizational Justice On Employee Sustainable Performance With Employee Well-Being As An Intervening Variable

Anik Herminingsih<sup>1\*</sup>, Suprpto<sup>2</sup>, Noor Hazlina Ahmad<sup>3</sup>

Universitas Mercu Buana Jakarta, Indonesia<sup>1,2</sup>

Universitas Sains Malaysia<sup>3</sup>

Email: [anik\\_herminingsih@mercubuana.ac.id](mailto:anik_herminingsih@mercubuana.ac.id)

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## **Abstract**

One key focus area is labor policies designed to reduce unemployment and guarantee decent work for all women, men, young people, and individuals with disabilities while promoting equal pay for work of equal value and ensuring the fair redistribution of unpaid care and domestic responsibilities. According to the United Nations, “decent work” refers to employment opportunities that are free from exploitation, uphold dignity and equality, offer fair wages, and provide safe working conditions for everyone. Recently, there has been a growing trend in the use of part-time workers. However, previous studies indicate that part-time employees often feel vulnerable due to employers’ neglect of their statutory rights, lack of legal certainty, fluctuating incomes, and a tendency toward exploitation. Given the rising role of part-time employment, it becomes essential to examine performance management strategies that can help sustain the performance of part-time workers, thereby supporting overall organizational effectiveness. This study reveals that organizational justice has a significant positive impact on employee well-being, whereas job insecurity exerts a significant negative influence. In turn, employee well-being positively contributes to sustainable employee performance.

**Keywords:** Part time worker, sustainable performance, employee wellbeing.

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## **INTRODUCTION**

Based on Law No. 14 of 1969 on the Principles of Manpower, manpower refers to any individual capable of performing work either within or outside an employment relationship to produce goods or services that meet societal needs. Employees are considered the most valuable asset of a company, as business operations cannot take place without their involvement. As noted by (1), employees are individuals who offer their physical and mental effort to a company in exchange for compensation as agreed upon in a contract. As stated by (2) employees are professionals who are not easily replaced. There are two types of employees in Indonesia, namely permanent employees and non-permanent employees. Permanent employees are defined as employees (laborers and so on) who work in a business entity (company and so on). While non-permanent employees are employees who only receive income if the employee in question works, the number of work units produced, or works based on the work contract given (within a certain time).

In recent decades, the relationship between employees and their workplaces has undergone significant transformation. One notable shift is the growing prevalence of part-time employment. This trend is driven by a variety of factors, including organizations’ pursuit of greater flexibility and employees’ desire for better balance between work and personal life. For a long time, part-time workers received little attention in organizational research (3). However, for managers to effectively manage the workforce of the future, it is essential to understand how part-time employment influences organizational structures and processes. Jacobsen (4) found that part-time employees tend to participate less, display lower affective commitment, and demonstrate higher levels of continuance commitment. These findings indicate that part-time work arrangements should be implemented with caution. An example of effective management of part-time staff can be seen at Starbucks. As noted by Almary et al. (5), Starbucks generally treats employees as partners, offering benefits such as fair compensation, insurance, a positive work environment, and initiatives to maintain employee engagement. This strategy has helped to reduce attrition and increase employee satisfaction.

According to Widyaningrum (6), the use of casual workers in Indonesia has an important role and provides positive benefits for hospitality businesses because in addition to reducing the burden on

permanent employees, it can also help smooth work for unstable business conditions. However, casual daily employees in Indonesia receive less attention and often receive inappropriate treatment, for example, as found by Rosyadi et al. (7) stated that there is an implementation of a contract agreement that only uses a statement of willingness to work from the worker. This means that it only contains one party, namely the worker, not from two parties, namely the worker and the employer. Casual daily workers do not have the certainty of becoming permanent workers because the contract is only 3 (three) months with continuous extension and does not get social security. One of the companies that employs contract employees is the Sintesa Peninsula Hotel, a five-star hotel located in the city of Manado, North Sulawesi Province. Montolalu et al. (8) found that there is a significant difference between casual employees and permanent employees, in terms of performance, job satisfaction, work motivation and organizational commitment, where casual employees are lower than permanent employees.

