

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Influence of Job Security on Employee Welfare Moderated by Organizational Support for Contract Employees of the Padang City Fire Department, Indonesia

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ABSTRACT

Employee welfare is one of the important factors in human resource management (HR) and creating a productive work environment. This study aims to analyze the effect of job security on employee welfare with organizational support as a moderator. The research method used is quantitative with a descriptive approach. Data was collected by distributing questionnaires to 140 contract employees and analyzed using Structural Equation Modeling (SEM). The study results indicate that job security has a positive and significant effect on employee welfare, as it is essential to help employees not worry about their future careers, promotions, and safety in the workplace. In addition, organizational support is a moderating variable that strengthens the relationship between job security and employee welfare. This finding proves that the higher the employee's perception of organizational support, the higher the positive influence of job security on well-being, especially for contract employees.

Keywords: Job Security, Well Being, Organizational Support, Contract Employees, HRM.

JEL Code: J28, M54, J81, C30.

I. Introduction

In the current era of globalization, human resources (HR) are the main factor for organizational success. HR is also often referred to as the most valuable asset for an organization or company, because quality HR can carry out tasks and responsibilities effectively and efficiently, and provide greater contributions to the company. One of the problems in the management of human resources (HR) that is not optimal is the lack of organizational attention to the welfare of contract employees. According to Al Nahyan et al. (2024), organizational support felt by employees is the basis for adding resources that improve the collective mindset of the workforce and encourage excellence in the workplace, and organizational support is significant for improving employee welfare.

According to Putri et al. (2025), employee welfare includes physical, mental, and emotional health, which is influenced by employees' ability to manage personal and professional responsibilities while working. A supportive work environment and flexible policies can help employees achieve balance and reduce stress while working to create optimal performance and improve well-being. To improve employee welfare, there



needs to be a guarantee of job security so that employees feel secure in their work, and they have and can improve their welfare. However, many employees often feel insecure in their jobs, which triggers a mismatch between the level of comfort expected. There is a risk that someone will lose their job (Firman Fauzi & Sari Puspitarini, 2024). According to Agustina et al. (2020), factors contributing to employee welfare include good salaries and wages, solid coworkers, job security (career certainty), fair and wise leaders, and employee awards. One important factor that directly affects employee welfare is job security. According to Sudarta (2022), job security refers to a work situation that leads to certainty regarding future work continuation. According to Pacheco et al. (2020), job security for contract employees tends to be lower, indicating that their sense of job security may be fragile, causing a gap in welfare.

According to Nurkaidah & Wulandari (2023), contract employees work based on a specific time limit mutually agreed upon between the worker and the company organization. The time limit can be extended if the company deems it necessary to continue employing the employee until the specified limit. The contract work system makes employees lose more because the employment relationship is contractual, with low pay or salary and no guarantee of career development in the future, so that employees feel protected by the continuity of their work (Paramita et al., 2022). An employee expects long-term work with job security provided by the organization regarding the certainty of a clear work status, so that employees feel they will not lose their jobs suddenly and have high confidence in the continuity of their work. If job security is not met, it causes prolonged stress in employees. According to Gracia & Lusiana (2025), stress hurts employee welfare because it causes negative emotions towards work, resulting in decreased performance. In addition to job security, organizational support is important in creating an effective and efficient work environment. Suppose the organization supports employees who can provide constructive ideas and are realized with careful planning by the organization. In that case, employees will feel positive about the organization's support. Conversely, if the organization tends to remain silent and does not show concern for employee problems, it will trigger negative perceptions and dissatisfaction among employees towards the organization (Sholikah & Mulyana, 2022).

According to Sari & Darmastuti (2020), organizational support is the extent to which employees think that the organization can appreciate the contributions that employees have made to the organization. The forms of organizational support include several things, namely providing decent salaries and benefits, creating supportive relationships with superiors or coworkers, and providing adequate facilities so that they can make efforts to improve employee welfare and apply this behavior to more positive work attitudes and behaviors. According to research by Al Nahyan et al. (2024), job security positively influences employee welfare. In addition, organizational support directly improves employee welfare and strengthens employees' perception of job security. When employees feel safe in their jobs and are not worried about losing their jobs in the future, they tend to have low stress levels and more stable psychological conditions, so organizational support strengthens the relationship between employee welfare and job security.

