

Job Insecurity and Employee Performance Among Outsourced Workers: The Mediating Role of Turnover Intention

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ABSTRACT

This study examines the relationship between job insecurity, turnover intention, and employee performance among outsourced employees in Indonesia. Grounded in stress theory and psychological contract theory, this study proposes a mediation model in which turnover intention mediates the relationship between job insecurity and employee performance. Data were collected using a census approach from outsourced employees in a medium-density fiberboard (MDF) manufacturing company in South Sumatra, Indonesia. A total of 350 valid responses were obtained from 410 employees. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results indicate that job insecurity significantly reduces employee performance and significantly increases turnover intention among outsourced employees. In addition, turnover intention was found to negatively affect employee performance, indicating that employees who develop stronger intentions to leave the organization tend to demonstrate lower work contribution and engagement. Furthermore, turnover intention significantly mediates the relationship between job insecurity and employee performance, suggesting that the negative impact of job insecurity on performance occurs both directly and indirectly through employees' psychological withdrawal from the organization. These findings provide important insight that employment insecurity within outsourcing systems not only directly influences employee performance but also indirectly affects performance through increased turnover intention. The results highlight that outsourced employees who experience uncertainty regarding job continuity are more likely to develop psychological withdrawal from the organization, which subsequently reduces their work engagement and overall performance. This study contributes to the human resource management literature by strengthening the understanding of how job insecurity influences employee behavior and performance through attitudinal mechanisms, particularly in outsourcing contexts.

keywords: job insecurity, turnover intention, employee performance, outsourced employees

JEL Classification Codes : M12, J28, J63

Introduction

In recent years, the increasing prevalence of non-standard employment arrangements, particularly outsourcing, has fundamentally reshaped employment relationships worldwide. Organizations adopt outsourcing practices to enhance flexibility, reduce labor costs, and remain competitive in a globalized economy. However, such arrangements often come at the expense of employment stability, exposing workers to higher levels of job insecurity, defined as the perceived threat of job loss and uncertainty regarding the continuity of employment.

In the Indonesian context, the issue of outsourcing has long been a subject of intense debate. Since the enactment of the Law No. 13 of 2003 on Manpower, labor unions have consistently voiced concerns over the vulnerability of outsourced workers, particularly regarding job security, wages, and employment protection. These concerns have persisted and even intensified following the introduction of the Law No. 6 of 2023 on Job Creation, which further strengthens the legal basis for outsourcing practices. The implementation of this law, supported by Government Regulation No. 35 of 2021, explicitly legitimizes outsourcing arrangements across various sectors. While these regulations aim to improve labor market flexibility and investment climate, they simultaneously contribute to heightened uncertainty among outsourced employees.

From a theoretical perspective, job insecurity has been widely associated with negative employee outcomes. Drawing on stress theory and psychological contract theory, job insecurity is expected to trigger adverse psychological responses, such as anxiety, dissatisfaction, and withdrawal behaviors, which ultimately reduce employee performance. Prior empirical studies generally support this assumption, indicating that job insecurity

negatively affects both individual well-being and work performance. However, emerging evidence suggests that this relationship may not be universally consistent, particularly in contexts characterized by limited job opportunities and high labor supply.

In developing economies such as Indonesia, the dynamics of the labor market introduce a more complex behavioral pattern. Despite experiencing job insecurity, outsourced employees often continue to demonstrate relatively high levels of performance. This phenomenon can be explained by the labor market competition perspective, where employees perceive limited alternative employment opportunities and therefore maintain performance as a strategy for job retention. In such contexts, job insecurity may not directly reduce performance but instead influence employees' cognitive and attitudinal responses, particularly their turnover intention.

Turnover intention represents an employee's conscious and deliberate willingness to leave the organization and is often considered a key proximal predictor of actual turnover behavior. According to attitude-behavior theory, employees who experience insecurity are more likely to develop intentions to quit as a coping mechanism. However, the relationship between turnover intention and performance remains theoretically ambiguous. On one hand, higher turnover intention may reduce motivation and performance due to psychological disengagement. On the other hand, in constrained labor markets, employees may continue to perform well despite intending to leave, reflecting a form of behavioral compliance under uncertainty.

This paradox highlights an important research gap. While extensive studies have examined the direct effects of job insecurity on performance, relatively few have explored the mediating role of turnover intention, particularly in outsourcing contexts within emerging economies. Moreover, the unique institutional and regulatory environment in Indonesia, where outsourcing is legally supported yet socially contested, provides a critical setting to re-examine these relationships.

Therefore, this study aims to investigate the relationship between job insecurity and employee performance among outsourced workers, with a particular focus on the mediating role of turnover intention. Specifically, this study addresses the following research questions: 1) Does job insecurity reduce employee performance among outsourced workers? 2) Does job insecurity increase turnover intention? 3) Does turnover intention mediate the relationship between job insecurity and performance?

By integrating theoretical perspectives with the institutional context of outsourcing in Indonesia, this study offers a more nuanced understanding of employee behavior under conditions of uncertainty. The findings are expected to contribute to the literature by challenging the assumption that job insecurity uniformly reduces performance and by highlighting the role of attitudinal mechanisms in shaping employee outcomes in precarious employment settings.

Literature Review

Theoretical Context

Building on the institutional context of outsourcing in Indonesia, where employment flexibility is legally supported but often accompanied by uncertainty, job insecurity becomes a central construct in explaining employee behavior. Outsourced workers are particularly vulnerable to unstable employment conditions, which intensify perceptions of job insecurity. From a theoretical perspective, stress theory suggests that job insecurity acts as a chronic stressor that depletes psychological resources and leads to reduced motivation and performance (De Witte et al., 2016; Shoss, 2017). At the same time, psychological contract theory posits that perceived insecurity reflects a breach in the reciprocal relationship between employees and organizations, weakening trust and commitment (Rousseau, 1995; Topa et al., 2022).

Recent empirical studies largely support these theoretical arguments. Evidence over the past five to seven years indicates that job insecurity is negatively associated with employee outcomes, including performance and well-being (Sverke et al., 2019; Jiang & Lavaysse, 2018). In addition, job insecurity has been consistently found to increase turnover intention, as employees respond to uncertainty by psychologically distancing themselves from the organization and seeking alternative employment (Wang et al., 2020; Urbanaviciute et al., 2021). This relationship is particularly salient in outsourcing contexts, where employment relationships are inherently less secure and more transactional.

