

THE EFFECT OF JOB INSECURITY AND COMPENSATION ON BURNOUT MODERATED BY SOCIAL SUPPORT

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Abstract: This research has a purpose to determine the effect of job insecurity and compensation on burnout, with social support as a moderating variable. The research was conducted on 30 staff using the Partial Least Squares method (SmartPLS 4.0). The variables studied included job insecurity and compensation as independent variables, burnout as the dependent variable, and social support as a moderating variable. This research aims to determine the effect of job insecurity and compensation on burnout, with social support as a moderating variable. The research was conducted on 30 staff using the Partial Least Squares method (SmartPLS 4.0). The variables studied included job insecurity and compensation as independent variables, burnout as the dependent variable, and social support as a moderating variable. The implication of this research is that organizations need to minimize job insecurity, provide fair compensation, and strengthen social support in the work environment to reduce the risk of burnout in staff.

Keywords: Job Insecurity, Compensation, Burnout, Social Support

1. Introduction

Job insecurity has become an increasingly crucial issue in today's workplace. Many workers experience uncertainty about the future of their jobs, which can subsequently impact their mental health and performance. Various factors can contribute to job insecurity, such as economic changes, structural changes within organizations, and job fluctuations. This insecurity can negatively impact employee health and productivity, as high levels of insecurity can reduce their health and performance. Job insecurity creates an uncomfortable environment for the workforce and has significant psychological and physiological impacts. One possible consequence of high levels of job insecurity is reduced employee commitment. Iristian et al. (2025) stated that competent employees need to be retained so that they do not leave the organization and join competitors.

Compensation is the various forms of remuneration, such as money, gifts, and awards, given by companies to employees in return for their dedication and effort. By providing appropriate compensation, organizations can build good working relationships with employees. However, when compensation is inadequate, it can cause stress for workers, especially if they feel the rewards they receive are not commensurate with their contributions.

One of the negative effects of job insecurity and inadequate compensation can lead to high levels of stress for employees, which in turn can trigger burnout. Burnout is a condition in which a person feels physically, emotionally, and mentally exhausted, which can impact employee performance and well-being. Signs of burnout include a loss of enthusiasm and motivation for work caused by an imbalance between demands and abilities. In recent years, research has shown that burnout can have significant negative impacts on both individuals and organizations.

Social support plays a crucial role in mitigating the negative impacts of job insecurity and inadequate compensation. This can take the form of emotional, practical, and informational support from coworkers, superiors, and the organization. Research shows that social support can help relieve stress and improve employee well-being.

2. Literature Review

Burnout

According to Dayanti and Suhermin (2025), burnout is a symptom of emotional exhaustion caused by high work demands, which is often experienced by individuals who work in situations where they have to serve the needs of many people.

Burnout is a change in attitude and behavior that manifests as a psychological withdrawal from work. This can be manifested by distancing oneself from colleagues or being cynical toward them, skipping work, frequently being late, and a strong desire to leave, according to Rahman (2007: 219). According to Maslach (2005: 2-3), the negative emotional reaction that occurs in the workplace when someone experiences prolonged stress is job burnout.

From the explanation above, Burnout is boredom at work, physical, emotional and mental exhaustion resulting from long-term involvement in work in situations full of demands. Strong emotions can cause someone to distance themselves from the work environment and reduce the level of achievement. The Burnout Indicators according to Leiter & Maslach (1997) are as follows: (a). Workload, (b). Control, (c). Rewards, (d). Community, (e). Justice, (f). Values.

Job Insecurity

According to Hanafiah (2014), job insecurity is defined as a condition related to a person's fear of losing their job or the prospect of being demotion or downgraded, as well as various other threats to work conditions related to decreased psychological well-being and reduced job satisfaction. Job insecurity is a level at which employees feel their jobs are threatened and powerless to do anything in that position. A global perspective based on the assumption of job insecurity is a concern about losing one's job in the future (Greenhalgh and Rosenblatt, 2010). Job insecurity can have negative impacts, the impacts of the psychological aspects caused by job insecurity can be feelings of depression, guilt, decreased creativity, decreased commitment, anxiety and anger. The indicators of job insecurity according to Greenhalgh and Rosenblatt (1984) are: (a) Fear of losing a job. (b) Uncertainty regarding the continuation of a position/job title. (c) Feelings of helplessness towards organizational decisions. (d) Uncertainty regarding the future of a career.