In Indonesia, freelance work is often linked to informality and flexibility, which in turn creates challenges related to job insecurity, including low income and the absence of social security. Amanda's (9) research indicates that freelancers frequently feel vulnerable due to employers' disregard for their statutory rights, the lack of legal certainty, fluctuating earnings, and a tendency toward self-exploitation. Her study highlights three key themes for discussion: job insecurity, job uncertainty, and job injustice. In accordance with previous research findings by Firdasanti et al. (10) the majority of freelance students have work motivations to seek experience or learn new things, not solely because of economic motives. This is the basis for freelancers to accept exploitation in the work environment, which is reflected in the fact that most freelancers are paid below the minimum wage and more than 70% of workers do not get paid more if they work overtime and when work accident occurs they have to bear it themselves.

Performance is the expected organizational value of this conduct. A regulatory procedure known as employee sustainable performance (E-SuPer) allows a worker to consistently and effectively accomplish specific targeted job goals while preserving a suitable level of well-being (11). The previous researches indicated that E-SuPer positively and significantly affected by employee wellbeing, as result by (12), researches by (13), (14), (15), and (16) also found the same results. The positive and significant effects found by (17) and (18).

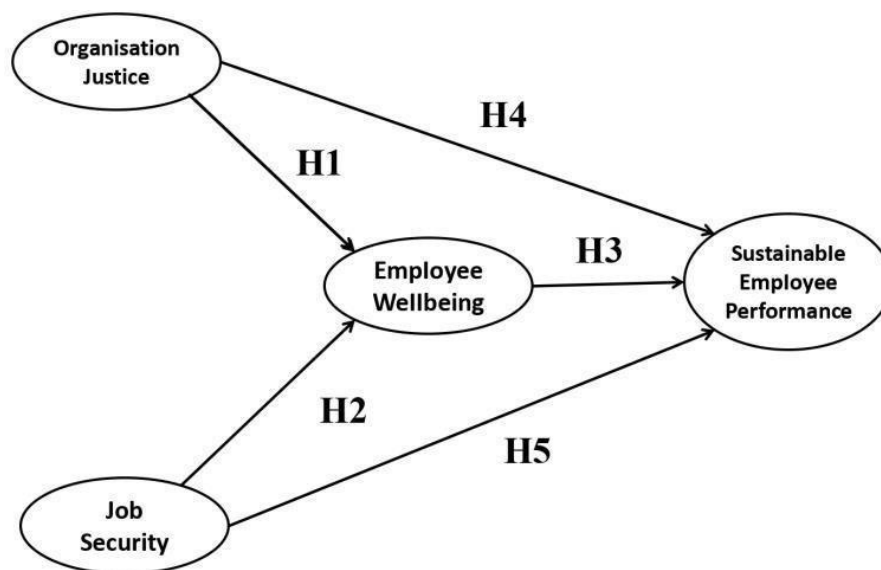
Well-being encompasses an individual's emotional state, the satisfaction of needs, a sense of control over life circumstances, the fulfillment of personal values and goals, and the enjoyment of a good quality of life. In the workplace context, employee well-being is closely linked to job satisfaction and the way they are treated by the organization (19). As noted in the introduction, part-time workers commonly face two key challenges: job insecurity and organizational justice.

Job insecurity (JI) is the perception of being unable to preserve the desired stability of employment when one's position is at risk. Employees experiencing job insecurity are uncertain about whether they will keep or lose their position, leaving them "groping in the dark" regarding their future in the organization. This perception is distinct from the certainty associated with an actual dismissal (20). The effects of job insecurity toward employee wellbeing already conducted by some researchers and found that job insecurity had negative and significant effects toward employee wellbeing, as (21), (22), (23), (24), (25), and (26). Job insecurity also found the negatif and significant toward performance of the employee as researches by (24), (27), (28), (29), (30), and (31).

Organizational justice (OJ) is defined as employees' perception of fairness in the organization's policies, procedures, and activities. It is reflected in multiple aspects of the workplace, including organizational procedures and programs, compensation, rewards or promotion opportunities, and the quality of interpersonal interactions. Research on organizational justice generally focuses on three dimensions: distributive justice, procedural justice, and interactional justice (32). Based on the previous researches indicated that there were significant and positive effects of organizational justice toward employee wellbeing, as (33), (34), (35), (36), and (37). Organizational justice also significantly and positively affected performance of the employee as researches by (38), (39), (40), (41), and (42).