However, the relationship between job insecurity and performance is not always straightforward. Emerging studies suggest that in contexts characterized by high labor supply and limited job opportunities, employees may maintain or even enhance their performance despite experiencing insecurity (Shoss, 2017; Wang et al., 2020). From a stress theory perspective, this reflects adaptive coping behavior, while from a psychological contract perspective, employees may shift toward a transactional orientation, focusing on fulfilling short-term performance expectations despite weakened relational ties.

In this regard, turnover intention plays a critical mediating role in linking job insecurity to employee performance. From an attitude–behavior perspective, turnover intention represents a proximal attitudinal response that translates psychological perceptions into behavioral outcomes. Consistent with psychological contract theory, turnover intention reflects employees’ reassessment of their relationship with the organization, while from a stress perspective, it represents a withdrawal response to prolonged uncertainty. Recent studies provide empirical support for this mechanism, demonstrating that turnover intention mediates the relationship between job insecurity and employee performance (He et al., 2022; Karatepe et al., 2022).

Despite growing interest, important gaps remain. Much of the existing literature focuses on direct relationships and is predominantly conducted in stable employment settings. There is still limited research examining the mediating role of turnover intention in outsourcing contexts, particularly in emerging economies such as Indonesia. Moreover, the integration of stress theory and psychological contract theory to explain indirect effects remains underexplored.

Therefore, consistent with the research questions outlined in the introduction, this study aims to examine the relationship between job insecurity and employee performance, with a particular focus on the mediating role of turnover intention among outsourced workers. By integrating these theoretical perspectives within a specific institutional context, this study seeks to provide a more nuanced understanding of employee behavior under conditions of employment uncertainty.

Theoretical Framework

Understanding employee behavior in outsourcing contexts requires an integrated framework that captures both psychological stress mechanisms and relational employment dynamics. Outsourced employees typically operate under conditions characterized by employment uncertainty, indirect employment relationships, and limited job security. These conditions make them particularly vulnerable to perceptions of job insecurity, which shape their attitudes and behavioral responses at work.

This study is primarily grounded in stress theory, which conceptualizes job insecurity as a chronic work-related stressor that threatens individuals’ sense of stability and control (Shoss, 2017). From this perspective, job insecurity triggers psychological strain that may reduce motivation, engagement, and ultimately employee performance. However, stress theory also acknowledges that individuals may adopt adaptive coping strategies, particularly in constrained environments, where maintaining performance becomes a means of preserving employment under uncertainty.

Complementing this perspective, psychological contract theory provides a relational explanation of employee responses to job insecurity. According to Rousseau (1995), employment relationships are shaped by implicit expectations of reciprocity between employees and organizations. In outsourcing contexts, where employment arrangements are often transactional and less secure, perceived job insecurity may signal a weakening or imbalance in this psychological contract. As a result, employees may respond by adjusting their attitudes—particularly through increased turnover intention, reflecting a cognitive reassessment of their relationship with the organization (Topa et al., 2022).

Within this framework, turnover intention functions as a key attitudinal mechanism that links job insecurity to employee performance. Rather than directly reducing performance, job insecurity may first influence employees’ intention to leave as a psychological withdrawal response. From an attitude–behavior perspective, turnover intention represents a proximal predictor of behavioral outcomes, as employees who intend to leave are more likely to reduce their engagement and performance over time. However, in contexts characterized by high labor competition and limited job opportunities, this relationship may become more complex, as employees may continue to perform well despite intending to leave.

The Indonesian outsourcing context introduces an important nuance to this framework. Despite increasing concerns over job insecurity following regulatory changes, such as the institutionalization of outsourcing practices, many employees remain compelled to maintain their performance due to limited employment alternatives and competitive labor market conditions. This suggests that job insecurity does not necessarily lead to immediate performance decline but operates through attitudinal pathways, particularly turnover intention, which captures employees’ internal response to uncertainty.

Based on these arguments, this study proposes a conceptual framework in which job insecurity influences employee performance both directly and indirectly through turnover intention. This framework emphasizes an indirect mechanism where psychological stress (job insecurity) shapes attitudinal responses (turnover intention), which subsequently influence behavioral outcomes (performance). By integrating stress theory and psychological contract theory, this study provides a more comprehensive explanation of employee behavior in outsourcing contexts, particularly within emerging economies such as Indonesia.

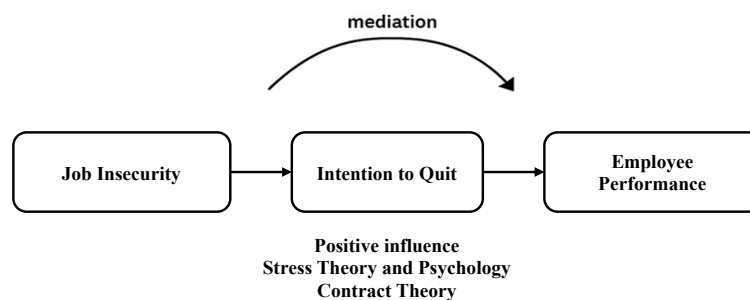


Figure 1. Conceptual Model

Hypotheses Development

Job Insecurity and Employee Performance

Job insecurity refers to employees' perceived uncertainty regarding the continuity and stability of their employment and is widely recognized as a critical workplace stressor, particularly in non-standard employment arrangements such as outsourcing. From the perspective of stress theory, job insecurity represents a chronic psychological demand that depletes employees' cognitive and emotional resources, leading to reduced motivation, diminished concentration, and impaired task performance (Shoss, 2017; Wang et al., 2020; Jiang & Lavaysse, 2018). Employees who continuously experience uncertainty tend to exhibit lower engagement and are less able to sustain optimal performance levels.

From the lens of psychological contract theory, job insecurity reflects a perceived imbalance in the reciprocal relationship between employees and organizations (Rousseau, 1995). When employees perceive that the organization cannot guarantee job continuity, they may interpret this as a breach of implicit expectations, resulting in reduced effort and withdrawal behaviors (Topa et al., 2022; Bal et al., 2020). This weakened exchange relationship reduces employees' willingness to invest discretionary effort, thereby negatively affecting performance outcomes.