Table 1. Data on the Number of Employees Entering and Leaving the Padang City Fire Department in 2018/2022

Year	Number of Employees at the Beginning of the Year	Number of Employees Entered	Number of Employees Leaving	Number of Employees at the End of the Year
2018	190	18	13	195
2019	195	20	15	200
2020	200	10	17	193
2021	193	13	20	186
2022	186	30	13	203

Based on Table 1, it can be concluded that there is instability between the number of employees who enter and leave the Padang City Fire Department in 2018/2022. This indicates uncertainty and challenges in

providing a sense of security (job security). This instability is due to employees having contract status, a lack of promotion given by the organization, and high work demands, which can affect employee welfare. Although there are organizational efforts to improve the situation by recruiting more in 2022, more attention is still needed to provide adequate support to employees facing these work challenges. Every day, contract employees of the Padang City Fire Department are tasked with handling various problems with high risks and even life-threatening situations. Contract employees face problems regarding their future work because the work is not permanent and is regulated by a contract agreement, so this uncertainty can worsen the negative impact on welfare, which can ultimately affect their performance in responding to emergencies. Previous studies have shown different understandings regarding the influence of job security on employee well-being. According to research by Pacheco et al. (2020), job security positively affects well-being. However, Iji et al.'s (2019) research indicates that job security does not significantly affect employee well-being, indicating a difference that needs further study.

II. Literature Review and Hypothesis Development

2.1. Conservation of Resource Theory

Conservation of Resource Theory is a theoretical framework used in psychology to explain how individuals acquire, maintain, preserve, and protect resources that are important to them. This theory was first developed by Stevan E. Hobfoll in 1989. According to this theory, individuals seek to maintain and increase their resources because they are considered important for well-being (Hobfoll et al., 2018). Conservation of Resources Theory emphasizes that loss or depletion of resources causes stress and other adverse outcomes. In contrast, the accumulation and growth of resources can enhance an individual's well-being and resilience. The theory also describes how individuals actively seek to manage their resources by maintaining existing ones, seeking additional resources, or protecting resources from loss or decline in well-being. Sometimes, a person experiences complex challenges that cause negative feelings or unhappiness at work. Therefore, resources are needed that can overcome problems when someone is having difficulty achieving goals. A person needs resources to maintain their condition so as not to experience physical fatigue and can maintain positive emotions and moods so that they can encourage improved health and well-being (Rio et al., 2022).

2.2. Employee Welfare

According to Purba (2019) Employee welfare is a reward the organization gives, both in material terms, such as salary, bonuses, and allowances, and non-material rewards such as recognition, promotion, and self-development. Providing this welfare helps encourage the achievement of organizational goals and is required by government regulations. Employees work to meet their living needs and expect decent wages as an organizational reward for their contributions. According to Erwin (2022) employee welfare is the fulfillment of employee needs by the company. The welfare implemented by the company aims to maintain employees, both spiritually and physically, to maintain good work performance and attitudes at work. Employee welfare (employee's well-being) is conceptualized as a concept built globally and operates by including employee job satisfaction, family satisfaction, physical well-being, and psychological well-being. According to Rahmi et al. (2021) Employee welfare indicators are as follows:

- a. Life well-being is a life satisfaction that includes personal and family care (reflecting employee personal emotions and employee family problems).
- b. Workplace well-being is defined as the prosperity of employees and the sense of well-being obtained from their work in facilities, job security, compensation, benefits, labor protection, logistics services, management style, and work arrangements.

- c. Psychological well-being regarding learning, growth, work performance, and self-actualization. Psychological well-being is when an individual has a positive attitude towards themselves, can establish relationships with others, and strives to explore and develop themselves as much as possible.

2.3. Job Security

According to Wahyuni et al. (2020) Job security is a critical condition to help employees work and not worry about their future careers, promotions, and safety and security in the workplace. Job security assures that an employee will remain in their job without the risk of unemployment, will not lose income, and can maintain a decent life. According to Fatimah & Elistia (2024) Job security is an employee's expectation of the continuity and sustainability of their work, including important aspects such as promotion opportunities, overall working conditions, and long-term career opportunities. Employees who feel safe in their jobs tend to be more satisfied with their jobs and comply with regulations in the work environment. Employees get fair growth opportunities by using their skills in the organizational environment. According to Wahyuni et al. (2020) The indicators of job security are:

- a. Future career refers to the certainty employees have about future career security.
- b. The organization provides promotion opportunities through promotions, advancements, and career advancement.
- c. Job security related to things that support job security within the company.