Based on the description, it can be said that descent work is still a problem in Indonesia, so the achievement of SDG no. 8 needs attention especially on the implementation of regulations related to part-time workers. Considering the increasing importance of part-time employees, it is necessary to study

performance management so that part-time workers have sustainable employee performance to support organizational performance.



The research hypotheses are as follows:

H1: Organizational justice has a positive and significant effect on employee wellbeing

H2: Job insecurity has a positive and significant effect on employee wellbeing

H3: Employee wellbeing has a positive and significant effect on employee sustainable performance.

H4: Organizational justice has a positive and significant effect on employee sustainable performance.

H5: Job insecurity has a positive and significant effect on employee sustainable performance.

## Method

The study used a quantitative method with a causal approach that aims to obtain evidence of a causal relationship (causal relationship) between variables. The research data is in the form of primary data taken using a questionnaire containing questions with closed answers in the form of respondent perceptions. The population of this study will consist of 578 daily workers of PT. Puyo Indonesia Kreasi. A total of 181 individuals were included in the study's sample size, which was determined using the Slovin formula with a 5% error rate. Random sampling is the method of sampling that is employed.

This study involves four variables: job security (X1) and organizational justice (X2) as independent variables, sustainable employee performance (Y) as the dependent variable, and employee well-being as the mediating variable.

Analysis of Moment Structures (AMOS) is used as a quantitative analysis approach in this study, because the sample is large enough to meet the assumptions of normal distribution. The Structural Equation Modeling (SEM) method consists of two steps, namely confirmatory factor analysis to evaluate the measurement model and analysis of the structural model to evaluate the structural model and test the hypotheses.

## RESULTS AND DISCUSSION

### 4.1 Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) is used to assess the unidimensionality of latent construct indicators through construct validity and reliability testing. In construct validity testing, CFA evaluates the factor loading of each indicator, which is deemed valid if the loading exceeds 0.5. In construct reliability testing, CFA measures the consistency of an instrument in producing similar results across repeated measurements of the same subject, with a reliability threshold of 0.7. Constructs with a reliability value above this threshold are considered reliable. The results indicate that all construct dimensions meet the criteria for both validity and reliability.

**Table 1. The Result of Validity and Reliability Test**

Variable/Dimension	Loading Factor	Validity	Construct Reliability	Reliability
<b>Employee Sustainable Performance</b>				
Task Performance	.911	Valid	0.835	Reliable
Employee Vitality	.934	Valid		
Productive Work Behavior	.871	Valid		
<b>Employee Wellbeing</b>				
Life Well-Being	.918	Valid	0.831	Reliable
Workplace Well-Being	.922	Valid		
Psychological well-being	.935	Valid		
<b>Job Insecurity</b>				
Insecurity in doing the task	.861	Valid	0.843	Reliable
Possibility of Negative Change	.957	Valid		
Feelings of Helplessness	.758	Valid		
<b>Organizational Justice</b>				
Distributive Justice	.913	Valid	0.832	Reliable
Procedural Justice	.933	Valid		
Interactional Justice	.910	Valid		

Source : Research Data Processed (2025)

#### **4.2 Normality Assumption Test**

The model used in this study for SEM testing will be estimated using Maximum Likelihood Estimation, which must meet the normality assumption. The purpose of this test is to ensure that the data is normally distributed and free from bias. This normality assumption is assessed by examining the critical ratio (c.r.) of skewness or kurtosis against a specific threshold. At a 1% significance level, a dataset is considered normally distributed if the c.r. kurtosis value falls between  $-2.58$  and  $+2.58$ . In this study, all indicators have c.r. kurtosis values within this range, indicating that the data are normally distributed.

#### **4.3 Goodness of Fit Index Testing**

The evaluation was conducted using several goodness of fit index criteria to measure the suitability of the proposed model (Hair et al., 1998). This test aims to determine the model's suitability for the research. The results of the model's goodness of fit (GOF) test are as shown in Table 2.

**Table 2. Good Fit Index**

Goodness of Fit Index	Cut-off Value	Result	Evaluation
Significant Probability	$\geq .05$	.007	Marginal
RMSEA	$\leq .08$	.044	Fit
GFI	$\geq .90$	.888	Marginal
AGFI	$\geq .90$	.851	Marginal
CMIN/DF	$\leq 2.00$	1.282	Fit
TLI	$\geq .90$	.969	Fit
CFI	$\geq .90$	.975	Fit

Source: Research Data Processed (2025)

Table 2 show that the RMSEA, CMIN/DF, TLI, and CFI indices meet the established criteria, while the Probability, GFI, and AGFI indices meet the criteria marginally. Overall, these findings indicate that the model is acceptable for use in this research.