Empirical studies consistently support the negative relationship between job insecurity and employee performance. Recent research demonstrates that job insecurity significantly reduces both task and contextual performance (He et al., 2022; Karatepe et al., 2022; De Witte et al., 2021; Lee et al., 2018). In the Indonesian context, several studies on outsourced and contract employees also report similar findings, indicating that job insecurity negatively affects performance either directly or indirectly through psychological and attitudinal mechanisms (Hidayat & Meilani, 2021; Haryono & Wardoyo, 2020; Sari et al., 2022; Prasetyo & Kurniawan, 2021; Nugroho et al., 2023; Wulandari & Putra, 2022). These findings highlight that outsourced employees, who inherently face higher employment uncertainty, are particularly vulnerable to the negative consequences of job insecurity.

However, some studies suggest that in labor markets characterized by high labor supply and limited job opportunities, such as in Indonesia, employees may attempt to maintain performance despite insecurity as a job retention strategy. Nevertheless, this adaptive response does not negate the underlying psychological strain caused by insecurity, and the dominant theoretical and empirical expectation remains that job insecurity exerts a negative effect on employee performance. Based on the above theoretical arguments and empirical evidence, the following hypothesis is proposed.

👉 **H1: Job insecurity has a negative effect on employee performance.**

Job Insecurity and Turnover Intention

Turnover intention refers to an employee's conscious and deliberate willingness to leave the organization and is widely recognized as a key psychological response to unfavorable work conditions. Within outsourcing arrangements, where employment stability is inherently limited, turnover intention becomes a particularly relevant outcome of perceived job insecurity. From the perspective of stress theory, job insecurity functions as a chronic stressor that increases psychological strain, anxiety, and emotional exhaustion, thereby motivating employees to seek alternative employment as a coping mechanism (Wang et al., 2020; Jiang & Lavaysse, 2018; Urbanaviciute et al., 2021). Employees facing persistent uncertainty tend to disengage cognitively and emotionally, which strengthens their intention to quit.

From the standpoint of psychological contract theory, job insecurity signals a weakening of the implicit exchange relationship between employees and organizations (Rousseau, 1995). When employees perceive that the organization cannot provide job stability, they interpret this condition as a failure to fulfill mutual expectations, leading to reduced trust and increased withdrawal cognitions (Topa et al., 2022; Bal et al., 2020). As a result, employees are more likely to reassess their organizational attachment and develop stronger intentions to leave.

Empirical evidence consistently supports the positive relationship between job insecurity and turnover intention. Recent studies demonstrate that job insecurity significantly increases employees' intention to quit across various sectors (De Witte et al., 2021; Lee et al., 2018; He et al., 2022; Karatepe et al., 2022; Wang et al., 2020). In the Indonesian context, particularly among outsourced and contract workers, similar findings have been reported. Studies show that job insecurity is a strong predictor of turnover intention, both directly and indirectly through attitudinal mechanisms such as job satisfaction and organizational commitment (Hidayat & Meilani, 2021; Haryono & Wardoyo, 2020; Prasetyo & Kurniawan, 2021; Sari et al., 2022; Nugroho et al., 2023; Wulandari & Putra, 2022). These findings are especially relevant in outsourcing systems, where limited job protection intensifies employees' sensitivity to employment uncertainty.

Furthermore, in labor markets characterized by high competition and limited employment opportunities, employees may not immediately leave their jobs despite high turnover intention. However, the psychological tendency to search for alternative employment remains strong, reinforcing turnover intention as a critical intermediate outcome linking job insecurity to behavioral consequences. Based on these theoretical arguments and empirical findings, the following hypothesis is proposed.

↳ **H2: Job insecurity has a positive effect on turnover intention.**

Turnover Intention and Employee Performance

Turnover intention is not only a proximal predictor of actual turnover but also a critical determinant of employee behavior within organizations. From an attitude-behavior perspective, turnover intention reflects a form of psychological withdrawal in which employees cognitively disengage from their roles before physically leaving the organization. This disengagement reduces employees' willingness to exert effort, participate in organizational activities, and contribute to long-term goals, ultimately leading to lower performance outcomes (Tett & Meyer, 1993; Hom et al., 2017).

From the perspective of stress theory, turnover intention emerges as a coping response to prolonged psychological strain, such as job insecurity. However, this coping mechanism often manifests in reduced work engagement, lower motivation, and diminished task focus, which negatively affect performance (Wang et al., 2020; Karatepe et al., 2022). Similarly, psychological contract theory suggests that employees who intend to leave are less likely to maintain reciprocal commitment, thereby reducing discretionary effort and overall job performance (Rousseau, 1995; Topa et al., 2022).

Empirical studies consistently support the negative relationship between turnover intention and employee performance. Recent evidence indicates that higher turnover intention is associated with lower productivity, reduced work engagement, and poorer job outcomes (He et al., 2022; De Witte et al., 2021; Lee et al., 2018; Karatepe et al., 2022). In the Indonesian context, particularly among outsourced and contract employees, similar findings have been reported. Studies show that turnover intention significantly reduces employee performance and organizational contribution (Hidayat & Meilani, 2021; Haryono & Wardoyo, 2020; Sari et al., 2022; Prasetyo & Kurniawan, 2021; Nugroho et al., 2023; Wulandari & Putra, 2022). These findings highlight that in precarious employment systems, turnover intention serves as a key mechanism linking psychological conditions to behavioral outcomes.

However, in outsourcing contexts characterized by high labor supply and limited job alternatives, employees may temporarily maintain acceptable performance levels despite having high turnover intention, primarily as a strategy for job retention. Nevertheless, such performance is often unsustainable and may decline over time as psychological withdrawal intensifies. Therefore, the dominant theoretical and empirical expectation remains that turnover intention exerts a negative effect on employee performance.

Based on these arguments, the following hypothesis is proposed.

↳ **H3: Turnover intention has negative effect on employee performance.**

The Mediating Role of Turnover Intention

The relationship between job insecurity and employee performance is often indirect, operating through attitudinal mechanisms, particularly turnover intention. From the perspective of stress theory, job insecurity acts as a chronic psychological stressor that first generates emotional strain, anxiety, and uncertainty. These psychological responses do not always immediately translate into decreased performance but are more likely to manifest initially

as withdrawal cognitions, such as intention to quit (Wang et al., 2020; Jiang & Lavaysse, 2018; Urbanaviciute et al., 2021). Thus, turnover intention represents a key intermediate mechanism through which stress is transformed into behavioral outcomes.

