

Adaptive Responses to Job Insecurity and Emotional Exhaustion: A Job Demands–Resources Perspective on Employee Productivity in Indonesian Manufacturing

Muhammad Nur Iksan Ramdani^{1*}, Wiwi Hartati², Sylvani³

^{1,2,3} Faculty of Economics and Business, Universitas Muhammadiyah Cirebon, Cirebon, Indonesia

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Corresponding Author:

iksanmnuriksan@gmail.com



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ABSTRACT

This study examines the associations between job insecurity, emotional exhaustion, and employee productivity among production employees in an Indonesian manufacturing company from the perspective of the Job Demands–Resources (JD-R) Theory. A quantitative explanatory study with a cross-sectional design was conducted among 151 production employees of PT FSCM Manufacturing Indonesia using saturated sampling. Data were collected through structured questionnaires and analyzed using multiple linear regression. The results indicate that job insecurity ($\beta = 0.250$, $p = 0.001$) and emotional exhaustion ($\beta = 0.230$, $p = 0.003$) were positively associated with employee productivity, while the overall model was significant ($F = 9.885$, $p < 0.001$; Adjusted $R^2 = 0.106$). The model explained a modest proportion of productivity variance, suggesting that additional organizational and individual factors also influence employee productivity. The findings suggest that, in a contract-based manufacturing environment, employees may temporarily sustain productivity despite increasing psychological strain. This study extends the contextual application of the JD-R Theory by proposing that these positive associations represent an early adaptive phase rather than evidence that psychological strain improves performance. Because the study was cross-sectional and conducted within a single organization, the findings should be interpreted cautiously. Future longitudinal studies across diverse organizational settings are recommended.

ABSTRAK

Penelitian ini mengkaji hubungan antara ketidakamanan kerja, kelelahan emosional, dan produktivitas karyawan di kalangan karyawan produksi di sebuah perusahaan manufaktur Indonesia dari perspektif Teori Job Demands–Resources (JD-R). Sebuah studi penjelasan kuantitatif dengan desain potong lintang dilakukan pada 151 karyawan produksi PT FSCM Manufacturing Indonesia menggunakan teknik saturated sampling. Data dikumpulkan melalui kuesioner terstruktur dan dianalisis menggunakan regresi linear berganda. Hasil penelitian menunjukkan bahwa ketidakamanan kerja ($\beta = 0,250$, $p = 0,001$) dan kelelahan emosional ($\beta = 0,230$, $p = 0,003$) memiliki hubungan positif dengan produktivitas karyawan, sementara model secara keseluruhan signifikan ($F = 9,885$, $p < 0,001$; Adjusted $R^2 = 0,106$). Model ini menjelaskan proporsi varians produktivitas yang cukup kecil, mengindikasikan bahwa faktor organisasi dan individu lainnya juga turut memengaruhi produktivitas karyawan. Temuan ini menunjukkan bahwa, dalam lingkungan manufaktur berbasis kontrak, karyawan mungkin dapat mempertahankan produktivitas untuk sementara meskipun mengalami tekanan psikologis yang meningkat. Penelitian ini memperluas penerapan kontekstual Teori JD-R dengan mengusulkan bahwa hubungan positif tersebut merepresentasikan fase adaptasi awal, bukan bukti bahwa tekanan psikologis meningkatkan kinerja. Karena penelitian ini bersifat potong lintang dan dilakukan di satu organisasi saja, temuan ini harus diinterpretasikan dengan hati-hati. Studi longitudinal di masa depan yang mencakup berbagai pengaturan organisasi sangat disarankan.

1. INTRODUCTION

The manufacturing sector is one of the principal drivers of economic growth and industrial competitiveness worldwide. In Indonesia, manufacturing remained the largest contributor to the national gross domestic product (GDP) in 2025, accounting for 19.07% of GDP, generating approximately IDR 4.54 quadrillion in value added, and employing more than 20 million workers, thereby reaffirming its strategic role in sustaining national economic development (Statistics Indonesia [BPS], 2026; Murti & Utami, 2026). Despite substantial investments in industrial automation, production digitalization, and advanced manufacturing technologies, improvements in organizational productivity have not always progressed proportionately. This indicates that technological capability alone is insufficient to sustain organizational performance. Therefore, employee productivity has become a strategic organizational capability that determines production efficiency, product quality, and long-term competitive advantage. Contemporary human resource management literature further emphasizes that sustainable productivity depends not only on technological resources but also on employees' psychological resources, work engagement, and perceived employment security (Bakker & Demerouti, 2017; Islam et al., 2026). Consequently, understanding the psychological determinants of employee productivity has become increasingly important for manufacturing organizations seeking sustainable competitiveness.

The Job Demands–Resources (JD-R) Theory provides a comprehensive framework for explaining how employees continuously regulate and mobilize psychological resources to maintain productive work behavior when confronted with demanding work conditions (Bakker & Demerouti, 2017; Adekiya & Usman, 2024). Rather than assuming that job demands inevitably undermine performance, the theory proposes that employees actively adapt to workplace demands through ongoing interactions between job demands, resources, and personal resources. Adequate resources enable employees to sustain motivation and work performance despite increasing psychological demands, whereas insufficient resources accelerate emotional strain and eventually reduce performance (An et al., 2023). From this perspective, employee productivity should not be viewed solely as the outcome of technical competence or operational systems but also as a behavioral manifestation of employees' adaptive responses to organizational demands.

