

How does job insecurity among employees affect employee well-being in the era of the Fourth Industri

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How does job insecurity among employees affect employee well-being in the era of the Fourth Industrial Revolution?

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ABSTRACT: During the Fourth Industrial Revolution era, organizations are required to adapt rapidly to constant changes. The Fourth Industrial Revolution also necessitates companies to prioritize Human Resources (HR) management and the development of HR skills, as human resources are a pivotal determinant of success within a company or organization. To enhance employee performance, the most fundamental aspect influencing employees is their well-being. Various factors impact employee well-being, including job insecurity. This study aims to understand the influence of job insecurity on employee well-being. The measurement tools employed in this study encompass the Employee Well-Being Scale (EWBS) and the Job Insecurity Scale. The study involves 125 employees aged between 20 and 56, situated across diverse regions in Indonesia. The research findings reveal that job insecurity significantly and negatively affects employee well-being, with a calculated t -value of 2.509 > t -table value of 1.979 and a significance level of 0.013 ($p < 0.05$). The coefficient of determination, amounting to 0.049, indicates that job insecurity influences employee well-being by 4.9%, while the remaining portion is influenced by unexamined variables in this study.

Keywords: Employee Well-being, Job Insecurity, Employees, Fourth Industrial Revolution

1 INTRODUCTION

The current digital transformation is taking place at a rapid pace and has an impact on almost every aspect of life. Digital transformation is a consequence of the disruptive era, better known as the Fourth Industrial Revolution, which has led to changes in business models and has transformed existing business ecosystems into new, more innovative, complex, and dynamic ecosystems (Berman 2012). In the face of challenges and competition due to global developments and acceleration, organizations need to achieve high employee performance to remain competitive. To enhance employee performance, the most fundamental and influential aspect is their well-being. Employee well-being is of paramount importance as it represents a state where employees feel positive, are able to reach or approach an optimal point in terms of physical, mental, emotional, and social aspects. This has positive implications for themselves, their families, communities, organizations, and society at large, resulting in optimal performance within the company (Pruyne 2011). Zheng, *et al.* (2015) emphasize that employee well-being is not solely tied to employees' perceptions and feelings about their work and life satisfaction, but also closely connected to psychological experiences and satisfaction levels in both their work and personal lives.

Workplace well-being is a crucial topic that significantly shapes an individual's behavior and the overall environment within a workplace. Harter *et al.* (2002); Robertson and Cooper (2010) have discovered a significant correlation between levels of well-being and work-related outcomes such as satisfaction, productivity, employee turnover, and absenteeism

rates. Haryanto and Suyasa (2007) have asserted a positive relationship between well-being and employee performance. This condition demonstrates that well-being levels can have an impact on a company's overall profitability. According to Rasulzada (2007), higher levels of employee well-being are accompanied by increased productivity and corporate profits. Well-being signifies the state of achieving happiness without psychological disturbances, characterized by an individual's ability to optimize their psychological functions. Snyder and Lopez (2002) state that well-being is a function of an individual's psychological state. Meanwhile, Robertson, Ivan and Cooper (2011) define workplace well-being as the level of psychological feelings and goals perceived by an individual in the workplace.

It has been established that employee well-being is essential for the individual interests of employees, as it involves maintaining both physical and psychological health. Failure to achieve employee well-being within the workplace can have adverse effects on overall employee performance and productivity (Kowalski and Loretto 2017). Furthermore, the lack of employee well-being makes employees more susceptible to absenteeism and consistently reduces their contributions to the organization (Price and Hooijberg 1992).

The level of well-being experienced by an employee is influenced by the process of evaluating their life experiences during their tenure as an employee. The actual working conditions, whether pleasant or not, are perceived as a psychological experience within an employee. Nuzulia (as cited in Rizky and Sadida 2019) states that an individual's interpretation of their position within the work environment can impact an individual's psychological well-being. Positive interpretations of experiences can lead to satisfaction within employees, serving as the foundation for optimizing well-being. One of the evaluations employees undergo is their level of job insecurity in their current job.