2.4. Organizational support

According to Fatimah & Elistia (2024) Organizational support is the extent to which employees think that the organization appreciates the contributions that employees have made to the organization. Forms of organizational support include providing decent salaries and benefits, creating supportive relationships with superiors, and good co-workers. According to Fitriani et al. (2022) Organizational support is how an organization can appreciate employee contributions to the progress of the organization and the attention given to employees for their lives and needs. In general, many types of organizational support are given to employees, such as mutual respect, awards in the form of salaries, and promotions that are considered capable of supporting an employee in their work and welfare. According to Rhoades & Eisenberger (2002) Organizational support variables consist of 3 indicators, including:

- a. Fairness, which is procedural justice used to determine an even distribution of employee resources.
- b. Support from superiors, namely the general view of employees towards the role of superiors, involving superiors who value contributions and care about employee welfare. According to research by Sahabuddin et al. (2025), support and motivation from superiors can dampen the negative impact of high workloads while working. Superiors also act as representatives of the organization and are responsible for directing and evaluating the performance of their employees. Through this perceived responsibility, employees can see how much the organization contributes, whether the organization is oriented towards employees, and as an indication of organizational support.
- c. Awards from the organization and working conditions are all forms of awards from the company given to employees, including salary, promotion, employee development programs, job security, autonomy, work stress, and organizational size.

2.5. Hypothesis

- a. H1: Job security has a positive and significant effect on employee welfare for contract employees of the Padang City Fire Department
- b. H2: Organizational support has a positive and significant effect on employee welfare for contract employees of the Padang City Fire Department
- c. H3: Organizational support moderates job security and positively affects employee welfare for the Padang City Fire Department contract employees.

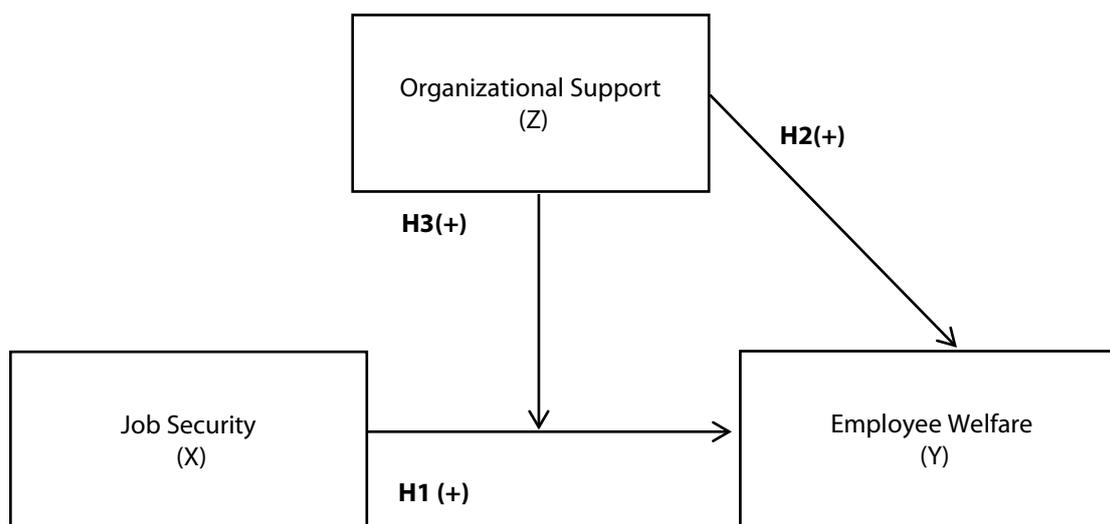


Figure 1. Conceptual Framework

III. Research Method

This research is a quantitative study using primary data obtained through questionnaire distribution. This study aims to quantitatively analyze the effect of job security on employee welfare, moderated by organizational support. The data in this study were analyzed using the Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS) using SmartPLS version 4. The analysis stage begins with descriptive analysis to describe the characteristics of respondents, such as gender, age, education, and respondent expenditure. Furthermore, outer model testing is carried out to assess validity and reliability; the analysis is continued with inner model testing and hypothesis testing. Considering the research interests related to the accuracy of data in the field, the location and time of this research were conducted at the Padang City Fire Department. The time of this research was carried out from February 2025 to May 2025. The selection of this period was based on the consideration that this period is the active operational period of the organization, thus allowing research to be conducted and obtaining data relevant to actual conditions in the field.