H1: Job insecurity has an effect on burnout

Compensation

According to Simamora (2002:540) "compensation is what employees receive in exchange for their contributions to the organization". Compensation includes financial returns and tangible services and benefits received by employees as part of the employment relationship. Compensation is also defined as "the overall arrangement of remuneration for both employers and employees, both directly in the form of money (financial) and indirectly in the form of money (non-financial)" (Martoyo, 2000:126). So it can be concluded that compensation is what employees receive as their contributions to the organization, both directly in the form of money (financial) and indirectly in the form of money (non-financial). The compensation indicators according to Mondy (2008) are as follows: (a). Wages or salaries, (b). allowances, (c). incentives, (d). compensation, (e). Work facilities, (f). Career development.

H2: Compensation has an effect on burnout

Social Support

According to House (1981), social support is clear, concise, and non-emotional support from friends, family, and other individuals in the social environment that can provide valuable benefits, such as reducing stress, increasing resilience, and improving health. Social support can make individuals feel comfortable, valued, and loved by others or certain groups. Social support can be given in the form of attention, information, or other tangible assistance. According to Zimet et al., (1988), social support involves positive relationships, these positive bonds that enable people to face various life challenges and provide a healthy environment in relation to the psychological impacts of stress or anxiety. From the research above, it can be concluded that social support is a support that individuals receive from other individuals in the form of comfort, care, attention, appreciation or other assistance. The indicators of social support according to Thoits (1995) are: (a) emotional support (b) instrumental support (c) informational support.

H3: Dukungan sosial memoderasi pengaruh job insecurity terhadap burnout.

H4: Social support moderates the effect of compensation on burnout.

Conceptual Framework

The conceptual framework in this research is as follows:

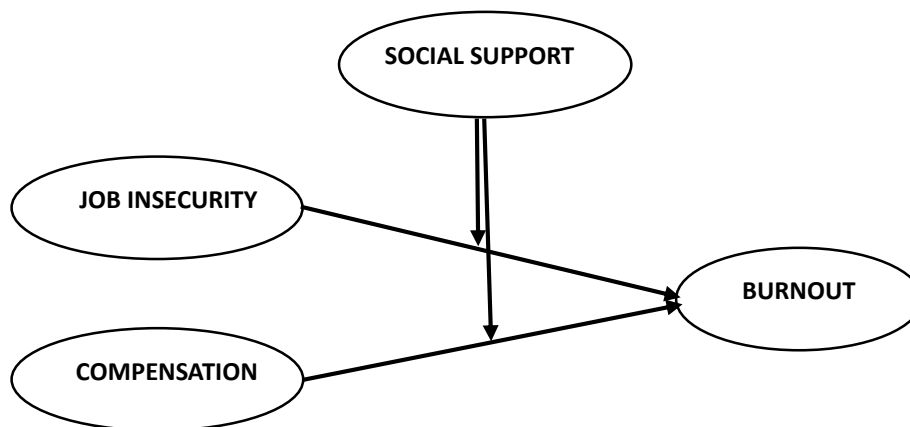


Figure 1 Conceptual framework

3. Method

This research uses a quantitative approach, more specifically the quantitative approach used is quantitative causality. The population of this research is the staff working at the AMI Makasar Maritime Polytechnic (POLIMARIM) with a total of 30 people. The sampling technique used in this research is the non-probability sampling technique. Sampling uses total sampling. This situation is done if the population is relatively small, so that the entire population is used as a sample. This research was conducted at the AMI Makasar Maritime Polytechnic (POLIMARIM).

The data used in this research is primary data, that is, data obtained directly from the research object. The primary data in this research consists of respondents' perceptions of the variables studied. The data collection procedure used in this research is a questionnaire. The measurement technique for questionnaire responses can be measured using a Likert scale.