6 Job insecurity is a psychological state where an employee feels threatened or concerned about the future continuity of their job. Technology is a double-edged sword; while it can simplify human work, it also significantly impacts economic development. Asriandi and Putri (2020) mention that in the next five years, around 35% of job types are projected to be lost due to the Fourth Industrial Revolution, and this number may rise to 75% in the next 10 years. This is because human-performed tasks are gradually being replaced by artificial intelligence and technology. This transformation results in faster and more efficient production processes, reducing the need for human involvement. This presents a unique challenge that the workforce must confront in adapting to new job types that were never previously considered (Shahroom and Hussin 2018).

6 Sverke *et al.* (2000) define job insecurity as the emergence of fear or worry related to subjective perceptions concerning the possibility of losing one's job in the future. Research by de Witte *et al.* (2016) demonstrates that one of the impacts of job insecurity is a decline in employee well-being in the workplace. This finding is in line with a study conducted by Suciati, dkk, (2015), which indicates that job insecurity leads to increased stress and decreased employee well-being. Juniper (2010) within Rizky and Sadida (2019) states that stress is one dimension of employee well-being.

Furthermore, according to Farida (2003) as cited in (Rahmadhanty and Wibowo 2022), job insecurity is a psychological condition characterized by confusion stemming from environmental changes. Other studies also suggest that individuals experiencing job insecurity will suffer negative consequences (Murni *et al.* 2018). Individuals with high levels of job insecurity are presumed to have poor employee well-being and job performance. On the other hand, individuals with low job insecurity tend to be more productive and have higher job satisfaction (Schumacher *et al.* 2021).

In general, job insecurity refers to psychological insecurity in the workplace. According to Salmon and Heery (2000) as cited in Mawei (2016), employees in both developed and developing countries experience increasing insecurity due to the instability of their employment status and unpredictable income levels. Bryson and Harvey (2000) as cited in Setiawan and Hadianto (2008) differentiate job insecurity into two categories: subjective and objective. Objective job insecurity is typically associated with clear indicators such as job tenure.

On the other hand, subjective job insecurity is relatively challenging to directly observe since its indicators involve threats of job loss and the consequences of such loss, as perceived by the employees in question.

Previous research has also revealed that job insecurity affects employee well-being. Nopiando (2012) found strong evidence that job insecurity significantly influences the employee well-being of contract workers. Similarly, Maulidina and Nurtjahjanti (2016) discovered a negative relationship between job insecurity and employee well-being. Furthermore, Rahmadhanty and Wibowo (2022) explained that job insecurity has a significant impact on the employee well-being of contract workers during the pandemic. Another study conducted by Lisa *et al.* (2020) also demonstrated that high job insecurity results in low employee well-being, and conversely, low job insecurity increases employee well-being among contract workers. However, a study by De Cuyper *et al.* (2010) among European workers found that job insecurity does not consistently predict low employee well-being, which has spurred further research interest.

According to Van Vuuren (in De Witte 2005), job insecurity can diminish employee well-being in the workplace. Besides negatively impacting job performance, De Witte and Näswall(2003) suggest that job insecurity also leads to dissatisfaction with life and a lack of joy. Job insecurity fosters negative thinking among employees.

The aim of this research is to investigate the impact of job insecurity on employee well-being and to determine the effective contribution of the job insecurity variable to the employee well-being variable.

2 RESEARCH METHODOLOGY

2.1 Research subjects

The participants of this study were millennial employees aged between 20–56 years, totaling 125 individuals, who had worked for a minimum of 1 year in formal sectors, distributed across various regions in Indonesia. Informed consent was obtained from all participants before the commencement of the study.

Data Collection Method The variable “Job insecurity” was selected as the independent variable, and the variable “Employee well-being” was chosen as the dependent variable. Data collection was conducted using a survey method, specifically employing the Likert scale model. The scales used were the Employee Well-Being Scale and the Job Insecurity Scale. This was done to explore the relationship between job insecurity and employee well-being.

