

## Job insecurity perceptions in the face of a change in labor legislation among Puerto Rican workers and its impact on productivity during an economic crisis

Rolando Rivera-Guevarrez<sup>a</sup> and Jose Flecha-Ortiz<sup>b\*</sup>

<sup>a</sup>Univesidad de Puerto Rico en Carolina, Puerto Rico

<sup>b</sup>Universidad Ana G Mendez - Campus Gurabo, Puerto Rico

### CHRONICLE

### ABSTRACT

#### Article history:

Received: December 12, 2020

Received in revised format:

December 29 2020

Accepted: February 17, 2021

Available online:

February 17, 2021

#### Keywords:

Organizational justice

Organizational support

Employability

Job insecurity

Productivity

Law Reform

Job insecurity has evolved in a wide range of phenomena that have been little addressed in the academic literature. One of these phenomena is to observe how the implementation of labor legislation within an economic crisis affects the perception of job insecurity. Thus, this research proposes that organizational justice, organizational support, and employability become three explanatory dimensions that shape job insecurity in the face of a change in labor legislation during an economic crisis. Through a survey of 205 employees of private companies in Puerto Rico and analyzing the data through PLS-SEM, the study demonstrates and supports new literature on how each variable considered affects perceptions of job insecurity and the productivity of human capital in the face of a change in labor legislation, a topic little addressed in the academic literature.

© 2021 by the authors; licensee Growing Science, Canada

## 1. Introduction

The current labor market, coupled with the financial crises in different parts of the world, has resulted in high job insecurity levels in human capital (Schumacher et al., 2020). Brondino et al. (2020) explain that the breadth of the job insecurity construct encompasses many phenomena and conditions that provide an explanatory basis for what affects a worker's perception of maintaining their job. The research agenda recently highlighted the need for studies that contemplate how a labor law change impacts how workers experience job insecurity (Jiménez & Zúñiga 2020; Shoss 2017; Vander Elst et al. 2014). Sala-Franco (2015) establishes its relevance as a country's implementation of labor reforms is indirectly related to economic crises. Many organizations take advantage of these changes to maximize their operations, which has a detrimental effect on labor conditions and rights (Jiménez & Zúñiga, 2020). Thus, Puerto Rico provides an ideal scenario to give answers to this phenomenon. During the last decade, Puerto Rico has been immersed in a financial crisis that resulted in the filing for bankruptcy of Puerto Rico's Commonwealth. This crisis has moved the government to establish more aggressive public policies to stimulate the economy. One of these strategies was implementing Act 4 of January 26, 2017, under the Transformation and Labor Flexibility Act. Puerto Rico's case is unique because its previous labor legislation has distinguished itself from other U.S. jurisdictions as being one of the vanguards. However, jurists detail that Puerto Rico's new labor reform during the economic crisis is adverse for human capital but beneficial for private enterprise representing a setback to Puerto Rico's labor legal system (García- García, 2017). Thus, this study maintains as an objective to test whether organizational justice, organizational support, and employability become three dimensions that make up the variable of job insecurity in the face of changes in labor legislation in Puerto Rico. Second, the study explores whether job insecurity has an impact on human capital productivity.

\* Corresponding author.

E-mail address: [flechaj1@uagm.edu](mailto:flechaj1@uagm.edu) (J. Flecha-Ortiz)

Finally, it analyzes whether there are significant differences between the factors of education, gender, and type of employment among the proposed study variables. The rest of the paper details the most relevant background of the literature, methodology, results, conclusions, limitations, and future research.

### *1.1 Theory of Job Insecurity*

The study of job insecurity began with Vroom's seminal work (1964). He defined it as the degree to which an employee experiences a negative effect concerning his or her orientation towards his or her job. Later Greenhalgh and Rosenblatt (1984) established that the theoretical construct of job insecurity had severe limitations since it was only analyzed as a unidimensional construct. These authors emphasize that, on the contrary, job insecurity is a multidimensional construct since different forces act on it and provide a stronger explanatory basis. Later Jacobson (1987, 1991) details that job insecurity is a phenomenon that is based on individual perception and that must be analyzed by subjective evaluations of the potential threat to the continuity of a job. According to these theorists, job insecurity is affected by cognitive factors associated with the worker's concerns and followed by influential factors where the Human Resource analyzes the perception of the possible loss of employment.

Now, the theoretical evolution of job insecurity has led to a new definition. It is established as the degree to which an individual perceives a threat in his or her employment place according to their characteristics (Shoss, 2017). Shoss (2017) discusses that the study of job insecurity has raised the lack of risk predictor variables that have not been properly addressed. According to this author, variables such as productivity, employability, and organizational factors should be analyzed since the interaction with this group of variables provides a stronger explanatory basis on how perceptions of job insecurity are manifested. In line with this study, we propose that the variables Organizational Justice, Organizational Support and Employability become three dimensions where affective and cognitive factors act and provide an explanatory basis for how a change in labor legislation shapes the variable job insecurity during an economic crisis.