Among psychological job demands, job insecurity has become one of the most extensively investigated determinants of employee behavior. It reflects employees' perceptions of uncertainty regarding the continuity of their employment resulting from organizational restructuring, technological change, economic instability, or competitive pressure. The dominant literature consistently portrays job insecurity as a detrimental psychological demand because it weakens organizational commitment, work engagement, psychological well-being, and ultimately employee performance (Al Nahyan et al., 2024; Chirumbolo et al., 2022). Nevertheless, emerging evidence suggests a more complex pattern. Hong et al., (2023) and Nath et al., (2024) demonstrate that employees working in highly competitive environments may respond to employment uncertainty by increasing work effort, persistence, and task commitment in an attempt to preserve their employment. These contrasting findings indicate that job insecurity does not inevitably reduce productivity but may instead stimulate adaptive work behavior depending on employees' cognitive appraisal, available resources, and organizational context. Therefore, whether employee productivity should be interpreted as an adaptive behavioral response to perceived employment uncertainty remains insufficiently understood within the Job Demands–Resources Theory, particularly in manufacturing organizations characterized by standardized production systems, contractual employment, and stringent performance targets.

A similar debate surrounds emotional exhaustion, which represents the depletion of employees' emotional resources following prolonged exposure to excessive job demands and constitutes the core dimension of burnout. Conventional studies consistently associate emotional exhaustion with declining work engagement, impaired concentration, lower work quality, and reduced job performance because emotionally exhausted employees possess fewer psychological resources to sustain productive work behavior (Ain et al., 2024; Wei et al., 2024). However, recent evidence suggests that this relationship is not always linear. In demanding organizational environments, employees frequently continue meeting performance expectations despite experiencing emotional exhaustion because performance evaluation systems, organizational expectations, and concerns regarding employment continuity encourage continuous investment of personal resources. From the perspective of the Job Demands–Resources Theory, emotional exhaustion may therefore be interpreted not only as a precursor of declining performance but also as the psychological cost associated with maintaining productivity under prolonged job demands. This perspective suggests that emotional exhaustion and sustained productivity may temporarily coexist during employees' adaptive behavioral responses before prolonged resource depletion ultimately undermines performance.

These psychological conditions are particularly relevant to PT FSCM Manufacturing Indonesia, an automotive component manufacturer operating in a highly competitive environment characterized by standardized production systems, strict quality control, and demanding production targets. Internal production reports indicate fluctuations in production target achievement, accompanied by recurring reject and rework rates, suggesting that operational productivity has not yet reached an optimal level. Preliminary observations further revealed that production employees experienced concerns regarding employment continuity while simultaneously reporting psychological fatigue associated with their demanding work schedules. These conditions indicate that productivity challenges are influenced not only by operational factors but also by employees' psychological responses to workplace demands. Consequently, PT FSCM Manufacturing Indonesia provides an appropriate organizational setting for examining adaptive employee responses to job insecurity and emotional exhaustion in a manufacturing context.

Collectively, previous studies provide inconsistent conclusions regarding the behavioral consequences of job insecurity and emotional exhaustion. The dominant literature generally interprets both constructs as antecedents of declining employee performance because they weaken work engagement, organizational commitment, and psychological well-being (Chirumbolo et al., 2022; Elsayed et al., 2024; Ain et al., 2024; Wei et al., 2024). In contrast, emerging evidence indicates that employees may temporarily sustain productivity despite increasing psychological strain by intensifying work effort or maintaining task persistence under demanding organizational conditions (Hong et al., 2023; Nath et al., 2024). These contrasting findings suggest that previous research has primarily emphasized performance outcomes while paying limited attention to the adaptive processes through which employees maintain productivity under demanding work environments. Consequently, the coexistence of sustained productivity and psychological strain remains theoretically underexplored, particularly within the Job Demands–Resources framework and manufacturing organizations operating under continuous production pressure.

This study addresses three important research gaps. First, previous studies have predominantly examined the direct statistical relationships between psychological job demands and employee performance, while providing limited theoretical explanations for why employees experiencing job insecurity and emotional exhaustion may nevertheless sustain productivity. Consequently, the coexistence of psychological strain and productive work behavior remains insufficiently explained within the Job Demands–Resources Theory. Second, empirical evidence has largely been derived from service, healthcare, education, and public-sector organizations, whereas Indonesian manufacturing environments characterized by standardized production systems, contractual employment, continuous production pressure, and strict performance targets remain underexplored. Third, prior research has mainly conceptualized employee productivity as a performance outcome rather than interpreting it as an adaptive behavioral response through which employees regulate and mobilize psychological resources to cope with demanding organizational conditions. Accordingly, this study offers a contextual explanation for why psychological strain and sustained productivity may temporarily coexist in performance-oriented manufacturing environments, thereby extending the application of the Job Demands–Resources Theory to a context that has received limited empirical attention. Based on these gaps, this study addresses the following research questions: RQ1: How is job insecurity associated with employee productivity in a performance-driven manufacturing environment? RQ2: How is emotional exhaustion associated with employee productivity from the perspective of the Job Demands–Resources Theory? RQ3: How do job insecurity and emotional exhaustion jointly explain employees' adaptive productivity responses in Indonesian manufacturing?

Accordingly, this study examines the associations between job insecurity, emotional exhaustion, and employee productivity among production employees at PT. FSCM Manufacturing Indonesia from the perspective of the Job Demands–Resources Theory. Beyond examining direct statistical relationships, this study contributes to the literature in three ways. First, it strengthens the contextual application of the Job Demands–Resources Theory by demonstrating that employee productivity can be more appropriately interpreted as an adaptive behavioral response to psychological job demands rather than merely as a direct performance outcome. Second, it provides empirical evidence regarding the individual and joint associations of job insecurity and emotional exhaustion with employee productivity in an Indonesian manufacturing context characterized by standardized production systems and performance-contingent employment. Third, it offers a conceptual explanation for the coexistence of sustained productivity and psychological strain, thereby enriching current discussions on employee adaptation under demanding organizational conditions while informing managerial strategies that balance productivity and employee psychological well-being.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

2.1 JOB DEMANDS-RESOURCES THEORY

The Job Demands-Resources (JD-R) theory explains that employee behavior results from the interaction between job demands and job resources (Bakker & Demerouti, 2017; Demerouti et al., 2001). Job demands require sustained physical or psychological effort and may generate strain, whereas job resources facilitate goal attainment, reduce the adverse effects of job demands, and motivate employees. The theory proposes two complementary processes: the health impairment process, in which excessive job demands deplete employees' resources and increase psychological strain, and the motivational process, in which adequate resources enable employees to remain engaged and productive despite demanding work conditions (Bakker & Demerouti, 2017). Consequently, employee productivity depends not only on work demands but also on employees' capacity to regulate and mobilize available resources.