The Employee Well-Being Scale utilized was developed by Zheng, *et al.* (2015), then adapted by Rahmi *et al.* (2021), consisting of 18 favorable items with four response alternatives ranging from “Strongly Agree” to “Strongly Disagree.” The internal consistency test yielded a reliability coefficient of 0.942, and item correlation coefficients ranged from 0.54 to 0.82.

The Job Insecurity Scale employed was developed by the researcher based on aspects from Rowntree’s theory (2005), containing 15 favorable items with four response alternatives ranging from “Strongly Agree” to “Strongly Disagree.” After conducting a pilot test with 80 employees, the Job Insecurity Scale displayed a reliability coefficient of 0.932, with item correlation coefficients ranging from 0.579 to 0.739.

2.2 Data analysis

Technique The data analysis employed in this study includes classic assumption tests and hypothesis testing. The classic assumption tests comprise tests for normality, multicollinearity, and linearity. The hypothesis testing in this research employed the Multiple Linear Regression test using SPSS Version 21.0.

3 RESULTS

The objective of this study was to examine whether job insecurity has an influence on employee well-being. Based on the scale distributed through Google Form, the characteristics of the research subjects can be observed, including gender, age range, and tenure, as shown in Table 1 below:

Table 1. Distribution of research respondents.

Characteristics	Number	%	Total
Gender			
Male	52	42	125
Female	73	58	
Age			
20–30 years	86	69	125
31–40 years	30	24	
>40 years	0	0	
Tenure			
1–5 years	92	74	125
6–10 years	18	14	
>10 years	15	12	

The data obtained from the employee wellbeing and job insecurity scales are used as the basis for testing the hypothesis. A description of employee wellbeing and job insecurity data can be seen in Table 2 below:

Table 2. Description of employee wellbeing scale and job insecurity scale data (N = 125).

Variabel	Hipotetic Score				Empiric Score			
	Min	Maks	Mean	SD	Min	Maks	Mean	SD
<i>Employee wellbeing</i>	18	72	45	15	36	90	66,1	12,3
<i>Job Insecurity</i>	15	60	37,5	12,5	15	75	40,2	16,3

The categorization results of employee wellbeing show that there are no subjects with low scores or in the low category (0%), 37 subjects are categorized as moderate (29.6%), and 88 subjects are categorized as high (70.4%). Based on these results, it can be concluded that the majority of subjects have a high level of employee wellbeing. The categorization results of job insecurity show that there are 27 subjects with low scores or in the low category (21.6%), 63 subjects are categorized as moderate (50.4%), and 35 subjects are categorized as high (28.0%). From these results, it can be concluded that the majority of subjects have a moderate level of job insecurity.

The research data were analyzed using Simple Linear Regression. Before conducting hypothesis testing, classical assumption tests were performed, including tests for normality, multicollinearity, and linearity. The normality test is used to determine whether each variable has a normal distribution. The Kolmogorov-Smirnov (KS-Z) test is used for this purpose. The guideline used to determine normality is that if $p > 0.05$, then the data distribution follows a normal distribution, and if $p < 0.05$, then the data distribution does not follow a normal distribution. For the employee wellbeing and job insecurity scales, the obtained KS-Z value is 0.745 with a significance of 0.635 ($p > 0.05$). Thus, both variables have a normal distribution.

18 The results of the multicollinearity test show that there is no multicollinearity among predictor variables in the study. This conclusion is obtained by looking at the tolerance value of $1.000 \geq 0.10$ and the VIF value of $1.000 \leq 10$. Thus, there is no multicollinearity issue in the variables used. The linearity test results in an Fbeda value of 6.276 with a sig. = 0.014 ($p < 0.05$), indicating that the relationship between job insecurity and employee wellbeing is linear.

21 The hypothesis testing results regarding the influence of job insecurity on employee wellbeing in employees yielded an F value of 6.296 with a p-value of 0.013 ($p < 0.05$), thus the research hypothesis is accepted, indicating that there is an influence of job insecurity on employee wellbeing. The R Square value is 0.049, indicating that the contribution of the job insecurity variable to employee wellbeing in employees is 4.9%.