3.1. Data Types and Sources

The primary data source required for this study is primary data. According to Bougie & Sekaran (2019), primary data is obtained directly from the Padang City Fire Department contract employees through a research questionnaire survey. Primary data in this study were obtained by distributing questionnaires to respondents according to the criteria: the Padang City Fire Department contract employees. The questionnaire was distributed face-to-face in the work environment during office hours and filled out independently by respondents.

3.2. Population and Sample

According to Bougie & Sekaran (2019), population refers to the entire group of people, events, or things that are of interest to be investigated by researchers and concluded based on sample statistics. In this study, the population was all Padang City Fire Department Contract Employees, with a total of 140 people, based on the division of fields:

Table 2. Recapitulation of the Number of Contract Employees of the Padang City Fire Department

No	Field	Number of Contract Employees
1.	Secretariat	11 Person
2.	Protection and Testing Field	11 Person
3.	Operations and Infrastructure Sector	118 Person
	Total	140 Person

A sample is part of the number and characteristics possessed by the population. The sampling technique in this study is total sampling. According to Sugiyono (2020), total sampling is a sampling technique that uses all members of the population as a sample, so the sample in this study was 140 contract employees of the Padang City Fire Department. The reason for using total sampling is that the research results are more accurate and can reflect the actual conditions without bias due to sample selection. By involving all population members, this study avoids generalization errors and provides a more comprehensive and reliable picture.

3.3. Research Instruments

The questionnaire instrument in this study was developed based on previous theories and studies relevant to the study, such as Wahyuni et al. (2020) for job security variables, Rhoades & Eisenberger (2002) for organizational support, and Rahmi et al. (2021) for employee welfare. This instrument was validated through convergent validity tests (outer loading > 0.70) and reliability using Cronbach's Alpha and Composite Reliability values (> 0.70) using SmartPLS version 4. This research instrument uses a questionnaire compiled using a 5-point Likert scale because it is most appropriate for measuring respondents' perceptions and opinions and makes it easier for respondents to understand the answer choices because this scale provides a score range from "strongly disagree" to "strongly agree" and there is a neutral option so that respondents do not feel burdened and increase the accuracy of respondents' answers.

Table 3. List of Answer Scores Based on Likert Scale

Alternative Answers	Question Value
Strongly Agree	Mark 5
Agree	Mark 4
Neutral	Mark 3
Disagree	Mark 2
Strongly Disagree	Mark 1

IV. Results and Discussion

4.1. Respondent Demographics

Table 4. Respondent Demographics

Category	Criteria	Frequency	Percentage (%)
Gender	Man	122	87,14 %
	Woman	18	12,86 %

Category	Criteria	Frequency	Percentage (%)
Respondent Age	<25 Years	15	10,71%
	26-30 Years	47	33,57%
	31-35 Years	36	25,71%
	36-40 Years	25	17,86%
	>40 Years	17	12,14%
Respondent Education	High School/Vocational School/Islamic Senior High School	108	77,14 %
	D3	5	3,57 %
	S1	27	19,29 %
Respondent Expenditure	Rp 500.000-Rp 1.000.000	4	2,86%
	Rp 1.000.000- Rp 1.500.000	16	11,43%
	Rp 1.500.000- Rp 2.000.000	58	41,43%
	Rp > 2.000.000	62	44,29%

Based on Table 4, this study involved 140 respondents, whose demographic characteristics were categorized based on gender, age, education, and monthly expenses. Most of the male respondents, with a percentage of 87.14% were caused by the main task of the Fire Department for fire and rescue guarantees, which of course requires physical strength and stamina, and high work risks, so that men dominate them. In comparison, female respondents numbered only 18 people, with a percentage of 12.86%. In addition, the age of each respondent is quite diverse. However, the most dominant age is 26-30 years with a percentage of 33.57% and the other most prominent positions are at the age of 31-35 years with a percentage of 25.71% and age 36-40 years with a percentage of 17.86%, age > 40 years with a percentage of 12.14% and respondents with the least age > 25 years with a percentage of 10.71%. This finding shows that most employees are in the productive age range of 26-35 years and generally have high work readiness in carrying out their duties.