Within this framework, job insecurity represents a psychological job demand because uncertainty regarding employment continuity increases perceived pressure, whereas emotional exhaustion reflects the psychological cost of prolonged resource expenditure (Jeong et al., 2022). Nevertheless, the JD-R theory suggests that demanding work conditions do not inevitably reduce productivity. Employees who perceive workplace demands as manageable and employment continuity as contingent on performance may temporarily maintain productivity by mobilizing additional cognitive, emotional, and behavioral resources despite increasing psychological strain (Nath et al., 2024). Accordingly, this study interprets employee productivity as an adaptive behavioral response to psychological job demands, providing the theoretical basis for examining the relationships among job insecurity, emotional exhaustion, and employee productivity in Indonesian manufacturing organizations.

2.2 JOB INSECURITY

Job insecurity refers to employees' perceived uncertainty regarding the continuity of their employment and the potential loss of valued job features, including career opportunities, income security, and working conditions (Greenhalgh & Rosenblatt, 1984). Within the Job Demands-Resources (JD-R) Theory, job insecurity is conceptualized as a psychological job demand because employment uncertainty requires employees to invest additional cognitive and emotional resources to cope with perceived threats to future employment. Consequently, prolonged job insecurity may weaken work engagement, organizational commitment, and overall work effectiveness as employees experience increasing levels of psychological strain.

Empirical evidence, however, remains inconsistent. Most studies report that job insecurity is associated with lower employee performance and productivity because of resource depletion and reduced psychological well-being (Zhu & Yang, 2025; Hong et al., 2023). In contrast, other studies suggest that employees facing employment uncertainty may temporarily increase their work effort and task persistence as an adaptive response aimed at preserving their jobs. These contrasting findings indicate that the relationship between job insecurity and employee productivity is contingent upon employees' capacity to mobilize available psychological resources under demanding organizational conditions. Accordingly, this study examines the association between job insecurity and employee productivity within the Job Demands-Resources Theory in an Indonesian manufacturing context.

2.3 EMOTIONAL EXHAUSTION

Emotional exhaustion refers to a state of depleted emotional and psychological energy resulting from prolonged exposure to excessive job demands and constitutes the core dimension of burnout (Maslach & Jackson, 1981). Within the Job Demands-Resources (JD-R) Theory, emotional exhaustion represents the health impairment process in which continuous resource expenditure gradually reduces employees' psychological capacity to cope with work demands (Bakker & Demerouti, 2017). Consequently, emotionally exhausted employees generally experience lower motivation, reduced concentration, and diminished work engagement, all of which may influence their work behavior and productivity.

However, the empirical findings remain inconclusive. Most studies report that emotional exhaustion is associated with lower productivity because prolonged resource depletion reduces employees' work effectiveness (Ibrahim & Olaleye, 2025). In contrast, recent evidence suggests that employees operating in demanding work environments may temporarily sustain productivity despite increasing emotional exhaustion by continuously investing cognitive, emotional, and behavioral resources to meet organizational expectations. These findings imply that emotional exhaustion may reflect the psychological cost of

maintaining performance, rather than an immediate decline in productivity. Accordingly, this study examines the association between emotional exhaustion and employee productivity within the framework of Job Demands-Resources Theory in an Indonesian manufacturing context.

2.4 EMPLOYEE PRODUCTIVITY

Employee productivity refers to employees' ability to achieve organizational objectives by producing work outputs effectively and efficiently in terms of quality, quantity, timeliness, and resource utilization (Wisnuwardhana, 2023). Within the Job Demands-Resources (JD-R) Theory, productivity is not solely determined by technical competence but also by employees' capacity to regulate available psychological and organizational resources when responding to workplace demands (Bakker & Demerouti, 2017).

In manufacturing organizations, where production targets, quality standards, and operational consistency are continuously emphasized, employee productivity reflects employees' behavioral responses to demanding work conditions. Although excessive job demands may ultimately reduce work effectiveness through resource depletion, employees may temporarily sustain productivity by mobilizing additional cognitive, emotional, and behavioral resources. Accordingly, this study conceptualizes employee productivity as an adaptive behavioral outcome through which employees respond to job insecurity and emotional exhaustion within Indonesian manufacturing organizations.

The preceding theoretical discussion suggests that the Job Demands-Resources (JD-R) Theory provides a comprehensive framework for explaining how psychological job demands influence employee productivity. Within this framework, job insecurity represents uncertainty regarding employment continuity, whereas emotional exhaustion reflects the psychological cost of sustained resource expenditure. Previous studies predominantly report negative relationships between these constructs and employee productivity. However, recent evidence suggests that employees operating in demanding organizational environments may adapt by maintaining productive work behavior through continued resource mobilization, particularly when organizational conditions encourage performance despite psychological strain. These findings indicate that the relationships between psychological job demands and employee productivity are context-dependent and may not always follow the dominant negative pattern. Accordingly, the following hypotheses are proposed.

H1: Job insecurity is significantly associated with employee productivity in the hospitality industry.

H2: Emotional exhaustion is significantly associated with employee productivity in the hospitality industry.