As the conceptualization of the study of job insecurity advances, its theoretical construction must contemplate factors at the micro-level (Jacobson 1987, 1991, Greenhalgh & Rosenblatt, 1984, 2010; Klandermans et al. 2010; Anderson & Pontusson, 2007). It analyzes all kinds of individual factors of the person at the micro-level, such as gender, type of employment, and education. Micro factors are relevant, as they affect the individual's actions and may reflect differences in how job insecurity is perceived at the macro-level (Erlinghagen 2007). Macro environmental factors analyze labor legislation and the country's economic situation under study (Erlinghagen 2007; Vander Elst et al., 2014; McDonough 2000). However, at the macro level, the literature is limited where the research agenda highlights the need for studies that contemplate how a change in labor legislation affects perceptions of insecurity (Jiménez & Zúñiga 2020; Shoss 2017; Vander Elst et al. 2014). A limited group of studies has identified both positive and negative effects on job insecurity perceptions (Keim et al., 2014; Probst, 2008; Cheng & Chan, 2008; Landsbergis et al., 2012; Balz, 2017, Noelke 2015; Kuroki, 2012). From the macro perspective, it has effects on more temporary work (Landsbergis et al., 2012; Balz, 2017, Noelke 2015) and increases stress factors, which in turn negatively affect productivity levels (Probst, 2008; Cheng & Chan, 2008). This is explained by the fact that a change in legislation at the macro level increases stress levels (Cheng & Chan, 2008), which affects human resources' performance (Erlinghagen 2007). Thus, productivity, employability, and organizational factors (organizational justice and support) can provide an explanatory basis for how perceptions of job insecurity act in the face of a change in labor legislation.

## **2. Perceptions of Organizational Justice, Organizational Support and Employability**

### *2.1 Organizational Justice*

Organizational justice is defined from a legal perspective as the degree to which a person differentiates the processes by which wages are determined and how they perceive justice because of organizational processes (Greenberg, 1987). Organizational justice is a multidimensional variable that is explained by (a) Distributive Justice (worker perceptions of fairness), (b) Relational Justice (interpersonal treatment) and (c) Procedural Justice (fairness in organizational processes) (Niehoff and Moorman, 1993, Alvarez et al. 2019). In this study, Organizational Justice is analyzed through its three dimensions according to the degree to which Human Capital perceives organizational changes in the face of changes in labor legislation.

### *2.2 Organizational Support*

The study of organizational support begins with Levinson's (1965) seminal work in which he postulates that certain actions taken by members of an organization will be affected by the perceived commitment of the organization to their welfare. Later, organizational support (O.S.) is defined as the set of perceptions an employee has about whether the organization values their contributions and whether they trust that they will be treated fairly within the law (Eisenberg et al. 1990). Now the work of Lee & Peccei (2007) is a pioneer in identifying how the POS affects job insecurity and how it affects human resources' productivity. This study analyzes the POS through the perceptions of insecurity that a change in labor legislation has on how human capital perceives fair treatment in the organization.

### *2.3 Employability*

Employability is defined as the group of skills and talents that make a person fit to get and keep a job (Gamboa et al., 2007; De Grip et al., 2004; Mera-Lemp et al. 2019). Suárez-Lantarón (2016) states that the concept of employability is linked both

in organizations, work, and learning and its dimensions explain this: (a) professional identity (personal aspirations, goals, fears, etc.), (b) adaptability (the person's willingness to change) and (c) social capital (the use of the network of collaborators) (Fugate et al. (2004). Employability addresses a person's willingness to stay in, and ability to change jobs (De Grip et al., 2004). Thus, this study analyzes employability through the perceptions of insecurity and factors that can lead to analyze the human resource to remain or change jobs.