From the lens of psychological contract theory, job insecurity signals a disruption in the perceived reciprocity between employees and the organization (Rousseau, 1995). When employees perceive that job continuity is no longer guaranteed, they tend to reassess their attachment and commitment, leading to increased turnover intention (Topa et al., 2022; Bal et al., 2020). This intention reflects a cognitive detachment from the organization, which gradually reduces discretionary effort and undermines performance.

Empirical evidence increasingly supports the mediating role of turnover intention in linking job insecurity to employee outcomes. Recent studies demonstrate that job insecurity significantly increases turnover intention, which in turn reduces employee performance, engagement, and productivity (De Witte et al., 2021; He et al., 2022; Karatepe et al., 2022; Lee et al., 2018). In the Indonesian context, particularly among outsourced and contract employees, several studies confirm that turnover intention serves as a critical mediating variable between job insecurity and work outcomes (Hidayat & Meilani, 2021; Haryono & Wardoyo, 2020; Sari et al., 2022; Prasetyo & Kurniawan, 2021; Nugroho et al., 2023; Wulandari & Putra, 2022). These findings highlight that the negative impact of job insecurity is often transmitted through employees' psychological withdrawal rather than occurring directly.

In outsourcing contexts, this mediating mechanism becomes particularly salient. Employees often exhibit a dual response, in which they maintain acceptable levels of performance due to economic necessity while simultaneously developing strong intentions to leave. This reflects a combination of behavioral compliance and psychological withdrawal, suggesting that performance may remain stable in the short term but is vulnerable to decline as turnover intention intensifies over time. Therefore, turnover intention plays a crucial role in explaining how job insecurity translates into performance outcomes in precarious employment settings.

Based on these theoretical arguments and empirical findings, the following hypothesis is proposed:

↳ **H4: Turnover intention mediates the negative effect of job insecurity on employee performance.**

Methodology

Data Collection and Process

The research was conducted at a medium-density fiberboard (MDF) manufacturing company located in Palembang, South Sumatra, Indonesia. The population consisted of outsourced employees working in both operational and supporting functions, including drivers, canteen staff, cleaning service personnel, production helpers, machine cleaning workers, and other supporting roles. A census (saturated sampling) technique was applied, whereby all 410 outsourced employees were invited to participate in the study. Of these, 350 completed questionnaires were returned and deemed valid for analysis, resulting in a response rate of approximately 90.2%. Data were collected using a structured questionnaire administered through Google Forms during working hours.

Measurement

Job insecurity was measured using items adapted from Greenhalgh and Rosenblatt (1984), turnover intention from Mobley (1977), and employee performance from Koopmans et al. (2014). All constructs were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). All measurement items were slightly adapted to reflect the outsourcing context while maintaining their original conceptual meaning. Participation in the study was voluntary and anonymous, and all collected data were used solely for academic purposes.

Statistical Technique

Data analysis in this study was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 to examine the relationships between job insecurity, turnover intention, and employee performance among outsourced employees. PLS-SEM was selected because it is suitable for predictive research, mediation analysis, and complex behavioral models without requiring strict distributional assumptions. In addition, this method performs well with moderate sample sizes and is appropriate for analyzing behavioral relationships in organizational settings.

The analysis employed a disjoint two-stage approach. In the first stage, the measurement model (outer model) was evaluated to assess the reliability and validity of the constructs. This evaluation included indicator loadings, composite reliability, average variance extracted (AVE), and discriminant validity using the HTMT criterion. The purpose of this stage was to ensure that all constructs and indicators adequately represented the latent variables

examined in the study. In the second stage, latent variable scores obtained from the first stage were used to estimate the structural model (inner model) and examine the relationships among the constructs.

Subsequently, the structural model was evaluated by examining path coefficients, coefficient of determination (R^2), effect sizes (f^2), and predictive relevance (Q^2). The significance of direct and indirect effects was assessed using a bootstrapping procedure with 5,000 resamples. In particular, the mediating role of turnover intention in the relationship between job insecurity and employee performance was examined through indirect effect analysis. Finally, the explanatory power of the model was evaluated using the R^2 values to determine the extent to which job insecurity and turnover intention explained variations in employee performance and turnover intention among outsourced employees.

Analysis and Results

Demographic Outline

Table 1 presents the demographic characteristics of the respondents. Based on gender, the majority of respondents were male, accounting for 333 individuals (95%), while only 17 respondents (5%) were female. This distribution reflects the workforce composition commonly found in manufacturing industries, where operational and technical positions are predominantly occupied by male employees.

In terms of age, most respondents were concentrated within productive age groups. Specifically, 74 respondents (21.1%) were aged 20–25 years, 79 respondents (22.6%) were aged 26–30 years, and 75 respondents (21.4%) were aged 31–35 years. Meanwhile, 47 respondents (13.4%) were aged 36–40 years, 38 respondents (10.9%) were aged 41–45 years, 23 respondents (6.6%) were aged 45–50 years, and 14 respondents (4.0%) were above 50 years old. Overall, the respondent profile indicates a relatively young and productive workforce dominated by employees within the 20–40 age range.

Regarding work tenure, the findings show a relatively balanced distribution across tenure categories, with a notable concentration among employees with longer service periods. A total of 71 respondents (20%) had worked for less than one year, 73 respondents (21%) had 1–2 years of tenure, and 65 respondents (19%) had worked for 3–5 years. Meanwhile, the largest proportion, consisting of 141 respondents (40%), had more than five years of service. This finding suggests that although outsourcing arrangements are often associated with temporary employment, a substantial proportion of employees have relatively long tenure, indicating a degree of employment continuity within the outsourcing system.

Table 1. Demographic Characteristics

Characteristic of Responden	Number	%
Gender		
Male	333	95%
Female	17	5%
Total	350	100%
Age		
20-25	74	
26-30	79	79%
31-35	75	(Gen-Y)
36-40	47	
41-45	38	
45-50	23	21%
>50	14	(Gen-X)
Total	350	100%
Work Service		
<1 tahun	71	20%
1-2 tahun	73	21%
3-5 tahun	65	19%
>5 tahun	141	40%
Total	350	100%

Regarding work tenure, the results show a relatively balanced distribution across categories, with a notable concentration in longer tenure. A total of 71 respondents (20%) have less than one year of service, 73 respondents (21%) have worked for 1–2 years, and 65 respondents (19%) have 3–5 years of experience. Meanwhile, the largest proportion, 141 respondents (40%), have more than five years of service. This suggests that although outsourcing is often associated with temporary employment, a substantial proportion of employees have relatively long tenure, indicating a degree of employment continuity within outsourcing arrangements.