H3: Job insecurity and emotional exhaustion are jointly associated with employee productivity.

3. RESEARCH METHOD

This study employed a quantitative explanatory approach with a cross-sectional design to examine the associations between job insecurity, emotional exhaustion, and employee productivity among production employees at PT FSCM in Indonesia. A quantitative approach was considered appropriate because it enables statistical examination of the relationships among the research variables using numerical data collected through structured questionnaires (Jailani, 2024). Job insecurity (X_1) and emotional exhaustion (X_2) were the independent variables, and employee productivity (Y) was the dependent variable. The operational definitions, dimensions, and measurement indicators for each variable are presented in Table 1.

The study involved 151 production employees, representing the entire production workforce of PT. FSCM Manufacturing, Indonesia. Accordingly, a saturated sampling (census) technique was employed, whereby all eligible employees were included as the respondents (Mushofa, 2024). All questionnaires were returned and deemed usable for analysis, yielding a 100% response rate with no missing data. The questionnaire consisted of closed-ended statements measured on a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*agree*). The measurement items were adapted from established and widely validated scales reported in previous studies, with minor wording adjustments to reflect the manufacturing context while preserving the original meaning of the constructs. Although the census approach minimized sampling errors within the organization, the use of a single-company sample limits the external validity of the findings.

Data were analyzed using IBM SPSS Statistics software (version 26). Instrument quality was evaluated using validity and reliability tests prior to hypothesis testing. The assumptions of multiple linear regression, including residual normality, multicollinearity, and heteroscedasticity, were also examined. Harman's single-factor test was also performed to assess the potential for common method bias, as all variables were measured using self-reported questionnaires administered at a single point in time. Multiple linear regression analysis was then employed to examine the individual and joint associations of job

insecurity and emotional exhaustion with employee productivity, while the coefficient of determination (Adjusted R²) was used to evaluate the model's explanatory power. Hypotheses were tested using the *t*-test for partial effects and the *F*-test for the overall model at a significance level of 5% ($\alpha = 0.05$). Because this study employed a cross-sectional design, the findings indicate statistical associations rather than causal relationships between the variables.

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Table 1. Operational Definitions, Dimensions, Measurement Indicators, and Sources of Variables

Variable	Operational Definition	Dimensions	Sample Measurement Indicators	Items	Scale	Source
Job Insecurity (X_1)	Employees' perceived uncertainty regarding the continuity of their employment and important aspects of their jobs.	Meaning of work for the individual; Perceived threat to job features; Perceived threat to overall job continuity; Importance of the job	The current job is important for meeting daily needs; I feel uncertain about the long-term security of my job.	8	Five-point Likert (1 = strongly disagree to 5 = strongly agree)	Adapted from the conceptual dimensions of Greenhalgh & Rosenblatt (1984)
Emotional Exhaustion (X_2)	A condition characterized by the depletion of emotional and psychological resources resulting from prolonged exposure to job demands.	Mood changes; Cognitive difficulties; Sleep disturbance; Physical fatigue; Work and social impact	Production targets make me emotionally sensitive; work-related fatigue sometimes affects my job performance.	9	Five-point Likert (1 = strongly disagree to 5 = strongly agree)	Developed from the conceptualization of Maslach & Jackson (1981)
Employee Productivity (Y)	Employees' ability to perform work effectively and efficiently in accordance with organizational performance standards.	Ability; Self-development; Quality; Efficiency	Tasks are completed according to production targets, and I continuously improve my work methods to increase effectiveness.	8	Five-point Likert (1 = strongly disagree to 5 = strongly agree)	Adapted from Wisnuwardhana (2023)

This study involved 151 production employees, representing the entire production workforce of PT FSCM Manufacturing Indonesia. Accordingly, a saturated sampling (census) technique was employed, whereby all eligible employees were included as respondents (Mushofa, 2024). All distributed questionnaires were returned and deemed suitable for analysis, yielding a 100% response rate with no missing data. The questionnaire consisted of closed-ended statements measured on a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). The questionnaire was developed by adapting the conceptual dimensions of each construct from established literature. Specifically, the dimensions of job insecurity were adapted from Greenhalgh and Rosenblatt (1984), emotional exhaustion was developed based on the conceptualization of Maslach and Jackson (1981), and employee productivity was adapted from Wisnuwardhana (1981). Minor wording modifications were made to ensure that the questionnaire items

reflected the operational characteristics of the manufacturing work environment while preserving the conceptual meaning of each construct. Although the census approach minimized sampling error within the organization, the use of a single-company sample limits the external validity of the findings.

Data were analyzed using IBM SPSS Statistics (version 26). Instrument quality was evaluated using validity and reliability tests prior to hypothesis testing. The assumptions of multiple linear regression, including residual normality, multicollinearity, and heteroscedasticity, were examined. Harman's single-factor test was also performed to assess the potential for common method bias, as all variables were measured using self-reported questionnaires administered at a single point in time. Multiple linear regression analysis was then employed to examine the individual and joint associations of job insecurity and emotional exhaustion with employee productivity, while the coefficient of determination (Adjusted R^2) was used to evaluate the explanatory power of the proposed model. Hypotheses were tested using the t -test for partial effects and the F -test for the overall model at a significance level of 5% ($\alpha = 0.05$). Because this study employed a cross-sectional design, the findings indicate statistical associations rather than causal relationships between variables.

4. DATA ANALYSIS AND DISCUSSION

4.1 RESPONDENT CHARACTERISTICS

A total of 151 production employees of PT. FSCM Manufacturing Indonesia participated in this research. The respondents' demographic profiles are presented in Table 2.

Table 2. Respondent Characteristics

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	129	85.43
	Female	22	14.57
Age	17–25 years	130	86.09
	26–35 years	15	9.93
	36–45 years	6	3.97
Length of Employment	<1 year	22	14.57
	1–2 years	61	40.40
	3–5 years	54	35.76
	5–10 years	14	9.27

Source: Processed primary data (2026).