The data analysis technique in this research uses the SmartPLS software version 4. PLS (Partial Least Square) is a variance-based structural equation analysis (SEM) that can simultaneously test measurement models and structural models. The measurement model is used to test validity and reliability, while the structural model is used to test causality (hypothesis testing with a prediction model)

4. Result and Discussion

Outer Model Test

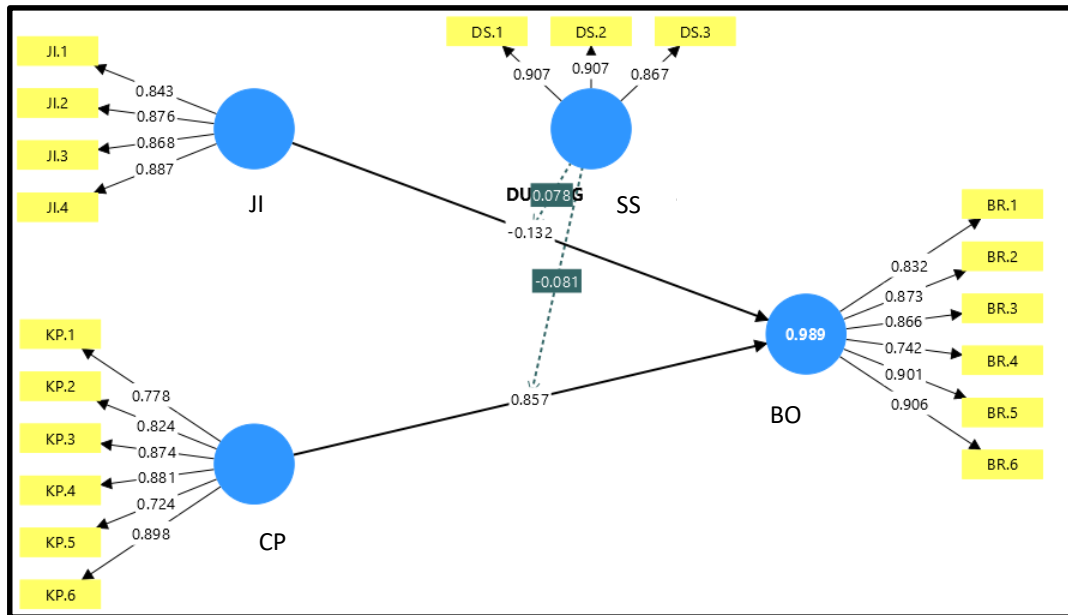


Figure 2 Outer Model

The following are the results of the convergent validity test in this research, namely:

Table 1: Convergent Validity Test

	BO	SS	Ji	CP	SS x CP	SS x JI
BR.1	0.832					
BR.2	0.873					
BR.3	0.866					
BR.4	0.742					
BR.5	0.901					
BR.6	0.906					
DS.1		0.907				
DS.2		0.907				
DS.3		0.867				
JL.1			0.843			
JL.2			0.876			
JL.3			0.868			
JL.4			0.887			
KP.1				0.778		
KP.2				0.824		
KP.3				0.874		
KP.4				0.881		
KP.5				0.724		
KP.6				0.898		
SS x JI						1.000
SS x CP					1.000	

Source: Data Processed, 2025

Based on the results of the tests carried out, it shows that all the indicators of the variables have met the Loading Factor ≥ 0.7 requirement, so that the data in this research can be declared valid.