#### 2.4 Previous Studies

Studies reflect that organizational justice (Rosenbaum & McCarty, 2017; Graso et al., 2020; Bobocel & Hafer, 2007; Heponiemi et al., 2007; Loi et al., 2009; Yean & Yusof 2016), POS (Probst et al. 2018; Mayes et al., 2016; Lucidi & Kleinknecht 2009; Gopalkrishnan 2011 & Sora- Miana, 2011) and employability (Balz et al., 2020; Cuyper et al. 2008; Wilthagen & Rogowski, 2002; Golovina, 2020) affect perceptions of job insecurity and productivity positively or negatively on human resource. Studies of organizational justice in the face of a change in labor legislation have identified that it, directly and indirectly, affects perceptions of insecurity (Wu & Wang 2008; Somogyvári, 2013). This is explained by the fact that the way an organization implements a change in legislation can lead to organizational injustice perceptions (Somogyvári, 2013), where POS can increase organizational injustice perceptions. This is explained by the fact that the way the organization implements a change in legislation may be perceived as having little organizational support (Mayes et al., 2016; Lucidi & Kleinknecht, 2009). Mayes et al., (2016) detail, not all H.R. practices promote POS, but the practices required by law directly impact how employees perceive POS. Employability, on the other hand, can increase perceptions of job insecurity. One study details that an adverse perception of legislation can affect feelings of future opportunities for better employment (Wilthagen & Rogowski, 2002). Other studies explain that a regulatory framework in the adaptability dimension can increase labor displacement to other countries (Golovina, 2020), which is described by a negative effect on job insecurity (Balz et al., 2020). This is how this group of variables supports the need for research in analyzing how labor laws can mean job insecurity for employees today (Imam & Chambel, 2020). This leads the researchers to propose:

**H<sub>1</sub>:** *Organizational Justice is a multidimensional construct that can explain job insecurity in the face of changes in Puerto Rico's labor legislation and is explained by its dimensions:*

**H<sub>1a</sub>:** *Distributive Justice*

**H<sub>1b</sub>:** *Relational Justice*

**H<sub>1c</sub>:** *Procedural Justice*

**H<sub>2</sub>:** *Employability is a multidimensional construct that can explain job insecurity in the face of changes in Puerto Rico's labor legislation and is explained by its dimensions:*

**H<sub>2a</sub>:** *Professional Identity*

**H<sub>2b</sub>:** *Adaptability*

**H<sub>2c</sub>:** *Social Capital*

**H<sub>3</sub>:** *Job insecurity affecting human capital in the face of changes in Puerto Rico's labor legislation is a multidimensional construct that is explained by its dimensions:*

**H<sub>3a</sub>:** *Organizational Justice*

**H<sub>3b</sub>:** *Organizational Support*

**H<sub>3c</sub>:** *Employability*

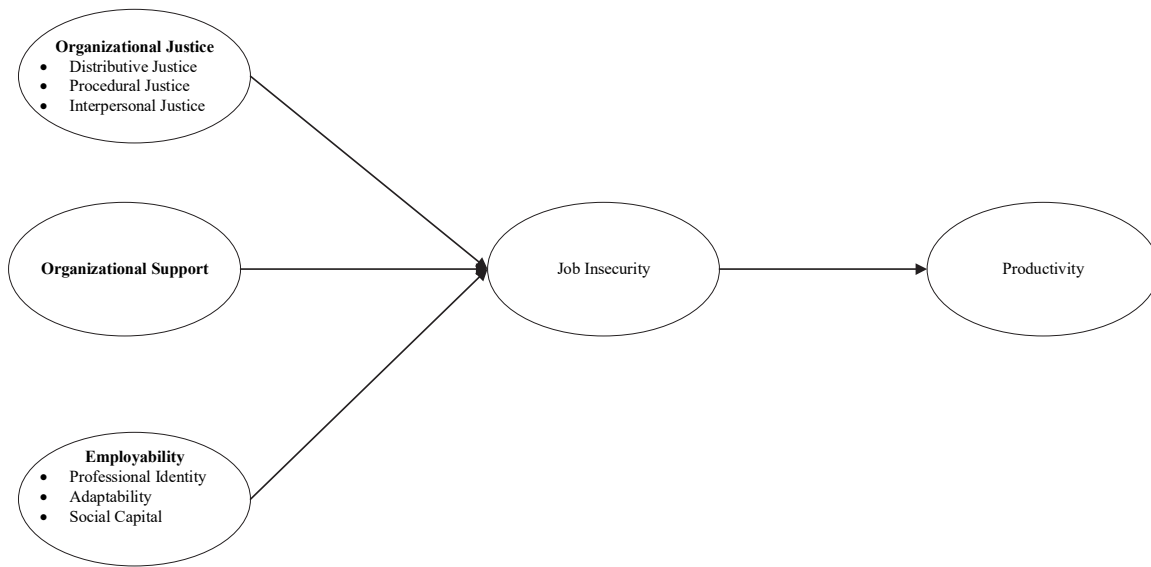
#### 2.5 Productivity

Productivity is defined as an employee's behavior during a period where he/she may experience a subjective feeling of threat regarding the possibility of continuing to occupy his/her job (Mancini, 2006). Dyer and Reeves (1995) explain that productivity maintains a direct connection with Human Resources and is a broad and subjective concept (Pilipiec, 2020). Thus, this study analyzes productivity through the subjective feeling of threat experienced by an employee concerning the possibility of continuing in a job. Previously discussed studies established organizational justice (Loi et al., 2009; Bobocel & Hafer, 2007; Heponiemi et al., 2007; Imran et al., 2015; Wang et al., 2015; Rosenbaum & McCarty, 2017), organizational support (Tremblay et al., 2010; Lucidi & Kleinknecht 2009; Mayes et al., 2016) and employability (De Cuyper et al., 2010; Balz et al., 2020; De Cuyper et al., 2010), could provide an explanatory basis in how job insecurity is perceived and this in turn how it affects productivity. However, the literature presents a lack of broader studies that analyze how these factors explain job insecurity in the face of a change in labor legislation and how this may affect productivity. It is against this background that we propose:

**H<sub>4</sub>:** *The job insecurity caused by changes in Puerto Rico's labor legislation significantly affects human capital productivity.*

## Study 1

This first part of the study analyzes for this first part of the study. The literature background leads to propose the following relationship map between variables that are then analyzed through PLS-SEM.



**Fig. 1.** Research model

## 3. Method

This quantitative study used an online survey technique that had as inclusion criteria as men and women over 21 years old, Puerto Rico residents, and being employed in private enterprise. The data were collected during December 2020, through an online survey published on Facebook, Instagram & LinkedIn. Data collection employed the non-replacement sampling technique where the survey was protected to only be accessed on one occasion. If the participant dropped out or took another action, the survey was automatically rejected, and the participant could not re-access it. Data collection culminated in a total of 268 surveys, of which 205 were completed for analysis purposes. The demographic data through participation by gender reflected that  $N_{men} = 95$  (46.34%) y  $N_{women} = 110$  (53.66%). Educational level  $N_{Bachelor's\ degree\ or\ less} = 92$  (44.88%) y  $N_{graduate\ level} = 113$  (55.12%). In relation to type of employment  $N_{full-time} = 169$  (82.44%) y  $N_{part-time} = 36$  (34.28%). Finally, 48.29% (n= 109) of the participants reported having other sources of income.

### 3.1 Research Instrument

An instrument was developed based on the relevant literature, according to the research objectives for the variables of organizational justice, organizational support, employability, and productivity and measured on a five-point Likert scale (1 strongly disagree and 5 strongly agree). Once the first draft was completed, the instrument went through a process of analysis and validation by experts to ensure that each statement under consideration measured each variable in the study. Once the validation was completed, and expressions of the questionnaire items were corrected, a pre-test was given to 30 participants with the same participation criteria. The initial validation results reflected composite reliability values above .70, so it was concluded that the items used for the analysis maintain reliability for the presentation of results. Before answering each item, the question began as follows: “*after the changes that will be made to Act 4 of the Puerto Rico Labor Transformation and Flexibility Act where it contemplates changes in vacation days, overtime pay, etc. In addition to the current situation of the economic crisis in Puerto Rico...*”

Each item of each variable considered (Table 1) of the instrument followed the following rigor: Organizational Justice used a total of 15 items segmented in its dimensions Distributive Justice (6 items), Procedural Justice (6 items), and Relational Justice (3 items). Each statement considered analyzed the official instruments developed by Moorman et al. (1993); Niehoff, & Moorman (1993); Sweeney & Mc Frilin (1997); Schminke et al. (2000), where each statement was modified according to the research objectives. Organizational Support 3 items were developed, which references the definition established by Eisenberger et al. (1986, 1990). They inquired how an employee's perceptions of how the organization for which they work values their contributions and trusts that they will be treated relatively are based on the law. Employability used a total of 7 items segmented into its dimension's professional identity (4 items), adaptability (2 items) and social capital (1 item). Each item analyzed each dimension in terms of the skills and attitudes that make a person fit to get and keep a job (Gamboa, 2007). Productivity employment three items, where it is investigated how feelings linked to the organization and facts of the environment can cause the worker to experience a subjective feeling of threat concerning the possibility of continuing to occupy their jobs (Mancini, 2006).