The respondents were predominantly male (85.43%), reflecting the workforce composition in the production division. Most respondents were 17–25 years old (86.09%), indicating that the production workforce was largely composed of young workers. In terms of tenure, the largest proportion had worked for 1–2 years (40.40%), followed by 3–5 years (35.76%), while only 9.27% had more than five years of work experience. These characteristics indicate that the respondents primarily represented a relatively young workforce with varying levels of work experience, providing an appropriate basis for examining perceptions of job insecurity, emotional exhaustion, and employee productivity in the manufacturing environment.

4.2 DESCRIPTIVE STATISTICS

Descriptive statistics were calculated to summarize the respondents' perceptions of job insecurity, emotional exhaustion, and employee productivity. The results are shown in Table 3.

Table 3. Descriptive Statistics

Variable	Number of Items	Mean	Category
Job Insecurity	8	3.64	High
Emotional Exhaustion	9	3.50	High
Employee Productivity	8	3.21	High

Source: Processed primary data (2026).

The descriptive statistics show that all research variables were classified as high. Job insecurity recorded the highest mean score (3.64), indicating that the respondents generally perceived a relatively high level of uncertainty regarding employment continuity. Emotional exhaustion also had a high mean score (3.50), suggesting that employees experienced considerable psychological strain associated with demanding work conditions. In contrast, employee productivity obtained a mean score of 3.21, indicating that the respondents generally perceived their work performance to remain at a relatively high level.

Overall, the descriptive findings indicate that respondents reported relatively high levels of job

insecurity, emotional exhaustion, and employee productivity. These results provide an overview of the respondents' perceptions and serve as the basis for the subsequent inferential analyses examining the relationships between the research variables.

4.3 VALIDITY AND RELIABILITY

Validity and reliability tests were conducted to evaluate the quality of the research instrument before hypothesis testing. The results of the validity and reliability analyses are presented in Tables 4 and 5.

Table 4. Validity Test Results

Variable	Number of Items	Pearson Correlation	Cut-off Value	Result
Job Insecurity	8	0.569–0.697	0.159	Valid
Emotional Exhaustion	9	0.569–0.696	0.159	Valid
Employee Productivity	8	0.509–0.709	0.159	Valid

Source: Processed primary data (2026).

Table 5. Reliability Test Results

Variable	Cronbach's Alpha
Job Insecurity	0.804
Emotional Exhaustion	0.819
Employee Productivity	0.797

Source: Processed primary data (2026).

The results indicated that all questionnaire items satisfied the validity criterion, with Pearson correlation coefficients ranging from 0.509 to 0.709, exceeding the minimum cut-off value ($r = 0.159$). In addition, the Cronbach's alpha coefficients ranged from 0.797 to 0.819, surpassing the recommended threshold of 0.70 and indicating satisfactory internal consistency. These findings confirm that the research instrument was both valid and reliable and, therefore, appropriate for the subsequent regression analysis.

4.4 REGRESSION ASSUMPTION TESTS

Prior to hypothesis testing, the assumptions of multiple linear regression were examined to ensure that the regression model satisfied the required statistical assumptions. The assumptions evaluated included residual normality, multicollinearity and heteroscedasticity. The results are shown in Table 6.

Table 6. Regression Assumption Test Results

Assumption	Indicator	Result	Conclusion
Normality	Shapiro-Wilk	$p = 0.288$	Residuals are normally distributed
Multicollinearity	Tolerance (Job Insecurity)	0.9996	No multicollinearity
	Tolerance (Emotional Exhaustion)	0.9996	No multicollinearity
	VIF (Job Insecurity)	1.000	No multicollinearity
	VIF (Emotional Exhaustion)	1.000	No multicollinearity
Heteroscedasticity	Glejser Test (Job Insecurity)	$p = 0.407$	No heteroscedasticity
	Glejser Test (Emotional Exhaustion)	$p = 0.830$	No heteroscedasticity

Source: Processed primary data (2026).

The regression assumption tests indicated that all assumptions required for multiple linear regression were satisfied. The residuals were normally distributed ($p = 0.288$), the tolerance values exceeded 0.10, and the VIF values were substantially below 5.00, indicating no evidence of multicollinearity. Furthermore, the Glejser test produced non-significant results for both independent variables ($p > 0.05$), confirming the absence of heteroscedasticity. Therefore, the regression model was considered appropriate for subsequent hypothesis testing.

4.5 COMMON METHOD BIAS ASSESSMENT

Because all variables were measured using self-report questionnaires administered to the same respondents at a single point in time, the potential for common method bias was assessed using Harman's single-factor test. This procedure examines whether a single latent factor accounts for most of the covariance among the measurement items. The results are shown in Table 7.

Table 7. Harman's Single-Factor Test Results

Indicator	Result
Number of measurement items	25
Variance explained by the first unrotated factor	18.93%
Recommended threshold	< 50%
Conclusion	No substantial common method bias

Source: Processed primary data (2026).

The results indicate that the first unrotated factor accounted for 18.93% of the total variance, which is well below the commonly accepted threshold of 50% (Podsakoff et al., 2003). Therefore, no substantial common method bias was detected, suggesting that the observed relationships among the study variables were unlikely to be materially influenced by common method variance.

4.6 CORRELATION MATRIX

Pearson's correlation analysis was conducted to examine the bivariate relationships among the study variables prior to the multiple regression analysis. The results are shown in Table 8.

Table 8. Pearson Correlation Matrix

Variable	1	2	3
1. Job Insecurity	1.000		
2. Emotional Exhaustion	0.019	1.000	
3. Employee Productivity	0.261**	0.230**	1.000

Notes: $p < 0.01$ (two-tailed).