Respondents have different educational backgrounds, dominated by high school/vocational high school/Islamic high school education, with a percentage of 77.14%, the rest have D3 education with a percentage of 3.57% and S1 with a percentage of 19.29%. With most respondents having high school/vocational high school/Islamic high school education, the organization provides structured training programs to improve practical skills when handling fires, such as extinguishing techniques, extinguishers, and other safety procedures. Furthermore, the respondents' monthly expenditure is dominated by the monthly expenditure of Rp > 2,000,000, with a percentage of 44.29%. This shows that most respondents are in the relatively high expenditure group. The high percentage of respondents with a monthly expenditure above Rp 2,000,000 indicates that most have a good economic condition.

4.2. Outer Model Test

The measurement model (outer model) is used to assess the validity and reliability of the model. According to Ghozali (2021), the outer model is often called the external relationship or measurement model, which aims to specify the relationship between latent variables and their indicators.

4.2.1. Convergent Validity and Data Analysis

According to Hukama et al. (2023), one of the requirements for analyzing SmartPLS is to use convergent validity. The convergent validity test uses a measurement model with reflective indicators in this test, assessed based on the score of the construct or latent variable that can be calculated using PLS. Based on the loading factor (correlation between item scores/component scores and construct scores) of the indicators that measure the construct, the convergent validity test is evaluated on PLS with reflective indicators. The rule of thumb used for initial examination of the factor matrix is that approximately 0.5 is considered to have met the minimum standard. This can be seen well if the loading factor is around 0.6, and is significant if the loading factor is above 0.6. Therefore, it can be concluded that in this study, the higher the loading factor value, the

more important the role of loading in interpreting the factor matrix. This study used a loading factor of 0.5 with a Convergent Validity value that can be seen from the average variance extracted (AVE), with an AVE value greater than 0.5. The following is an initial image of the construct in the study:

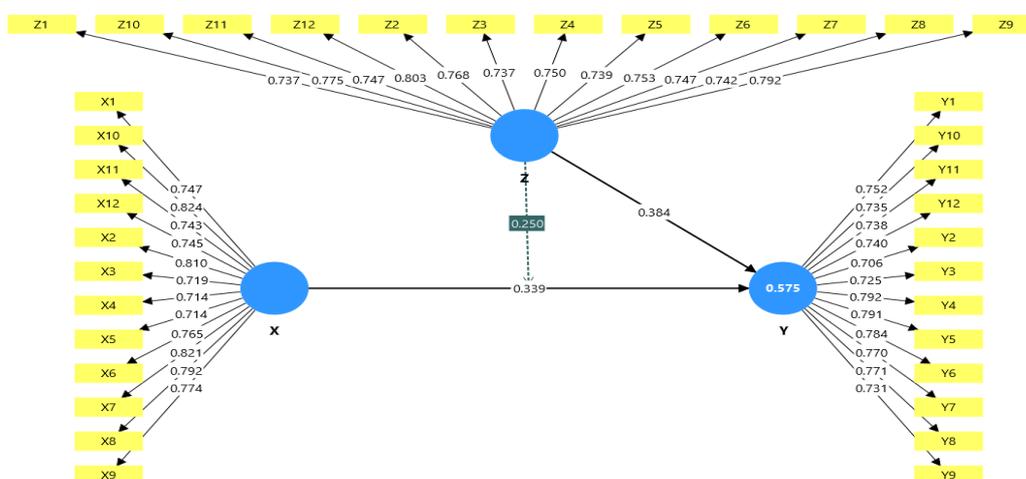


Figure 2. Outer Model

The initial form of the indicator validity measurement model on its parent variable is depicted in the figure. To make it easier to understand, further information is provided to show the outer loading value of each measured indicator as follows:

Table 5. Outer Loading

Indicator	Job Security	Employee Welfare	Organizational Support
X1	0.747		
X2	0.810		
X3	0.719		
X4	0.714		
X5	0.714		
X6	0.765		
X7	0.821		
X8	0.792		
X9	0.774		
X10	0.824		
X11	0.743		
X12	0.745		
Y1		0.752	
Y2		0.706	
Y3		0.725	
Y4		0.792	
Y5		0.791	
Y6		0.784	
Y7		0.770	
Y8		0.771	
Y9		0.731	
Y10		0.735	
Y11		0.738	
Y12		0.740	
Z1			0.737
Z2			0.768

Indicator	Job Security	Employee Welfare	Organizational Support
Z3			0.737
Z4			0.750
Z5			0.739
Z6			0.753
Z7			0.747
Z8			0.742
Z9			0.792
Z10			0.775
Z11			0.747
Z12			0.803

Based on the data processing results in Table 5, the outer loading value of all variable indicators is 0.6, so the convergent validity of all indicators can be said to be valid.