### 3.2 Validity & Reliability

The summary in Table 1.0 shows how the alpha coefficients and convergent validity are according to the .70 criterion for most variables (Hair et al., 2016; Henseler et al., 2009). Similarly, the AVE values reflected results above .50, concluding that the latent variables explain more than half of the variance on their indicators, according to the .50 criterion of Hair et al. (2016). It is observed that the alpha coefficients for the variable's professional identity ( $\alpha=0.687$ ) and productivity ( $\alpha=0.586$ ) are below the criterion of .70 (Hair et al., 2016). However, the composite reliability results reflect values above .70 for both variables. According to Hair et al. (2016), composite reliability is much more accurate than Cronbach's Alpha since the indicators' internal consistency will have a variation from 0 to 1. Any value above .70 is established with adequate data for confirmatory validity purposes for all exploratory study types (Henseler et al., 2009). Therefore, the study is concluded to reflect reliability for purposes of analysis and presentation of results. Second, standardized loadings were analyzed for each variable in the study where each indicator reflected higher values according to the .70 criterion for most variables (Hair et al., 2016; Henseler et al., 2009). Only four indicators were detected slightly below the .70 criterion. However, Beavers et al. (2013) explains that any loading with values of .60 and above can be accepted as long as the study maintains a total of 85 participants and above. This research ended with 205 participants, which leads to the conclusion that there is no problem with internal consistency. Finally, Table 2 presents the discriminant validity analysis. The *Fornell-Larcker* Criterion was used for this analysis. The result of the reflective constructs complies with the *Fornell-Larcker* criterion, showing that there is no significant variance between the different variables that could have the same meaning (Fornell & Larcker, 1981).

**Table 1**  
Validity of the study

	CODING	Factor Loading	$\alpha$	Composite Reliability	AVE
<b>Organizational Justice</b>					
	JUST01	0.822			
	JUST02	0.838			
	JUST03	0.733	0.895	0.919	0.656
<b>Distributive Justice</b>	JUST04	0.839			
	JUST05	0.826			
	JUST06	0.798			
	JUST07	0.757			
<b>Procedural Justice</b>	JUST08	0.846			
	JUST09	0.825	0.881	0.913	0.678
	JUST10	0.842			
	JUST11	0.799			
	JUST12	0.913			
Interpersonal Justice	JUST13	0.939	0.911	0.944	0.849
	JUST14	0.913			
<b>Organizational Support</b>	APOY01	0.874			
	APOY02	0.829	0.793	0.879	0.707
	APOY03	0.82			
Employability					
	EMPL01	0.68			
Professional Identity	EMPL02	0.62	0.687	0.81	0.519
	EMPL03	0.736			
	EMPL04	0.829			
Adaptability	EMPL05	0.898	0.719	0.877	0.78
	EMPL06	0.869			
Social Capital	EMPL07	1.000	1.000	1.000	1.000
	PROD01	0.682			
<b>Productivity</b>	PROD02	0.623	0.586	0.765	0.524
	PROD03	0.849			

Source: Own Creation with SMART-PLS DATA

**Table 2**  
Discriminant validity

	A	OS	CS	E	PI	JI	DS	OJ	PJ	IJ	P
Adaptability (A)	0.883										
Organizational Support (OS)	0.184	0.841									
Capital Social (CS)	0.366	0.301	1								
Employability (E)	0.694	0.42	0.732	0.662							
Professional Identity (PI)	0.432	0.442	0.589	0.928	0.72						
Job Insecurity (JI)	-0.224	-0.729	-0.299	-0.5	-0.547	0.653					
Distributive Justice (DJ)	-0.107	-0.523	-0.196	-0.346	-0.407	0.915	0.81				
Organizational Justice (OJ)	-0.113	-0.609	-0.168	-0.335	-0.396	0.975	0.939	0.789			
Procedural Justice (PJ)	-0.117	-0.6	-0.115	-0.294	-0.349	0.918	0.798	0.942	0.823		
Interpersonal Justice (IJ)	-0.088	-0.612	-0.158	-0.295	-0.35	0.916	0.816	0.938	0.869	0.922	
Productivity (P)	0.202	0.488	0.211	0.337	0.337	-0.53	-0.503	-0.48	-0.42	-0.41	0.724

Source: Own Creation with SMART-PLS DATA

### 3.3 Results

The tests and results to the hypotheses in Fig. 2 were tested using PLS-SEM structural equations. The analysis begins by analyzing the H<sub>1</sub>, H<sub>2</sub> and H<sub>3</sub>. To analyze the significance of the dimensions of organizational justice, employability, and job insecurity, the Hierarchical Component Models (HCM) technique was used. According to Hair et al. (2018) employing HCM, allows researchers to reduce the number of relationships in the structural model, which makes the PLS path model more accurate and easier to understand, where its significance is observed through Bootstrapping data ( $t > 1.960$ ).