Overall, the respondent profile is characterized by a predominantly male workforce, a concentration in productive age groups, and a relatively experienced tenure distribution. This profile reflects the typical characteristics of outsourced employees in manufacturing industries.

Measurement Model Evaluation

Lower-Order Constructs

The evaluation of the lower-order constructs (LOCs) began with assessing indicator reliability. Following Hair et al. (2019, 2022), indicator loadings of 0.708 or higher are considered satisfactory, while indicators with loadings between 0.40 and 0.70 may be retained or removed depending on their contribution to construct reliability and convergent validity. Based on the measurement model presented in Figure 1, all indicators demonstrated satisfactory outer loadings. For turnover intention construct, ITQ1 (0.884), ITQ2 (0.908), ITQ3 (0.925), and ITQ4 (0.777) exceeded the recommended threshold and were therefore retained. Likewise, the job insecurity construct showed acceptable indicator loadings, namely J1 (0.819), J2 (0.854), J3 (0.751), J4 (0.699), and J5 (0.751). Although J4 loaded slightly below the recommended threshold of 0.708, it was retained because its removal did not improve the construct's internal consistency or convergent validity. Similarly, all indicators of the performance constructs demonstrated strong loadings. For the first performance dimension, JP1 (0.935), JP2 (0.933), and JP3 (0.935) all exceeded the recommended value. The second performance dimension also showed high indicator reliability, with JP4 (0.927), JP5 (0.945), and JP6 (0.916) demonstrating satisfactory loadings. Therefore, all remaining indicators were retained for further analysis. Figure 1 presents the final measurement model after the assessment of indicator reliability.

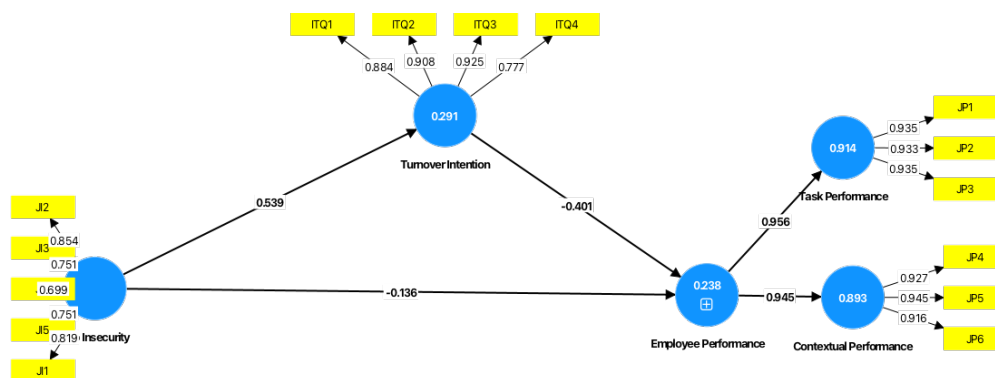


Figure 1. *Measurement Model Evaluation*

Internal consistency reliability was assessed using Cronbach's alpha, reliability ρ_A , and composite reliability (ρ_C), with 0.70 considered the minimum acceptable threshold (Hair et al., 2022). Convergent validity was evaluated using the average variance extracted (AVE), where values above 0.50 indicate adequate convergent validity. As shown in Table 2, all constructs demonstrated satisfactory levels of reliability and convergent validity. Cronbach's alpha values ranged from 0.839 to 0.927, indicating strong internal consistency across the constructs. The ρ_A values, ranging from 0.908 to 0.970, further confirmed the reliability of the measurement model. In addition, composite reliability values ranged between 0.883 and 0.954, exceeding the recommended threshold of 0.70. Regarding convergent validity, all AVE values surpassed the minimum criterion of 0.50, ranging from 0.603 to 0.873. Specifically, Job insecurity achieved an AVE of 0.603, turnover intention 0.767, task performance 0.873, and contextual performance 0.864, indicating that each construct explained a substantial proportion of the variance in its indicators. Overall, these findings confirm that the constructs possess adequate internal consistency reliability and convergent validity.

Table 2. LOCs Reliability and Convergent Validity

	Cronbach's alpha	αA	αC	AVE
Job Insecurity	0,839	0,970	0,883	0,603
Turnover Intention	0,897	0,908	0,929	0,767
Task Performance	0,927	0,927	0,954	0,873
Contextual Performance	0,921	0,923	0,950	0,864

Discriminant validity was evaluated using the Fornell–Larcker criterion (Hair et al., 2019, 2022), which requires the square root of each construct's AVE (diagonal values) to exceed its correlations with other constructs. As presented in Table 3, the square root of the AVE for contextual performance (0.929) was greater than its correlations with turnover intention (−0.377), job insecurity (−0.272), and task performance (0.852). Likewise, turnover intention demonstrated a square root AVE value of 0.876, which exceeded its correlations with contextual performance (−0.377), job insecurity (0.539), and task performance (−0.443). For job insecurity, the square root of the AVE (0.777) was also higher than its correlations with contextual performance (−0.272), turnover intention (0.539), and task performance (−0.323). Similarly, task performance showed a square root AVE value of 0.934, surpassing its correlations with contextual performance (0.852), turnover intention (−0.443), and job insecurity (−0.323). Overall, these findings confirm that each construct is empirically distinct from the others, thereby demonstrating satisfactory discriminant validity across the measurement model.

Table 3. LOCs' Fornell-Larcker Criterion

	1	2	3	4
1 Contextual Performance	0,929			
2 Turnover Intention	-0,377	0,876		
3 Job Insecurity	-0,272	0,539	0,777	
4 Task Performance	0,852	-0,443	-0,323	0,934

Higher-Order Constructs

In the second stage, reliability and convergent validity were assessed for the higher-order construct of employee performance. As presented in Table 4, the construct demonstrated excellent internal consistency reliability, with a Cronbach's alpha value of 0.920, exceeding the recommended threshold of 0.70 (Hair et al., 2022). The reliability was further supported by the αA value of 0.938 and the composite reliability (αC) value of 0.961, both indicating a high level of construct reliability. Convergent validity was evaluated using AVE, and the employee performance construct achieved an AVE value of 0.925, which is substantially above the recommended minimum value of 0.50. This indicates that the higher-order construct explains a large proportion of the variance of its underlying dimensions. This confirms that the employee performance construct demonstrates satisfactory reliability and convergent validity and is therefore suitable for inclusion in the structural model.