Table 2: Discriminant Validity Test

	BO	SS	JI	CP	SS x CP	SS x JI
BR.1	0.832	0.781	0.783	0.824	0.020	0.071
BR.2	0.873	0.774	0.769	0.874	-0.042	0.154
BR.3	0.866	0.757	0.782	0.881	0.024	0.201
BR.4	0.742	0.620	0.538	0.724	-0.137	-0.010
BR.5	0.901	0.792	0.800	0.898	-0.066	0.014
BR.6	0.906	0.907	0.789	0.860	-0.086	0.068
DS.1	0.906	0.907	0.789	0.860	-0.086	0.068
DS.2	0.761	0.907	0.843	0.740	0.038	0.017
DS.3	0.745	0.867	0.876	0.746	0.041	-0.041
JI.1	0.761	0.907	0.843	0.740	0.038	0.017
JI.2	0.745	0.867	0.876	0.746	0.041	-0.041
JI.3	0.778	0.709	0.868	0.806	0.131	0.160
JI.4	0.751	0.751	0.887	0.762	0.154	0.125
KP.1	0.703	0.650	0.698	0.778	0.089	0.085
KP.2	0.832	0.781	0.783	0.824	0.020	0.071
KP.3	0.873	0.774	0.769	0.874	-0.042	0.154
KP.4	0.866	0.757	0.782	0.881	0.024	0.201
KP.5	0.742	0.620	0.538	0.724	-0.137	-0.010
KP.6	0.901	0.792	0.800	0.898	-0.066	0.014
SOCIAL SUPPORT x JOB INSECURITY	0.099	0.020	0.076	0.105	0.736	1.000
SOCIAL SUPPORT x COMPENSATION	-0.054	-0.008	0.105	-0.024	1.000	0.736

Source: Data Processed, 2025

The cross-loading results show that the correlation value of the construct with its indicators is greater than the correlation value with other constructs. Thus, all constructs or latent variables have good discriminant validity, where the indicators in the construct indicator block are better than the indicators in other blocks. Discriminant validity testing is measured by comparing the AVE (Average Variance Extracted) value of each construct with the correlation between other constructs in the model. The criteria for the AVE value to be declared acceptable and valid is ≥ 0.5 .

Reliability Test

The reliability test measurement in this study used the criteria of Cronbach's Alpha value ≥ 0.6 , which was declared reliable. If the Cronbach's Alpha value < 0.6 , it was declared unreliable. The following are the results of the reliability test:

Table 3: Reliability Test

	Cronbach's alpha	Composite reliability (rho _a)	Composite reliability (rho _c)	Average variance extracted (AVE)
BURNOUT	0.925	0.929	0.942	0.731
SOCIAL SUPPORT	0.875	0.885	0.923	0.799
JOB INSECURITY	0.891	0.891	0.925	0.754
COMPENSATION	0.910	0.916	0.931	0.693

Based on the table above, each variable has a Cronbach's alpha value of ≥ 0.6 , indicating that the variables used in this research are reliable. Therefore, it can be concluded that the entire construct meets the reliability requirements, both according to Cronbach's alpha criteria.

Inner Model Tes

R-Square

R-Square (R^2) can indicate the strength or weakness of a research model. The R-Square value criteria are said to be weak if the R-Square value is ≥ 0.25 X < 0.5 , and the R-Square value criteria are said to be moderate if the R-Square value is ≥ 0.5 X < 0.75 , and the R-Square criteria value is said to be strong if the R-Square value is ≥ 0.75 . The following are the results:

Table 4 R Square

	R-square	R-square adjusted
BURNOUT	0.989	0.988

Source: Data Processed, 2025

After testing with SmartPLS, it was found that burnout (BR) had an R-Square value of 0.989 which was included in the "strong" category with a value range of ≥ 0.75 , so it was said that the ability of the job insecurity (JI) and compensation (KP) variables in explaining the burnout (BR) variable was quite strong, namely 98.9%, while the remaining 1.1% was the influence of other independent variables that were not measured in this research.

Hypothesis Testing

Hypothesis testing in this research used a t-test with a significance level of > 1.96 and a P-Value of $0.000 < \alpha = 0.05$ (5%).

Table 5 Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
SOCIAL SUPPORT -> BURNOUT	0.274	0.273	0.044	6.286	0.000
SOCIAL SUPPORT x JOB INSECURITY -> BURNOUT	0.078	0.078	0.028	2.779	0.005
SOCIAL SUPPORT x COMPENSATION -> BURNOUT	-0.081	-0.080	0.029	2.788	0.005
JOB INSECURITY -> BURNOUT	-0.132	-0.131	0.047	2.834	0.005
COMPENSATION -> BURNOUT	0.857	0.858	0.036	24.132	0.000