#### 4.4 Hypothesis Testing Results

Hypothesis testing aims to determine the relationships between the constructs proposed in the research. The relationships between constructs in the hypothesis are indicated by the regression weights.

Table 3. Hypothesis Testing Results

			Estimate	S.E.	C.R.	P	Label	
Employee Wellbeing (EWB)	←	Organizational Justice (OJ)	.674	.092	7.307	***	Hypothesis Accepted	1
Employee Wellbeing (EWB)	←	Job Insecurity (JI)	-.260	.072	-3.625	***	Hypothesis Accepted	2
Sustainable Employee Performance (SEP)	←	Employee Wellbeing (EWB)	.338	.095	3.577	***	Hypothesis Accepted	3
Sustainable Employee Performance (SEP)	←	Organizational Justice (OJ)	.241	.106	2.261	.024	Hypothesis Accepted	4
Sustainable Employee Performance (SEP)	←	Job Insecurity (JI)	-.209	.071	-2.965	.003	Hypothesis Accepted	5

Source: Research Data Processed (2025)

Hypothesis testing was carried out using a critical ratio (c.r.) threshold of  $\geq 1.967$  at a 0.05 significance level. As shown in Table 4, all test results meet this criterion, with c.r. values  $\geq 1.967$  and significance levels below 0.05, indicating that all proposed hypotheses are accepted as significant.

#### 4.5 Organizational justice has a positive and significant effect on employee wellbeing

The first hypothesis proposed that OJ positively and significantly influences EWB. The analysis shows a standardized coefficient of 0.674, a CR value of 7.307, and a significance level of 0.000 ( $p < 0.05$ ). Thus, H1 is accepted, confirming that OJ has a positive and significant effect on EWB.

#### 4.6 Job insecurity has a negative and significant effect on employee well-being

The second hypothesis posited a negative and significant relationship between JI and EWB. Results indicate a standardized coefficient of  $-0.260$ , a CR value of  $-3.625$ , and a significance level of 0.000 ( $p < 0.05$ ). Therefore, H2 is accepted, indicating that JI negatively and significantly affects EWB.

#### 4.7 Employee wellbeing has a positive and significant effect on employee sustainable performance.

The third hypothesis stated that EWB positively and significantly affects E-SuPer. The findings show a standardized coefficient of 0.338, a CR value of 3.577, and a significance level of 0.000 ( $p < 0.05$ ). Thus, H3 is accepted, confirming that EWB and significantly impacts SEP.

#### 4.8 Organizational justice has a positive and significant effect on employee sustainable performance.

The fourth hypothesis proposed a positive and significant effect of OJ on E-SuPer. The results reveal a standardized coefficient of 0.106, a CR value of 2.261, and a significance level of 0.024 ( $p < 0.05$ ). Accordingly, H4 is accepted, supporting the positive and significant effect of OJ on E-SuPer.

#### 4.9 Job insecurity has a negative and significant effect on employee sustainable performance.

The fifth hypothesis suggested a negative and significant effect of JI on E-SuPer. The analysis shows a standardized coefficient of  $-0.209$ , a CR value of  $-2.965$ , and a significance level of 0.003 ( $p < 0.05$ ). Therefore, H5 is accepted, confirming that JI negatively and significantly influences E-SuPer.

#### Organizational justice has a positive and significant effect on employee wellbeing

The first hypothesis states that OJ positively and significantly influences EWB, implying that higher levels of perceived OJ lead to better EWB. OJ refers to employees' perceptions of fairness in the organization's

various practices and activities. Organizational justice, perception of an overall organizational justice, will encourage workers' decisions to have good relationships with the organization and employee satisfaction. Organizational justice has a big influence on the well-being and happiness of employees. Insufficient organizational justice may have a detrimental effect on the well-being and health of employees, resulting in work-related stress, health issues, and absences.