Table 6. AVE values

Variables	AVE Value
Job Security	0.585
Employee Welfare	0.568
Organizational Support	0.574

Based on Table 6, the results of the validity test show that the AVE value for all variables is >0.5 , so convergent validity is said to be valid.

4.2.2. Discriminant Validity

Discriminant validity is used to "show how much the level of a latent variable/construct is different from other construct variables"; here it means that, if a correlation between constructs and items is greater than the latent construct can predict better than others. Discriminant validity testing can be assessed based on cross-loading. In cross-loading testing, it can be said to be good if the total value of each variable in the construct is higher than the correlation of the construct with other latent variables.

Table 7. Cross Loading

Indicator	Job Security	Employee Welfare	Organizational Support
X1	0.747	0.508	0.255
X2	0.81	0.457	0.211
X3	0.719	0.348	0.18
X4	0.714	0.388	0.26
X5	0.714	0.381	0.24
X6	0.765	0.54	0.24
X7	0.821	0.495	0.259
X8	0.792	0.498	0.296
X9	0.774	0.4	0.185
X10	0.824	0.492	0.27
X11	0.743	0.45	0.077
X12	0.745	0.425	0.149
Y1	0.402	0.752	0.326
Y2	0.403	0.706	0.298
Y3	0.336	0.725	0.435
Y4	0.391	0.792	0.42
Y5	0.502	0.791	0.406
Y6	0.441	0.784	0.471

Indicator	Job Security	Employee Welfare	Organizational Support
Y7	0.441	0.77	0.402
Y8	0.413	0.771	0.381
Y9	0.494	0.731	0.319
Y10	0.449	0.735	0.343
Y11	0.513	0.738	0.358
Y12	0.542	0.74	0.38
Z1	0.243	0.306	0.737
Z2	0.217	0.335	0.768
Z3	0.332	0.379	0.737
Z4	0.21	0.366	0.75
Z5	0.102	0.362	0.739
Z6	0.229	0.487	0.753
Z7	0.18	0.392	0.747
Z8	0.124	0.342	0.742
Z9	0.297	0.458	0.792
Z10	0.188	0.395	0.775
Z11	0.194	0.335	0.747
Z12	0.285	0.35	0.803

Based on Table 7, the data results are valid because the total value of each construct variable is greater than the correlation of the construct with other variables.

4.2.3. Reliability Test

Reliability testing determines how much a measuring instrument can be relied upon or trusted. The measuring instrument can be used if the measurements produced are consistent enough. All items and questions used in this study will be tested for reliability using the coefficient of Cronbach's Alpha value of >0.7 . Then all variables in this study can be declared reliable.

Table 8. Reliability Test

Variables	Cronbach Alpha
Job Security	0,935
Employee Welfare	0,931
Organizational Support	0,933

Based on Table 8, the results obtained show that the Cronbach's alpha value for each construct exceeds 0.7. With a Cronbach's alpha value of >0.7 , all variables in this study can be declared reliable.

4.3. Inner Model Test

Structural Model Test (inner model) aims to predict the causal relationship between latent variables or variables that cannot be measured directly. Structural model test (inner model) uses the help of procedures in SMARTPLS version 4. A structural model test is carried out by testing the relationship between latent constructs using R-squared for the T-test of dependent constructs and the significance of the structural path parameter coefficients. The following is the R-squared estimate using SMARTPLS version 4.

Table 9. R-Square

Variables	R-Square
Employee Welfare	0,575

Exclusive R-squared for endogenous construction. Job security contributes 57.5% to employee welfare, with an R-squared value of 0.575 for employee welfare.

4.4. Hypothesis Testing

Table 10. Hypothesis Testing

Hypothesis	Original Sample	T Statistics	P-Values	Information
Job Security -> Employee Welfare	0,339	2,835	0,005	Supported
Organizational Support -> Employee Welfare	0,384	3,616	0,000	Supported
Organizational Support x Job Security -> Employee Welfare	0,250	3,214	0,001	Supported

Based on the SmartPLS analysis test results, hypothesis one can be supported. The output path coefficient value shows the relationship between job security and employee welfare with a parameter coefficient of 0.339, a significance of 0.005, and a statistical value of 2.835 ($2.835 > 1.96$). In addition, the results of the SmartPLS analysis test show a correlation between organizational support for welfare with an output path coefficient value of 0.384, a statistical value of 3.616 ($3.616 > 1.96$), and a significance of 0.001, indicating that hypothesis two can be supported. Furthermore, the output path coefficient value in the SmartPLS study test findings illustrates the relationship between organizational support, moderating job security, and employee welfare. The third hypothesis is accepted because moderation has a parameter coefficient of 0.250, with a statistical value of 3.214 ($3.214 > 1.96$) and a significance of 0.001.