Table 4. HOCs Reliability and Convergent Validity

	Cronbach's alpha	αA	αC	AVE
Employee Performance	0,920	0,938	0,961	0,925

The Fornell–Larcker criterion was further used to assess discriminant validity by comparing the square root of the AVE for each construct with its correlations with other constructs (Hair et al., 2019, 2022). As shown in Table 5, all constructs satisfied the recommended criterion, indicating adequate discriminant validity within the higher-order measurement model. employee performance demonstrated a square root AVE value of 0.962, which exceeded its correlations with turnover intention (−0.429) and job insecurity (−0.312). Similarly, turnover intention showed a square root AVE value of 1.000, which was higher than its correlations with employee performance (−0.429) and job insecurity (0.539). Job insecurity also achieved a square root AVE value of 1.000, surpassing its

correlations with employee performance (-0.312) and turnover intention (0.539). These findings confirm that each higher-order construct is empirically distinct from the others, thereby supporting satisfactory discriminant validity within the measurement model.

Table 5. HOCs' Fornell-Larcker Criterion

	1	2	3
1 Employee Performance	0,962		
2 Turnover Intention	-0,429	1,000	
3 Job Insecurity	-0,312	0,539	1,000

Structural Model Evaluation

Before evaluating the structural model, collinearity among the latent variables was assessed using the Variance Inflation Factor (VIF). As shown in Table 6 all VIF values ranged from 1.000 to 3.643, remaining below the recommended threshold of 5 (Hair et al., 2019, 2022). These findings suggest that multicollinearity is not a concern in the model.

Table 6. Collinearity

	VIF
Job Insecurity	1,000
Turnover Intention	1,000
Task Performance	3,643
Contextual Performance	3,643

The structural model was evaluated by examining the direction, magnitude, and statistical significance of the hypothesized relationships. As presented in Table 7, all proposed relationships were statistically significant at the 0.050 level and therefore supported. Job insecurity shows a negative significant effect on employee performance ($\beta = -0.113, t = 1.739, p = 0.041$), suggesting that increased feelings of job insecurity tend to reduce employee performance. In addition, job insecurity demonstrates a positive and significant effect on turnover intention ($\beta = 0.539, t = 11.277, p = 0.000$), indicating that employees who perceive higher job insecurity are more likely to develop intentions to leave the organization. Furthermore, turnover intention shows a negative and significant effect on employee performance ($\beta = -0.368, t = 5.143, p = 0.000$), indicating that higher turnover intention is associated with lower employee performance. Overall, these findings support the acceptance of all proposed hypotheses in the structural model.

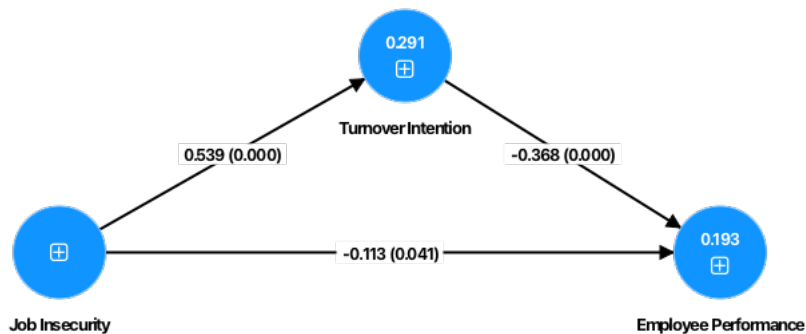


Figure 2. Path Coefficient

Table 7. Hypothesis Testing Results

	β	t-value	p-values	Decision (sig. <0.05)
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Among Outsourced Workers:
The Mediating Role of Turnover Intention**

H1: Job Insecurity -> Employee Performance	-0,113	1,739	0,041	Accepted
H2: Job Insecurity -> Turnover Intention	0,539	11,277	0,000	Accepted
H3: Turnover Intention -> Employee Performance	-0,368	5,143	0,000	Accepted

The mediating effect of turnover intention on the relationship between job insecurity and employee performance was also examined. As presented in Table 8, the indirect effect was found to be negative and statistically significant ($\beta = -0.198$, $t = 4.918$, $p = 0.000$). This indicates that higher levels of job insecurity indirectly reduce employee performance through increased turnover intention. In other words, employees who experience greater job insecurity are more likely to develop intentions to leave the organization, which in turn negatively affects their performance. Therefore, the mediation hypothesis was supported and accepted.

Table 8. Hypothesis Testing Results

	β	<i>t</i> -value	<i>p</i> -values	Decision (sig. <0.05)
H4: Job Insecurity -> Turnover Intention -> Employee Performance	-0,198	4,918	0,000	Accepted

Model Explanatory Power

Table 9 shows that employee performance has a coefficient of determination (R^2) of 0.193, indicating that job insecurity and turnover intention together explain 19.3% of the variance in employee performance. Meanwhile, turnover intention demonstrates an R^2 value of 0.291, suggesting that job insecurity explains 29.1% of the variance in employees' turnover intention. Although these values are moderate, they indicate that the model possesses meaningful explanatory power in explaining employee attitudes and performance outcomes.

Table 9. Coefficient of Determination

Constructs	R^2
Employee Performance	0,193
Turnover Intention	0,291

Furthermore, the effect size (f^2) analysis revealed varying levels of contribution among the predictor constructs. The relationship between job insecurity and turnover intention produced an f^2 value of 0.410, indicating a large effect size according to Cohen's (1988) benchmarks (0.02 = small, 0.15 = medium, 0.35 = large). This suggests that Job Insecurity substantially contributes to explaining employees' turnover intention. In contrast, turnover intention showed a small effect on employee performance ($f^2 = 0.119$), while the effect of job insecurity on employee performance was relatively weak ($f^2 = 0.011$).

Table 10. Effect Size

Constructs	f^2
Turnover Intention -> Employee Performance	0,119
Job Insecurity -> Employee Performance	0,011
Job Insecurity -> Turnover Intention	0,410

Overall, these findings indicate that job insecurity plays an important role in increasing outsourced employees' intention to quit, which subsequently contributes to lower employee performance.