Source: Processed primary data (2026).

Pearson's correlation analysis indicated that job insecurity ($r = 0.261$, $p = 0.001$) and emotional exhaustion ($r = 0.230$, $p = 0.005$) were positively correlated with employee productivity. In contrast, the correlation between job insecurity and emotional exhaustion was not statistically significant ($r = 0.019$, $p = 0.815$). These findings suggest that both independent variables exhibit positive bivariate associations with employee productivity while remaining statistically independent of one another, providing additional support for the multiple regression analysis.

4.7 MULTIPLE LINEAR REGRESSION ANALYSIS

Multiple linear regression analysis was performed to estimate the statistical effects of job insecurity and emotional exhaustion on productivity. The regression results are shown in Table 9.

Table 9. Multiple Linear Regression Results

Variable	B	Std. Error	β	t	p-value
Constant	12.654	2.962	–	4.272	0.000
Job Insecurity	0.240	0.074	0.250	3.244	0.001
Emotional Exhaustion	0.194	0.065	0.230	2.982	0.003

Source: Processed primary data (2026).

$$\text{Employee Productivity} = 12.654 + 0.240 (\text{Job Insecurity}) + 0.194 (\text{Emotional Exhaustion})$$

The regression results indicate that both independent variables were positively and statistically significantly associated with employee productivity. Job insecurity showed a positive standardized coefficient ($\beta = 0.250$, $p = 0.001$), and emotional exhaustion also demonstrated a positive standardized coefficient ($\beta = 0.230$, $p = 0.003$). These findings indicate that higher levels of job insecurity and emotional exhaustion were statistically associated with higher levels of perceived employee productivity in the study sample. The interpretation of these relationships is discussed in the following section.

4.8 COEFFICIENT OF DETERMINATION

The coefficient of determination was calculated to evaluate the explanatory power of the proposed regression model. The results are shown in Table 10.

Table 10. Coefficient of Determination

R	R ²	Adjusted R ²	Std. Error of the Estimate
0.343	0.118	0.106	2.668

Source: Processed primary data (2026).

The regression model produced an Adjusted R² of 0.106, indicating that job insecurity and emotional

exhaustion jointly accounted for 10.6% of the variance in employee productivity. The remaining 89.4% of the variance was associated with factors not included in the present model. These results indicate that while both independent variables contributed significantly to the model, employee productivity was influenced by additional organizational, individual, and contextual factors beyond the scope of this study. A more detailed interpretation of the model's explanatory power is presented in the Discussion section.

4.9 HYPOTHESIS TESTING

Hypothesis testing was conducted using a t-test to examine the statistical significance of each independent variable and an F-test to evaluate the overall regression model. The results are presented in Table 11.

Table 11. Hypothesis Testing Results

Hypothesis	Relationship	β	t/F	p-value	Decision
H1	Job Insecurity $\rightarrow$ Employee Productivity	0.250	3.244	0.001	Supported
H2	Emotional Exhaustion $\rightarrow$ Employee Productivity	0.230	2.982	0.003	Supported
H3	Job Insecurity & Emotional Exhaustion $\rightarrow$ Employee Productivity	-	9.885	0.000	Supported

Source: Processed primary data (2026).

The t-test results indicate that job insecurity is positively and significantly associated with employee productivity ($\beta = 0.250$, $p = 0.001$), thereby supporting H1. Similarly, emotional exhaustion was positively and significantly associated with employee productivity ($\beta = 0.230$, $p = 0.003$), supporting H2. Furthermore, the F-test demonstrated that the overall regression model was statistically significant ($F = 9.885$, $p < 0.001$), indicating that job insecurity and emotional exhaustion, when considered simultaneously, were significantly associated with productivity. Therefore, H3 is also supported.

4.10 DISCUSSION

4.10.1 THE EFFECT OF JOB INSECURITY ON EMPLOYEE PRODUCTIVITY

Regression analysis revealed that job insecurity was positively associated with employee productivity ($\beta = 0.250$, $t = 3.244$, $p = 0.001$), supporting H1. At first glance, this finding appears inconsistent with the dominant body of literature, which generally argues that job insecurity undermines employee performance by increasing psychological strain, reducing organizational commitment, and encouraging withdrawal behaviors. However, the present findings suggest that the relationship between job insecurity and employee productivity is more nuanced than a uniformly negative effect. Rather than indicating that employment uncertainty inherently improves performance, the positive association observed in this study suggests that employees may initially respond to perceived employment uncertainty by increasing work effort to preserve organizational membership. From the perspective of the Job Demands–Resources (JD-R) Theory, job insecurity constitutes a psychological job demand, yet its behavioral consequences depend on how employees interpret and respond to that demand within a particular organizational context (Bakker & Demerouti, 2017; He et al., 2024). Accordingly, the findings indicate that job insecurity may trigger adaptive behavioral responses when employees perceive that their individual performance remains relevant to employment continuity.

The underlying mechanism can be understood as a process of behavioral self-regulation rather than a direct motivational effect of job insecurity. Perceived employment uncertainty increases employees' awareness of the potential consequences of performance failure, prompting them to allocate greater cognitive attention, behavioral discipline, and task persistence toward activities that are explicitly evaluated by the organization (Niu & Yang, 2022). Under these conditions, productivity becomes a strategic behavioral response through which employees attempt to reduce perceived employment risk. This mechanism appears particularly relevant within PT FSCM Manufacturing Indonesia, where contractual employment arrangements and performance-based evaluation systems closely link production outcomes with employment continuity. Employees therefore appear to regard productivity not merely as an organizational expectation but as an observable indicator of their organizational value. Consequently, the positive association identified in this study should be interpreted as evidence of employees' adaptive efforts to manage perceived employment uncertainty rather than as evidence that job insecurity itself enhances employee well-being or organizational effectiveness.