4.5. Discussion

Job security is a critical condition to help employees work and not worry about their future careers, promotions, and safety and security in the workplace (Wahyuni et al., 2020). Working conditions that are felt to be safe for employees can be a guarantee to continue working, which can improve employee welfare (Firman Fauzi & Sari Puspitarini, 2024). Based on the study's results, it can be concluded that the job security variable (X) has a significant positive effect on employee welfare (Y). This is indicated by a p-value of 0.005, meaning there is a significant effect because p is less than 0.05. Thus, the higher the job security employees have, the higher the welfare of the Padang City Fire Department contract employees. This study aligns with Pacheco et al. (2020), which shows that job security positively affects welfare.

According to Sabil (2021), employee welfare can be a balance between the efforts made by employees and the compensation they receive. Welfare is an essential thing that needs to be considered by organizations. An organization that is considered reasonable is when it consistently provides positive support for its employees with various efforts, such as providing recognition, respect, providing fair treatment, appropriate compensation, promotion opportunities, providing the right to speak up, easy access to relevant information and providing other support to improve employee welfare (Syihabuddin et al., 2024). Based on the study's results, it can be concluded that the organizational support variable (Z) has a significant positive effect on employee welfare (Y). This is indicated by a p-value of 0.000, meaning there is a significant effect because p is less than 0.05. This study is in line with (Hilfina & Putra, 2023), which shows that organizational support positively affects employee welfare. In addition, organizational support also plays an important role as a moderator between job security and employee welfare. Organizational support directly impacts welfare and strengthens the sense of security employees feel in their jobs. In other words, when an organization shows concern for employees, it can increase employees' perceptions that their positions are valued and secure. So the relationship between job security and organizational support is an important factor in creating optimal employee welfare. Based on the results of the study, it can be concluded that the organizational support

variable (Z) has a significant positive effect on job security (X) and employee welfare (Y). This is indicated by a p-value of 0.001, which means there is a significant effect because p is smaller than 0.05. This study aligns with Al Nahyan et al. (2024), which shows that organizational support moderates significantly positive job security and employee welfare.

V. Conclusion

Based on the data analysis and discussion above, regarding the influence of job security on employee welfare moderated by organizational support for contract employees of the Padang City Fire Department, it can be concluded that job security has a positive and significant effect on employee welfare. This shows that the higher the job security felt by employees, the higher the employee welfare received by contract employees of the Padang City Fire Department. Furthermore, organizational support has a positive and significant effect on employee welfare, meaning that the higher the organizational support, the better the welfare of contract employees of the Padang City Fire Department. Furthermore, organizational support is a significant positive moderator in the relationship between job security and employee welfare. This means that the higher the organizational support, the stronger the influence of job security on the welfare of the Padang City Fire Department contract employees. If organizational support is increased, it can strengthen the relationship between employee well-being and their job security. Organizations that can create a supportive work environment and provide adequate support to their employees will be better able to retain the best employees and achieve success within the organization.

These findings have important implications for human resource management, especially in government agencies like the Fire Department. Organizations must prioritize security in their work and ensure maximum organizational support for contract employees. This organizational support can be in the form of providing adequate work facilities, clarifying the status of contract employees, and creating good relationships between superiors and employees. With this organizational support, not only can employee welfare be improved, but it can also help retain quality workers to improve overall employee performance. This study also suggests that organizations continue to evaluate and improve employee development and the existence of rules and policies that can support employee welfare. Although this study provides valuable insights into the influence of job security on employee well-being with organizational support as a moderator, there are several limitations in this study, there are several limitations that need to be considered first, this study was only conducted at one government institution, namely the Padang City Fire Department, so that the generalization of the results to Fire Departments in other regions is still limited. Therefore, it is hoped that further research will involve many institutions from various regions to make the data obtained more representative. Further researchers can also consider other relevant variables, such as job satisfaction, motivation, or organizational culture, which may play a role as moderators in subsequent studies.

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