1 The researcher conducted additional analysis regarding demographic data in this study. Based on the analysis of variance (ANOVA), there is a difference but not significant in employee wellbeing when viewed based on gender, age, and length of employment. For gender, there are two groups: females and males. The mean for the female group is 65.40, while the mean for the male group is 67.00. The one-way ANOVA analysis result shows an F value of 0.542 with a significance of 0.463 ($p > 0.05$). This means that there is no significant difference in employee wellbeing based on gender. For age, there are four groups: 20 – 30 years, 31 – 40 years, and > 40 years. The mean for the 20 – 30 years group is 65.20, the mean for the 31 – 40 years group is 66.30, and the mean for the > 40 years group is 73.56. The one-way ANOVA analysis result shows an F value of 2.027 with a significance of 0.136 ($p > 0.05$). This means that there is no significant difference in employee wellbeing based on age. For length of employment, there are three groups: 1 – 5 years, 6 – 10 years, and > 10 years. The mean for the 1 – 5 years group is 64.60, the mean for the 6 – 10 years group is 69.50, and the mean for the > 10 years group is 70.93. The one-way ANOVA analysis result shows an F value of 2.748 with a significance of 0.068 ($p > 0.05$). This means that there is no significant difference in employee wellbeing based on length of employment.

4 DISCUSSION

11 The results of this study are consistent with previous research conducted by Maulidina and Nurtjahjanti (2016), which stated that there is a significant negative relationship between job insecurity and employee well-being. Another study by Lisa *et al.* (2020) also found that there is a relationship between job insecurity and employee well-being in a negative correlation, indicating that higher levels of job insecurity are associated with lower levels of employee well-being, and vice versa.

7
14 Based on the regression analysis results, it can be concluded that job insecurity significantly contributes to employee well-being. This indicates a significant negative influence of job insecurity on employee well-being among the employees in this study. The effective contribution provided by the job insecurity variable is 4.9% to employee well-being. The remaining 95.1% is influenced by other factors that were not measured in this study, such as perceived organizational support (POS) (Wattoo *et al.* 2018), job crafting (Hakanen *et al.* 2017), leadership behavior (Inceoglu *et al.* 2018), work engagement (Shimazu *et al.* 2015), transformational leadership (Verbraak 2015), work-family demands (Achour *et al.* 2011), and ethical leadership (Cheng *et al.* 2022).

The negative relationship between job insecurity and perceived employee well-being in this study highlights that the feelings of worry or threat experienced by employees have an impact on their future job security, even for those who hold permanent positions. The stronger the feelings of worry, the more it tends to diminish the employee well-being of the individual (Sverke *et al.* 2000). Stiglbauer and Batinic (2015) state that job insecurity has a negative impact on employee happiness. These feelings of worry imply that employees are less likely to experience positive emotions, which relates to one of the indicators of employee

well-being, namely life well-being. Individuals with higher levels of employee well-being tend to experience happiness in their lives (Zheng 2015). Rowntree (2005) also explains that job insecurity in individuals arises from the fear of losing their job, leading to a decline in their individual employee well-being.

The results are consistent with the study conducted by Nopiando (2012), where the findings explain a negative relationship between job insecurity and psychological well-being among outsourced employees. A high level of job insecurity is accompanied by low levels of psychological well-being in employees, and conversely, low levels of job insecurity are associated with higher levels of psychological well-being. Individuals with high psychological well-being can be interpreted as having a sense of security in their lives. According to Dekker and Schaufeli (1995), empirical evidence also indicates that employees experiencing high levels of job insecurity tend to have a higher likelihood of experiencing burnout, which is an unfavorable psychological condition.

Job insecurity influences employee well-being, where psychological coping plays a role as a strategy employed by employees to manage the negative effects of job insecurity on their well-being. Employees with high levels of psychological coping can effectively address the challenges posed by job insecurity (Darvishmotevali and Ali 2020). Employee well-being is closely linked to HRM practices, where effective HRM practices enhance employee performance (Guest 2017). Job insecurity acts as a trigger for workplace stress, leading to a decrease in psychological well-being (Wichert in Burchell 2002). Job insecurity is a significant risk factor for employment and a primary trigger of work-related stress, negatively impacting the well-being and health of employees (Chirumbolo and Areni 2010). Employees who feel insecure experience the threat of job loss and benefits uncertainty, and even though it's unclear if such events will occur in the future, the additional uncertainty about their future makes it challenging to evaluate and choose suitable coping strategies to deal with such insecure conditions (Darvishmotevali and Ali 2020).