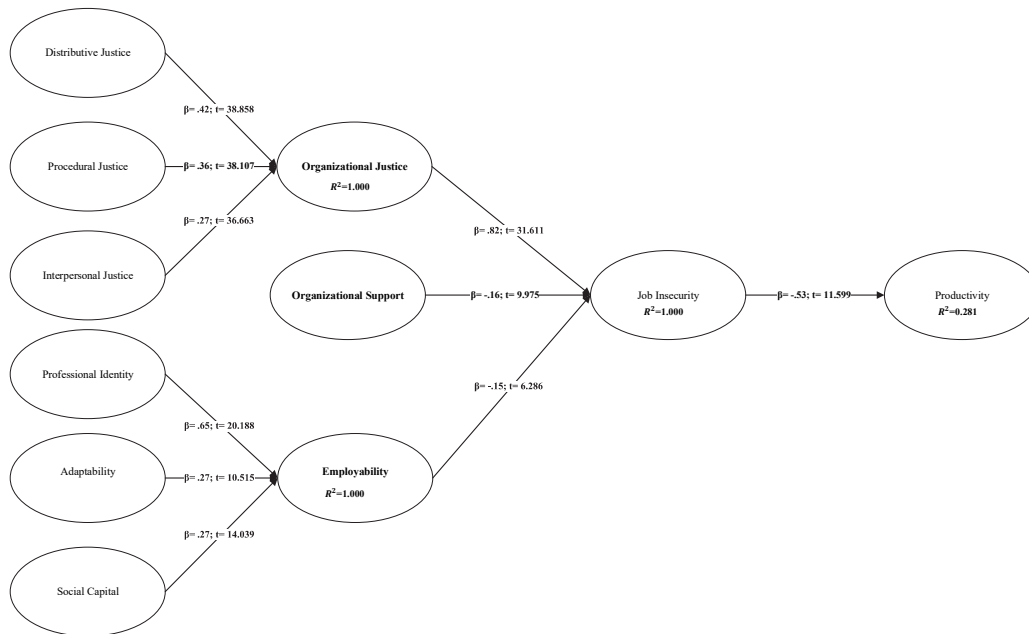


Fig. 2. The results

To achieve this, we used the repeated indicator approach for second-order constructs of the organizational justice and employability variables and repeated indicators for second- and third-order constructs that make up the job insecurity variable (Ringle et al., 2012). The data reflect that organizational justice can explain job insecurity in the face of changes in labor legislation in Puerto Rico and this is explained first by distributive justice ( $H_{1a}$   $\beta=.42$   $p<0.01$ ;  $t=38.858$ ,  $t>1.960$ ); procedural justice ( $H_{1b}$   $\beta=.36$   $p<0.01$ ;  $t=38.107$ ,  $t>1.960$ ) and finally by relational justice ( $H_{1c}$   $\beta=.27$   $p<0.01$ ;  $t=36.663$   $t>1.960$ ). Therefore, the hypothesis is supported. A similar result is observed when analyzing the employability variable which is explained in the first place by  $H_{2a}$  professional identity ( $\beta=.65$ ,  $p<0.01$ ;  $t=20.188$ ,  $t>1.960$ ), followed by  $H_{1c}$  social capital ( $\beta=.22$ ,  $p<0.01$ ;  $t=14.039$ ,  $t>1.960$ ) and finally by the  $H_{2c}$  adaptability ( $\beta=.33$ ,  $p<0.01$ ;  $t=10.515$ ,  $t>1.960$ ). Where the hypothesis is also supported. The analysis then continues by looking at the job insecurity variable. Where the hypothesis is supported where changes in labor legislation in Puerto Rico during the economic crisis are explained first by  $H_{3a}$  organizational justice ( $\beta=.82$ ,  $p<0.01$ ;  $t=31.611$ ,  $t>1.960$ ) followed by  $H_{3b}$  organizational support ( $\beta=-.16$ ,  $p<0.01$ ;  $t=9.575$ ,  $t>1.960$ ) and finally by the  $H_{3c}$  employability ( $\beta=-.15$ ,  $p<0.01$ ;  $t=6.286$ ,  $t>1.960$ ).

These data of the conformation of the variable job insecurity are relevant since the variable organizational support ( $\beta=-.16$ ) and employability ( $\beta=-.15$ ) reflected a negative relationship in the variable's conformation. This is explained by the fact that as the worker perceives less organizational support ( $t=9.575$ ) and less employability opportunities ( $t=6.286$ ) its significance will be greater to explain the way job insecurity is perceived. Finally, we analyze whether the perception of job insecurity caused by changes in Puerto Rico's labor legislation ( $H_4$   $\beta=-.53$ ,  $p<0.01$ ;  $t=11.599$ ,  $t>1.960$ ) significantly affects human capital productivity. Where the hypothesis is supported. The data reflect a negative relationship ( $\beta=-.53$ ) towards productivity. This implies that the greater the perception of job insecurity generated by a change in labor legislation, the lower the productivity will be, where it will have a significant impact ( $t=11.599$ ) on the perceptions of threat concerning the possibility of continuing to occupy their jobs.

#### Study 2

The objective of study 2 was to test the robustness of the model through microanalysis of job insecurity across demographic factors of gender, education level, and type of employment (Erlinghagen 2007). Where it postulates:

**H<sub>5</sub>:** There is a significant impact on the perception of job insecurity brought about by changes in Puerto Rico's labor legislation and how it significantly affects men and women's productivity levels.