The present findings also contribute to explaining the inconsistent empirical evidence reported in previous studies. While many studies have documented negative relationships between job insecurity and employee performance, others have reported neutral or even positive associations under specific organizational conditions (Nguyen & Nguyen, 2025; Widia et al., 2025). Rather than viewing these findings as contradictory, the present study suggests that they may reflect different stages of employees' responses to employment uncertainty. Employees may initially compensate for perceived employment risk by intensifying work effort in an attempt to maintain organizational membership. However, if uncertainty persists, the continuous investment of cognitive and emotional resources may gradually exceed employees' adaptive capacity, ultimately resulting in resource depletion, emotional exhaustion, declining work engagement, and reduced performance. This interpretation extends the application of JD-R Theory by suggesting that the behavioral consequences of job insecurity are dynamic rather than static, evolving over time as employees' psychological resources are progressively consumed. Accordingly, the positive association identified in the present study is more appropriately interpreted as an early adaptive phase rather than evidence that job insecurity produces sustainable improvements in productivity.

Several considerations should accompany the interpretation of these findings. First, because the study employed a cross-sectional design, the results indicate statistical associations rather than causal relationships. Reverse causality remains plausible, as employees who consistently maintain high productivity may simultaneously experience greater pressure to sustain their performance and consequently perceive stronger job insecurity. Second, unobserved organizational factors—including leadership practices, organizational support, compensation systems, and work climate—may influence both job insecurity and employee productivity. Finally, the adaptive behavioral response identified in this study may not be sustained over time. Longitudinal research is therefore required to determine whether employees continue to maintain higher productivity under prolonged employment uncertainty or whether the initial adaptive response gradually develops into burnout, declining performance, absenteeism, or turnover intentions. Consequently, the present findings should be interpreted as evidence of a context-dependent association that reflects employees' short-term adaptation to organizational demands rather than a universal causal relationship between job insecurity and employee productivity.

4.10.2 THE EFFECT OF EMOTIONAL EXHAUSTION ON EMPLOYEE PRODUCTIVITY

The regression analysis revealed that emotional exhaustion was positively associated with employee productivity ($\beta = 0.230$, $t = 2.982$, $p = 0.003$), thereby supporting H2. At first glance, this finding appears inconsistent with the dominant burnout literature, which generally associates emotional exhaustion with declining performance, reduced motivation, and withdrawal behavior. However, the present findings suggest that employees may continue to maintain high performance despite increasing psychological fatigue. Within the Job Demands–Resources (JD-R) Theory, emotional exhaustion represents the psychological consequences of sustained job demands, but these consequences do not necessarily emerge simultaneously with behavioral outcomes (Abo Srea Moustafa et al., 2025; Bakker & Demerouti, 2017). Consequently, employees may temporarily sustain productivity even as their psychological resources decline.

This relationship can be interpreted as a compensatory behavioral mechanism. Employees facing demanding production targets may allocate additional cognitive and emotional resources to maintain the expected performance rather than immediately reducing their work effort. This mechanism appears particularly relevant at PT FSCM Manufacturing Indonesia, where contractual employment and performance-based evaluations reinforce the perception that sustained productivity contributes to employment continuity. Accordingly, emotional exhaustion should not be viewed as a driver of higher productivity but rather as the psychological cost incurred while employees strive to maintain performance. Therefore, productivity and emotional exhaustion coexist as complementary outcomes of the same adaptation process: one reflects continued behavioral effort, whereas the other reflects progressive resource depletion.

The present findings also help reconcile inconsistent empirical evidence. While many studies report that emotional exhaustion eventually reduces employee performance, others have shown that employees can temporarily maintain satisfactory performance despite substantial psychological fatigue (Pusparini dan Herachwati, 2024; Zheng & Zhang, 2025). Rather than representing contradictory evidence, these findings may capture different stages of employees' responses to prolonged job demands. During the initial phase, employees compensate for increasing strain by intensifying effort; however, as emotional resources continue to decline, this adaptive mechanism is likely to become unsustainable, leading to burnout, absenteeism, declining work engagement, and lower productivity (Petitta et al., 2024; Saeed et al., 2023). Thus, the positive

association identified in this study is more appropriately interpreted as an early adaptive phase rather than evidence that emotional exhaustion benefits organizational performance.

These findings should nevertheless be interpreted with caution. Because the study employed a cross-sectional design, the results indicate statistical associations rather than causal relationships. Reverse causality also remains plausible, as employees who consistently maintain high productivity under demanding production systems may subsequently experience greater emotional exhaustion due to sustained psychological investment. Moreover, organizational factors not included in the present model, such as supervisory support, organizational climate, work engagement, and recovery opportunities, may simultaneously influence both variables. Therefore, future longitudinal studies are needed to determine whether the adaptive performance observed in this study can be sustained over time or gradually develops into burnout, declining productivity, or turnover intentions.

4.10.3 JOINT EFFECTS OF JOB INSECURITY AND EMOTIONAL EXHAUSTION ON EMPLOYEE PRODUCTIVITY

The significant joint effect of job insecurity and emotional exhaustion on employee productivity ($F = 9.885, p < 0.001$) indicates that employee productivity should not be understood as the outcome of a single psychological condition but rather as the combined influence of multiple work-related demands on the employee. From the perspective of Job Demands-resources (JD-R) theory, job insecurity and emotional exhaustion represent interconnected dimensions of employees' adaptation to demanding work environments. Job insecurity reflects employees' appraisal of employment uncertainty, whereas emotional exhaustion reflects the psychological cost of sustaining behavioral effort under persistent demands. Together, these findings suggest that employee productivity is shaped by the interaction between perceived employment risk and employees' capacity to maintain performance despite increasing psychological strain.