Source: Data Processed, 2025

Discussion

The research results show that job insecurity has a negative impact on burnout. This means that the lower the level of uncertainty employees feel, the less likely they are to experience burnout. Conversely, by reducing job insecurity, employees' mental state can become more stable, thereby reducing the potential for emotional exhaustion, depersonalization, and decreased personal performance. This finding aligns with what was explained by De Witte (2005), who emphasized that job insecurity is a source of stress that can increase mental pressure. However, when someone feels secure in their position, stress levels tend to decrease and the risk of burnout can be minimized. This is in line with research conducted by Maslach and Leiter

(2016), which alluded to the importance of job security in maintaining psychological stability and preventing burnout in the workplace. From this, it can be concluded that reduced job insecurity will have a positive effect on employees' mental state, because feelings of job security can reduce the risk of burnout. Compensation influences burnout, meaning that when compensation is not commensurate with employee performance, it can result in burnout.

The research results show that financial rewards have a positive effect on burnout. In other words, higher rewards can actually increase the likelihood of burnout among workers. This can occur if high rewards are accompanied by a heavy workload, excessive performance demands, and high organizational expectations of employees. This situation can ultimately lead to emotional exhaustion, workplace stress, and decreased morale. This finding aligns with Schaufeli and Bakker's (2004) Job Demands-Resources (JD-R) Model, which states that rewards or compensation can be a resource, but if not balanced with a balanced workload, they can actually trigger stress. Robbins and Judge (2017) also revealed that high rewards are often accompanied by higher performance demands, which can accelerate the onset of burnout. Therefore, it can be concluded that financial rewards do not always function as a protective measure against burnout. If not managed fairly and in balance with workload, rewards can actually exacerbate employee psychological distress.

The results of this research indicate that social support can influence the relationship between job insecurity and burnout levels. This means that when employees experience job uncertainty, their burnout levels can be reduced if they receive sufficient social support, whether from coworkers, superiors, or from social environments outside the workplace. Conversely, if social support is low, the negative impact of job insecurity on burnout will be more severe. This finding is consistent with the Job Demands-Resources Model (JD-R) theory of Schaufeli and Bakker (2004), which explains that social support is a key resource that can reduce work pressure and prevent burnout. Cohen and Wills (1985) also emphasized that social support functions as a buffer that protects individuals from psychological stress arising from job uncertainty, thus it can be concluded that social support plays a very important role in providing protection. The greater the social support received by employees, the less negative impact of job insecurity on burnout levels, thereby maintaining employee psychological well-being.

The research's results indicate that social support has a negative moderating effect on the relationship between compensation and burnout. This means that while high compensation is generally considered capable of reducing burnout levels, when social support is strong, the effect of compensation on burnout tends to be reduced. This suggests that employees who receive good social support from coworkers and superiors rely less on compensation as a primary determinant of their mental well-being. This finding aligns with Cohen and Wills' (1985) buffering hypothesis, which suggests that social support can mitigate the effects of job stress on employee well-being. With social support, employees feel more valued and motivated, thus addressing their needs beyond material aspects (compensation) to include emotional and social aspects. Robbins and Judge (2017) also emphasized that job satisfaction is not solely determined by compensation but is also influenced by social relationships within the workplace. In conclusion, social support plays a significant role in weakening the relationship between compensation and burnout. Employees with strong social support can maintain their mental health even when compensation is not the primary factor, thereby reducing the risk of burnout.

5. Conclusion

Job uncertainty negatively impacts burnout levels. The less uncertainty employees experience, the lower their likelihood of burnout. Job certainty provides a sense of calm that helps reduce emotional exhaustion, apathy, and decreased individual performance.

Compensation influences levels of job burnout. If compensation is not commensurate with performance, this can lead to increased burnout. Even high compensation can be a source of greater stress when combined with a heavy workload and high performance demands.

Support from others plays a role in mitigating the effects of job uncertainty, which can lead to burnout. Strong support from colleagues, bosses, or the surrounding environment can mitigate the negative effects of job uncertainty, allowing employees to maintain their mental health and avoid burnout.

Social support also plays a role in the opposite direction to the impact of compensation on burnout. High levels of social support can mitigate the effect of compensation on burnout. This suggests that employees need not only financial rewards but also emotional support and good social relationships to maintain mental well-being.

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