Discussion

The findings of this study indicate that job insecurity has a negative and significant effect on employee performance. This result suggests that outsourced employees who experience higher levels of uncertainty regarding the continuity and stability of their employment tend to demonstrate lower levels of work performance.

Employees who continuously face concerns related to contract continuation, job retention, and future employment prospects are less likely to maintain optimal concentration, motivation, and effectiveness in carrying out their responsibilities. In outsourcing arrangements, where employment relationships are often characterized by limited stability and weaker employment protection, perceptions of insecurity become more salient and may directly influence employees' behavioral and psychological responses at work.

The findings support stress theory, which explains that job insecurity acts as a chronic psychological stressor that consumes employees' emotional and cognitive resources (Shoss, 2017; Wang et al., 2020; Jiang & Lavaysse, 2018). Employees who constantly worry about the possibility of job loss or contract termination are more likely to experience psychological strain, anxiety, and emotional exhaustion, which may reduce their ability to focus and perform effectively. In addition, the findings are also consistent with psychological contract theory (Rousseau, 1995), which posits that employees expect reciprocal obligations from organizations, including fairness, stability, and employment continuity. When organizations fail to provide a sense of job security, employees may perceive this condition as a breach of psychological contract, resulting in lower organizational attachment and reduced willingness to exert discretionary effort (Topa et al., 2022; Bal et al., 2020). Consequently, employees may become less motivated to contribute optimally, leading to lower performance outcomes.

Empirically, the findings are consistent with previous studies showing that job insecurity negatively affects employee performance (De Witte et al., 2021; He et al., 2022; Karatepe et al., 2022; Lee et al., 2018). The results also support prior Indonesian studies conducted among outsourced and contract employees, which found that insecure working conditions reduce employee effectiveness and organizational contribution (Hidayat & Meilani, 2021; Haryono & Wardoyo, 2020; Sari et al., 2022; Prasetyo & Kurniawan, 2021; Nugroho et al., 2023; Wulandari & Putra, 2022). However, the relatively small path coefficient obtained in this study indicates that outsourced employees may still attempt to maintain acceptable performance despite experiencing insecurity, particularly because good performance may be perceived as a strategy for retaining employment in highly competitive labor markets such as Indonesia. Nevertheless, although employees may continue fulfilling their formal responsibilities in the short term, prolonged feelings of insecurity may gradually weaken their motivation, engagement, and long-term performance sustainability.

The findings of this study further demonstrate that job insecurity has a positive and significant effect on turnover intention. This indicates that outsourced employees who perceive higher levels of uncertainty regarding the continuity and stability of their employment are more likely to develop intentions to leave the organization. Among all relationships examined in this study, the effect of job insecurity on turnover intention showed the strongest path coefficient, suggesting that employment insecurity is a dominant factor influencing employees' withdrawal cognitions in outsourcing arrangements. In employment systems characterized by temporary contracts and limited job protection, employees tend to become more sensitive to uncertainty related to contract renewal, career continuity, and future employment prospects, which subsequently increases their intention to seek alternative employment opportunities.

The findings strongly support stress theory, which explains that prolonged job insecurity creates psychological strain, emotional exhaustion, anxiety, and uncertainty that encourage employees to consider leaving the organization as a coping mechanism (Wang et al., 2020; Jiang & Lavaysse, 2018; Urbanaviciute et al., 2021). Employees who continuously experience concerns regarding job continuity may gradually become psychologically detached from the organization and begin evaluating other employment opportunities that are perceived to provide greater stability and security. In addition, the findings are also consistent with psychological contract theory (Rousseau, 1995), which argues that employees expect reciprocal commitment and employment stability from organizations. When organizations fail to fulfill these expectations, employees may perceive a violation of psychological contract, leading to reduced trust, weaker organizational attachment, and stronger withdrawal intentions (Topa et al., 2022; Bal et al., 2020). In outsourcing contexts, where employees inherently possess lower employment certainty and weaker organizational ties, perceptions of insecurity may intensify employees' intentions to resign and search for more stable jobs.

Empirically, the findings are consistent with previous studies showing that job insecurity significantly increases turnover intention (De Witte et al., 2021; Lee et al., 2018; He et al., 2022; Karatepe et al., 2022; Wang et al., 2020). Similar findings have also been reported in Indonesian studies involving outsourced and contract employees, which identified job insecurity as one of the strongest predictors of employees' intention to quit (Hidayat & Meilani, 2021; Haryono & Wardoyo, 2020; Prasetyo & Kurniawan, 2021; Sari et al., 2022; Nugroho et al., 2023; Wulandari & Putra, 2022). The strong effect identified in this study highlights that outsourced employees do not merely evaluate their current working conditions, but also consider long-term employment stability when deciding whether to remain in the organization. Although employees may not immediately resign due to financial necessity or limited alternative employment opportunities, persistent feelings of insecurity may gradually intensify psychological withdrawal and strengthen turnover intention over time.

The findings of this study also reveal that turnover intention has a negative and significant effect on employee performance. This indicates that employees who possess stronger intentions to leave the organization tend to demonstrate lower levels of work performance. Employees who psychologically disengage from the organization are generally less motivated to maintain high levels of involvement, commitment, and responsibility toward their work. In outsourcing environments, where employment relationships are often temporary and organizational attachment tends to be weaker, employees who intend to resign may gradually reduce their focus and contribution to organizational goals, which ultimately affects their performance outcomes.

The findings support the attitude–behavior perspective proposed by Tett and Meyer (1993), which explains that turnover intention represents a form of psychological withdrawal that emerges before actual turnover behavior occurs. Employees who intend to leave the organization may gradually reduce their emotional attachment, participation, and willingness to contribute additional effort in the workplace. As a consequence, employees become less likely to maintain high-quality performance standards, cooperate actively with colleagues, or engage in discretionary behaviors that support organizational effectiveness. The findings also align with stress theory, which suggests that turnover intention often emerges as a response to prolonged psychological strain and unfavorable working conditions (Wang et al., 2020; Karatepe et al., 2022). Employees experiencing dissatisfaction and stress may psychologically distance themselves from the organization, resulting in lower work engagement and reduced task focus. Similarly, psychological contract theory argues that employees who intend to leave are less likely to maintain reciprocal commitment because they no longer perceive a long-term mutual relationship with the organization (Rousseau, 1995; Topa et al., 2022).