**H<sub>6</sub>:** There is a significant impact on the perception of job insecurity brought about by changes in Puerto Rico's labor legislation and how it significantly affects workers' educational level and how it affects their productivity levels.

**H<sub>7</sub>:** There is a significant impact on the perception of job insecurity caused by changes in Puerto Rico's labor legislation and how it significantly affects the type of employment of human capital and how it affects their productivity levels.

**4. Method**

To analyze whether there is a significantly different impact between the routes of the research model, the analysis using a multigroup test (PLS-MGA) was run through SMART-PLS. The PLS-MGA test is a one-tailed non-parametric test where p-values <.05 indicate whether the path coefficient is significantly higher in the first group and compared to the second group Bootstrapping results (Hair et al., 2018). To employ the PLS-MGA method to test the robustness of the model across demographic factors, the data were first analyzed by gender Nmen= 95 (46.34%) and Nwomen= 110 (53.66%). This is followed by educational level groups' educational level N<sub>(Bachelor's degree or less)</sub> = 92 (44.88%) and N<sub>(graduate level)</sub> = 113 (55.12%). Finally, with the groups by type of employment N<sub>(full-time)</sub> = 169 (82.44%) and N<sub>(part-time)</sub> = 36 (34.28%). Before running the test and analyzing the data, a three-step Measurement Invariance of the Composite Model (MICOM) invariance analysis of the constructs is required by calculating permutations in SMART-PLS (Henseler et al., 2016). This type of test is necessary to validate whether PLS-MGA is suitable for presenting and analyzing results (Hair et al., 2018).

**4.1 MICOM TEST**

To analyze the invariance on the constructs the first step is to establish the Configural Invariance. In this step, the PLS algorithm was configured employing the same indicators for each observed variable and the same treatment for each demographic group to be analyzed, concluding that the configural invariance was successfully established and continued to step 2 (Henseler et al., 2016). Hair et al. (2018) states that the second step is to analyze compositional invariance (see Table 3) through the permutation test. To determine compositional invariance, the null hypothesis cannot be rejected  $H_{0c}=1$ ;  $H_{1c} \neq 1$  (Hair et al., 2018; Henseler et al., 2016). To perform the test a total of 1,000 permutations were run, for each demographic group (age, education, and employment type). Analysis of the group by gender supports the hypothesis, showing scores significantly close to 1 ( $H_{0c}=1$ ). The groups by gender lead to conclude the test, as there is no invariant effect, so step 3 is not necessary, determining that PLS-MGA is appropriate for analysis by gender groups (Henseler et al., 2016; Hair et al., 2018). When running the test for groups by educational level, it was observed that the variable relational justice ( $p= 0.042$ ;  $p>.05$ ) null hypothesis is supported ( $H_{1c} \neq 1$ ). A similar result is notable in the job type groups were the variable organizational support ( $p=0.009$ ;  $p>.05$ ) and productivity ( $p=0.013$   $p>.05$ ), did not reflect scores significantly close to 1. Therefore, we proceed to analyze step 3 for this group of variables (Henseler et al., 2016; Hair et al., 2018).

**Table 3**  
The results of MICOM test

Variable	Male vs Women				Bachelor's degree or less vs Graduate Level				Full-Time Job Vs Part-Time Job			
	c	5.00%	Permutation p <.05	IC	c	5.00%	Permutation p <.05	IC	c	5.00%	Permutation p <.05	IC
Adaptability	1.000	0.992:1.000	0.815	SI	1.000	0.991:1.000	0.640	SI	0.988	0.977:1.000	0.108	SI
Organizational Support	1.000	0.996:1.000	0.792	SI	0.998	0.996:1.000	0.296	SI	-0.997	0.989:1.000	0.009	NO
Capital Social	1.000	1.000:1.000	0.456	SI	1.000	1.000:1.000	0.150	SI	1.000	1.000:1.000	0.167	SI
Employability	0.995	0.989:1.000	0.257	SI	0.999	0.989:1.000	0.953	SI	0.997	0.976:1.000	0.784	SI
Professional Identity	0.995	0.988:1.000	0.319	SI	0.999	0.989:1.000	0.836	SI	0.998	0.971:1.000	0.798	SI
Job Insecurity	0.999	0.995:1.000	0.511	SI	0.998	0.995:1.000	0.362	SI	0.996	0.999:1.000	0.242	SI
Distributive Justice	1.000	0.999:1.000	0.743	SI	1.000	0.999:1.000	0.539	SI	1.000	0.998:1.000	0.748	SI
Organizational Justice	1.000	1.000:1.000	0.957	SI	1.000	1.000:1.000	0.657	SI	1.000	0.999:1.000	0.514	SI
Procedural Justice	1.000	0.999:1.000	0.747	SI	1.000	0.999:1.000	0.184	SI	0.999	0.999:1.000	0.114	SI
Interpersonal Justice	1.000	1.000:1.000	0.808	SI	1.000	1.000:1.000	0.042	NO	1.000	1.000:1.000	0.179	SI
Productivity	0.997	0.942:1.000	0.869	SI	0.979	0.937:1.000	0.336	SI	-0.976	-0.401:1.000	0.013	NO