This interpretation is consistent with the organizational context of PT. FSCM Manufacturing Indonesia, where contractual employment, standardized operating procedures, and performance-based evaluation strengthen employees' perceptions that individual performance contributes to employment continuity. Under these conditions, employees may continue to maintain productivity while simultaneously experiencing increasing emotional exhaustion. Rather than representing contradictory outcomes, productivity and emotional exhaustion may coexist because they reflect different dimensions of the same adaptive process: productivity captures observable behavioral performance, whereas emotional exhaustion reflects the psychological resources expended to sustain that performance. This perspective helps explain why psychological strain does not necessarily coincide with an immediate decline in employee productivity.

The relatively modest Adjusted R^2 of 10.6% further highlights the multidimensional nature of employee productivity. Although job insecurity and emotional exhaustion jointly contributed significantly to the model, most of the variation in employee productivity was explained by other organizational and individual factors. Leadership quality, organizational support, compensation systems, work engagement, employee competence, organizational climate, and career development opportunities are likely to play important roles beyond the psychological variables examined in this study. Therefore, the contribution of the present research lies not in explaining the largest proportion of productivity variance but in demonstrating that psychological work conditions constitute meaningful antecedents within a broader organizational system. This interpretation is consistent with previous studies reporting that employees operating in demanding organizational environments can often maintain work performance despite experiencing considerable psychological pressure (Li et al., 2022; Anwar & Sarfraz, 2023).

These findings have important implications for human resource management in manufacturing organizations. Human resource managers should not interpret maintained employee productivity as evidence of healthy psychological functioning, as employees may continue to perform well while experiencing increasing emotional exhaustion. Accordingly, organizations are encouraged to implement regular psychological well-being monitoring, strengthen supportive supervisory practices, establish realistic production targets, and provide employee assistance and counseling programs. Additionally, integrating employee well-being indicators into performance management systems may help managers identify early signs of psychological strain before they develop into more serious organizational problems. Such initiatives may contribute to sustaining employee productivity while reducing the long-term risks of burnout, absenteeism, and turnover.

These findings should nevertheless be interpreted cautiously. Because the study employed a cross-sectional design, the results indicate statistical associations rather than causal relationships. Reverse causality remains possible, as employees who consistently maintain high productivity may subsequently experience

greater job insecurity, emotional exhaustion, or both due to sustained performance expectations. Furthermore, the adaptive relationship identified in this study may reflect only an initial phase of employees' responses to demanding work conditions. If psychological demands persist without adequate organizational support or recovery opportunities, the adaptive effort observed in the present study may gradually evolve into burnout, declining productivity, absenteeism, or turnover intentions. Future longitudinal research is therefore needed to clarify how job insecurity, emotional exhaustion, and employee productivity interact over time under different organizational contexts.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

This study aimed to examine the associations between job insecurity, emotional exhaustion, and employee productivity among production employees at PT. FSCM Manufacturing Indonesia within the framework of Job Demands-Resources (JD-R) Theory. The findings indicate that both job insecurity and emotional exhaustion are positively associated with employee productivity, both individually and jointly. Rather than suggesting that psychological strain inherently enhances employee performance, the results indicate that, within a contract-based manufacturing environment characterized by performance-based evaluation, employees may temporarily sustain productivity as an adaptive behavioral response to demanding organizational conditions. Accordingly, these findings should be interpreted as context-specific associations rather than evidence of general organizational patterns.

From a theoretical perspective, this study extends the contextual application of the Job Demands-Resources (JD-R) Theory by demonstrating that job insecurity, emotional exhaustion, and employee productivity should be understood as interconnected dimensions of employees' adaptive responses to workplace demands. The findings suggest that the relationship between psychological strain and employee productivity depends on organizational context, particularly when employees perceive that employment continuity is closely linked to observable work performance. Consequently, employee productivity is more appropriately interpreted as a behavioral manifestation of short-term adaptation rather than the direct consequence of any single psychological condition.

The findings also provide several practical implications for human resource management in manufacturing organizations. Managers should avoid relying on employment uncertainty or sustained psychological pressure as mechanisms for maintaining productivity because such adaptive responses may not be sustainable over time. Instead, organizations are encouraged to strengthen transparent performance management systems, communicate performance expectations clearly, and regularly monitor employees' psychological well-being. Practical interventions such as periodic well-being assessments, employee counseling, psychological support programs, supervisor training in supportive leadership, realistic production target setting, and balanced performance appraisal systems that integrate productivity expectations with employee well-being indicators may help sustain performance while reducing the long-term risks of burnout, absenteeism, and turnover.

Several limitations should be considered when interpreting these findings. First, the cross-sectional design captures relationships at a single point in time and therefore does not permit causal inference or examination of changes in employees' adaptive responses over time. Second, the study was conducted in a single manufacturing company operating under contract-based employment and performance-oriented evaluation, which limits the generalizability of the findings to other industries, organizational cultures, and employment systems. Third, all the variables were measured using self-reported questionnaires. Although Harman's single-factor test indicated no substantial common method bias, respondents' perceptions may still have been influenced by social desirability, response consistency, or individual subjective interpretations. Fourth, the regression model explained only 10.6% of the variance in employee productivity, indicating that many organizational and individual factors beyond job insecurity and emotional exhaustion contribute to employee performance.

Future research is therefore encouraged to employ longitudinal or multi-wave research designs to investigate how adaptive behavioral responses evolve over time and whether prolonged exposure to job insecurity and emotional exhaustion eventually reduces employee productivity. Studies involving multiple organizations and industrial sectors would also improve the external validity of the findings. Furthermore, incorporating variables such as leadership, perceived organizational support, work engagement, organizational climate, psychological resilience, and compensation systems may provide a more comprehensive understanding of sustainable employee productivity under demanding work conditions.

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