The results of this research support that most studies on OJ mostly intensify on distributive, procedural and interactional justice (32). Based on the previous researches indicated that there were significant and positive effects of organizational justice toward employee well-being, as (33), (34), (35), (36), and (37). Organizational justice also significantly and positively affected performance of the employee as researched by (38), (39), (40), (41), and (42).

#### **Job insecurity has a negative and significant effect on employee wellbeing**

The second hypothesis proposes that JI has a negative and significant impact on EWB, meaning that higher JI is associated with lower EWB. JI is commonly defined as the perceived powerlessness to maintain the desired continuity of employment in a situation where one's job is under threat. Employees experiencing this condition face uncertainty about whether they will keep or lose their job, leaving them "groping in the dark" regarding their future in the organization. This differs from the certainty of dismissal, yet it still generates negative consequences, as employment is often central to social integration, participation, and recognition in contemporary societies (20).

This study supports previous findings, namely the effects of job insecurity toward employee wellbeing by several researchers and found that job insecurity had negative and significant effects toward employee wellbeing, as (21), (22), (23), (24), (25), and (26). Job insecurity also found the negative and significant toward employee performance as researched by (24), (27), (28), (29), (30), and (31).

#### **Employee wellbeing has a positive and significant effect on employee sustainable performance.**

The third hypothesis states that EWB has a positive and significant impact on E-SuPer, indicating that higher well-being leads to better performance. A positive and supportive workplace environment not only raises employee morale but also encourages the pursuit of personal and professional development. Employees with high well-being are more likely to build and sustain strong customer relationships, contributing to a safer and more productive work setting, which in turn enhances business opportunities and job performance. In this context, performance refers to the organizational value derived from employee behavior. Sustainable employee performance (E-SuPer) is defined as a regulatory process in which an individual consistently and effectively achieves specific work goals over time while maintaining a satisfactory level of well-being (11). The previous researches indicated that E-SuPer positively and significantly affected by employee well-being, as result by (12), researches by (13), (14), (15), and (16) also found the same results. The positive and significant effects also found by (17) and (18).

#### **Organizational justice has a positive and significant effect on employee sustainable performance.**

The fourth hypothesis posits that OJ positively and significantly influences E-SuPer, meaning that higher perceived fairness leads to better performance. Fairness is a central concern in daily life, both at home and in the workplace. The relationship between OJ and performance is often explained through equity theory, which suggests that when individuals perceive fairness, they are motivated to maintain or restore it. In the workplace, one way employees restore perceived justice is by adjusting their performance levels. The results of this study align with those of Hyder et al. (2022) and Sumarjo et al. (2024). Research by Jufriksen and Kanditha (2021), Pattnaik and Tripathy (2022), and Niazi and Hassan (2016) also found similar findings, indicating that OJ has a positive and significant influence on E-SuPer.

#### **Job insecurity has a negative and significant effect on employee sustainable performance.**

The fifth hypothesis asserts that JI has a negative and significant impact on E-SuPer, indicating that greater JI leads to lower performance. JI is defined as the perceived inability to maintain desired job continuity in the face of a potential threat to employment. It is considered a work-related stressor, as the anticipation

of possible job loss can generate anxiety comparable to the loss itself. This condition negatively affects employees' attitudes, including job satisfaction and organizational commitment.

This study supports previous findings by Siswanto and Setiawan (2023) reported that JI has a negative and significant impact on employee performance, a result also observed by Abouelenien et al. (2024). Similar conclusions were drawn by Nikolova et al. (2022), Rinanta and Santoso (2021), and Maalouf and Maalouf (2025), all of whom found that job insecurity negatively and significantly affects employee performance.

## CONCLUSION

The results of this study conclude that the phenomenon of injustice and job insecurity among contract employees hinders EWB and, in turn, E-SuPer. This is because the results of hypothesis testing demonstrate that OJ has a positive and significant effect on EWB, while JI has a negative and significant effect. Furthermore, EWB has a positive and significant effect on E-SuPer. This means that EWB mediates the influence of OJ and JI on E-SuPer. OJ and JI also directly influence E-SuPer, with OJ having a positive and significant effect, while JI has a negative and significant effect. This means that the use of temporary employees will lead to the growth of OJ and JI issues, which will threaten the creation of descent work in Indonesia.

Therefore, it is recommended that employers comply with legal provisions to create working conditions that promote employee well-being and descent work to support sustainable organizational performance.

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