Empirically, the findings are consistent with previous studies reporting that turnover intention negatively affects employee performance, productivity, and work engagement (He et al., 2022; De Witte et al., 2021; Lee et al., 2018; Karatepe et al., 2022). Similar findings have also been identified in Indonesian studies involving outsourced and contract employees, where employees with higher turnover intention tend to demonstrate lower organizational contribution and reduced performance sustainability (Hidayat & Meilani, 2021; Haryono & Wardoyo, 2020; Sari et al., 2022; Prasetyo & Kurniawan, 2021; Nugroho et al., 2023; Wulandari & Putra, 2022). In outsourcing systems, this relationship becomes particularly important because employees often occupy precarious employment positions with limited career development opportunities and weaker organizational attachment. Although employees may continue fulfilling minimum formal responsibilities, high turnover intention may reduce extra-role behaviors such as initiative, cooperation, and organizational participation. Therefore, turnover intention not only reflects employees' desire to resign but also represents psychological disengagement that can weaken organizational effectiveness even before actual turnover occurs.

The indirect effect shows that that turnover intention significantly mediates the relationship between job insecurity and employee performance. This result suggests that job insecurity indirectly reduces employee performance through increased turnover intention. In other words, employees who perceive higher levels of employment insecurity are more likely to develop intentions to leave the organization, and these withdrawal cognitions subsequently contribute to lower performance outcomes. The findings imply that the negative impact of job insecurity on performance does not occur solely through direct psychological strain, but also through employees' cognitive and attitudinal withdrawal from the organization. In outsourcing contexts, where employment continuity is often uncertain, employees may gradually lose their sense of attachment and commitment, which eventually weakens their motivation and work effectiveness.

The findings support stress theory, which explains that job insecurity initially generates psychological strain, anxiety, and emotional exhaustion before influencing behavioral outcomes (Wang et al., 2020; Jiang & Lavaysse, 2018; Urbanaviciute et al., 2021). Rather than immediately reducing employee performance, feelings of insecurity may first trigger psychological withdrawal responses, particularly turnover intention. Over time, employees who intend to leave the organization become less psychologically engaged with their work, resulting in lower motivation, weaker organizational involvement, and reduced work performance. The findings also reinforce psychological contract theory (Rousseau, 1995), which suggests that job insecurity reflects a disruption in the reciprocal relationship between employees and organizations. When organizations fail to provide a sense of employment continuity and stability, employees may perceive a breach of psychological contract, leading to reduced trust, weaker organizational attachment, and stronger intentions to resign (Topa et al., 2022; Bal et al., 2020). As turnover intention intensifies, employees become less willing to exert discretionary effort because they no longer perceive a long-term reciprocal relationship with the organization.

Empirically, the findings are consistent with previous studies showing that turnover intention mediates the relationship between job insecurity and employee outcomes, including performance, productivity, and work engagement (De Witte et al., 2021; He et al., 2022; Karatepe et al., 2022; Lee et al., 2018). Similar findings have also been identified in Indonesian studies involving outsourced employees, which found that turnover intention serves

as an important psychological mechanism linking insecure working conditions with negative work outcomes (Hidayat & Meilani, 2021; Haryono & Wardoyo, 2020; Sari et al., 2022; Prasetyo & Kurniawan, 2021; Nugroho et al., 2023; Wulandari & Putra, 2022). The mediation finding is particularly relevant in outsourcing systems because outsourced employees often experience dual psychological responses. On one hand, employees may continue maintaining acceptable performance due to economic necessity and limited alternative employment opportunities. On the other hand, persistent feelings of insecurity may simultaneously intensify turnover intention and psychological disengagement from the organization. Over time, this condition may weaken employees' long-term motivation, organizational commitment, and sustainability of performance.

This study provides important theoretical contributions to the literature on job insecurity, turnover intention, and employee performance, particularly in outsourcing contexts. The findings strengthen the applicability of stress theory in explaining how job insecurity functions as a chronic psychological stressor that influences both employee attitudes and behavioral outcomes. The study demonstrates that job insecurity not only directly reduces employee performance but also indirectly affects performance through turnover intention. These findings confirm that psychological strain resulting from uncertainty regarding employment continuity can trigger withdrawal cognitions, reduce work engagement, and ultimately weaken employee performance. In addition, the findings support psychological contract theory by showing that employees who perceive limited employment stability and weak organizational commitment tend to develop lower organizational attachment, stronger turnover intention, and reduced willingness to contribute optimally to the organization.

Practically, the findings imply that organizations relying on outsourced employees should pay greater attention to employees' perceptions of employment security and organizational support. Although outsourcing systems are often implemented to increase organizational flexibility and efficiency, persistent feelings of insecurity may intensify turnover intention and reduce performance sustainability. Organizations should therefore minimize employees' uncertainty through clearer communication regarding contract continuation, transparent employment policies, fair treatment, and stronger supervisory support. Furthermore, creating a more inclusive work environment and strengthening employees' sense of belonging may help reduce psychological withdrawal and maintain employee motivation and performance. These efforts are particularly important in labor-intensive industries where outsourced employees play a significant operational role in maintaining organizational productivity and stability.

Despite its contributions, this study has several limitations. First, the study employed a cross-sectional design, which limits the ability to establish causal relationships among the variables because the data were collected at a single point in time. Second, the study focused only on outsourced employees within a medium-density fiberboard (MDF) manufacturing company in South Sumatra, which may limit the generalizability of the findings to other industries and organizational contexts. Third, all variables were measured using self-reported questionnaires, which may increase the possibility of common method bias and subjective response tendencies. Therefore, future research is encouraged to employ longitudinal approaches, include broader industrial settings, and incorporate additional variables such as organizational or team climate, leadership, or organizational support to obtain a more comprehensive understanding of employee behavior in outsourcing contexts.

Conclusion

This study concludes that job insecurity plays an important role in influencing outsourced employees' attitudes and performance outcomes. The findings demonstrate that higher levels of job insecurity reduce employee performance and simultaneously increase turnover intention among outsourced employees. In addition, turnover intention was found to negatively affect employee performance, indicating that employees who psychologically withdraw from the organization are less likely to maintain optimal work contribution. The study also confirms the mediating role of turnover intention in the relationship between job insecurity and employee performance, suggesting that the negative impact of job insecurity on performance occurs both directly and indirectly through employees' intentions to leave the organization. Overall, the findings highlight that employment insecurity within outsourcing systems may weaken organizational effectiveness by increasing psychological withdrawal and reducing employees' long-term motivation and performance sustainability.

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