The rapid advancement of technology is driven by the Industry 4.0 revolution, with the utilization of artificial intelligence and machines resulting in cost-effective and efficient outcomes (Setiawan 2019). If the digital technology evolution is not managed appropriately, it can lead to disruption, where jobs can be replaced by automation systems and digital technologies (Seto and Septianti 2021). This creates a threat for employees, causing them to feel uncomfortable at work due to potential workforce reductions and replacement by machines (Mutiasari 2020).

Frey and Osborne (2017) argue that artificial intelligence will directly replace 13% of jobs, including those that involve more cognitive tasks and are financially rewarding, such as finance, accounting, and senior management. Many scholars consider the introduction of new technology as an external factor to organizations, posing a threat to the job stability of employees. If organizations fail to take appropriate adjustment measures in a timely manner, employee anxiety can negatively impact the organization (Sanman and Bin 2010 in Liu and Zhan 2020). Greenlagh and Rosenblatt (1984) as cited in Setiawan and Hadiano 2008) define this emotion as job insecurity, the inability of employees to maintain the status quo when feeling threatened in the workplace. In relation to the notion of perceiving workplace stress as a source of job insecurity for employees, Hobfoll (1989) proposed the Conservation of Resources (COR) theory, suggesting that employees tend to hold onto their current conditions (status quo) during organizational changes caused by external factors. When they perceive uncertainty about resource access or feel unable to maintain those resources, workplace stress they experience in facing environmental changes manifests as job insecurity.

Based on the categorization of the research data, the majority of the subjects have a high level of employee wellbeing. This indicates that the employees have good psychological states and perform well in their work within the company. According to Harter *et al.* (2002), employees with high psychological wellbeing tend to be more cooperative, exhibit lower absenteeism rates, are punctual and efficient, and are willing to stay longer in an organization. On the other hand, in terms of job insecurity, most employees fall into the moderate

category, signifying that employees feel moderately anxious and worried while working, as they are exposed to unfavorable conditions (Kang *et al.* 2012). According to Gayatri and Muttaqiyathun (2020), job insecurity is a psychological manifestation of employees, characterized by a sense of confusion due to the threat of changes in the work environment, which in turn influences their job sustainability.

The findings of this research have implications for employees to consider utilizing mindfulness meditation techniques. Mindfulness interventions aim to cultivate greater attention and awareness of the present experience. The adoption of mindfulness programs in the workplace has grown in line with organizational efforts to support employee health, well-being, and performance (Hilton *et al.* 2019). The benefits of mindfulness in the workplace also include enhanced task commitment and job satisfaction (Hyland *et al.* 2015). Once employees can manage and transform feelings of worry into more positive emotions, this is likely to have positive effects on their overall wellbeing, both in their personal lives and in the work environment (Zheng, *et al.* 2015).

However, there are limitations to this study. The data collection method employed the use of self-reported scales/questionnaires, and since the respondents completed them without direct supervision, there is a possibility that they might not have adhered to the provided instructions. Additionally, the sample size of 125 participants may not fully represent the true state of affairs.

5 CONCLUSION

The results of this study demonstrate that job insecurity is a factor that influences employee wellbeing among workers. This means that perceived job insecurity has a simultaneous negative impact on employee wellbeing. Based on the analysis of demographic data, there are differences but not statistically significant differences in terms of gender, age, and work tenure concerning employee wellbeing.

For future research, it is suggested to consider a larger sample size or to focus on a more homogeneous group of subjects, such as employees in digital companies. This would aim to enhance the accuracy of the collected data. Furthermore, subsequent researchers could conduct longitudinal studies to observe and evaluate changes in respondent behaviors over time. Additionally, the inclusion of other relevant variables that may also impact the outcomes studied here is encouraged.

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