Source: Own Creation with SMART-PLS DATA

Step 3 is to analyze permutation-based confidence intervals for the mean and variance of the identified variables. Step 3 allows assessing whether the mean value of a composite and its variance differ between groups (Henseler et al., 2016; Hair et al., 2018). The results reflected for all variables values between means and variance values greater than  $p>.05$  where leads us to conclude that employing PLS-MGA is acceptable for analysis purposes where data pooling will not be necessary (Hair et al., 2018). After validating its applicability, the PLS-MGA test was run.

**4.2 Results**

The PLS-MGA test was run. The results are shown in Table 4, leading to the rejection of the hypothesis  $H_5$  and  $H_6$  by not reflecting a significantly different impact between the research model's routes between gender and level of schooling. However, the groups by type of employment  $H_7$  leads to support the hypothesis by observing a significantly different impact in

the conformation of the job insecurity variable through the path organizational support → job insecurity ( $p=0.023$   $p<.05$ ) and organizational justice → job insecurity ( $p=0.048$   $p<.05$ ). Another significantly different impact is observed between the path between job insecurity → productivity ( $p=0.000$   $p<.05$ ). To provide more reliability to the results, these data were validated with the permutation test through SMART-PLS. The permutation test is a non-parametric two-tailed test, which allows testing whether predefined groups of data have statistically significant differences (Henseler et al., 2009; Hair et al 2018, Matthews, 2017). The results in Table 4.0 support the results obtained in the PLS-MGA test. Although the support or rejection of the hypothesis was through the PLS-MGA results, the permutation test results observed in Table 4 provides additional confidence, as this type of test is more conservative that controls well for type 1 error (Henseler et al.,2009; Hair et al., 2018).

## 5. Discussion

This study's main objective was to explore how a change in Puerto Rico's labor legislation during an economic crisis affects perceptions of job insecurity and how this affects human capital productivity. Brondino et al. (2020) detail that the study of job insecurity encompasses many phenomena. The future of job insecurity research should contemplate an understanding of shared perceptions and consider aspects of the external macro-environment such as labor legislation and the economic situation (Shoss, 2017). Thus, this study reflects several significant contributions to the theory of job insecurity. First, this study provides new literature that evidences how legislation changes affect job insecurity, a topic little addressed in the academic literature. Theoretically, the lack of risk predictor variables that explain various phenomena of job insecurity has been raised (Shoss, 2017). In line with the above, this study contributes to present a model that substantially confirmed how organizational justice, organizational support and employability become three critical dimensions that construct the job insecurity variable in the face of a change in labor legislation during an economic crisis. The results showed that organizational justice was the most significant variable in shaping the variable. Cropanzano et al. (2005) explain that each justice dimension has the power to interact with other dimensions. However, these three dimensions' interaction did not reflect either a high or low level of justice perceptions. On the contrary, the perceptions of justice questionnaire responses were neutral to the new legal order's impact. The POS, however, did not reflect such effects. The data showed a significant impact on the construction of the variable, but its relationship was negative, showing how the change in the new legal order affects insecurity.

This data is of great interest, since it confirms in a different way to the results of Mayes et al. (2016), where I identified that a change in labor legislation affects the way it is perceived of little organizational support (García-García, 2017) where changes in the law that are perceived as beneficial to the private company will have detrimental effects on human capital. Finally, the significance in employability, a change in a labor law, leads human capital to analyze their professional identity by exploring new opportunities and employing the use of social capital to mitigate perceptions of insecurity. However, the data validate what Golovina (2020) identified, where adaptability leads to exploring new employment opportunities in the United States. Thus, the confirmation of the job insecurity variable maintains a psychological implication of the workers. This data is valuable because it confirms the theory since the worker, faced with job insecurity perceptions, will seek to preserve his job even if the conditions are not the most adequate. This is explained by the fact that the possibilities of a new job and the economic situation are perceived as limited, explaining how productivity is affected.

Another theoretical contribution is in comparing levels of job insecurity by demographic factors. Although the groups by gender and schooling did not reflect significantly different impacts, the bootstrapping test in Table 4.0 provides valuable information on how each group performs. It is notable to note that women suffer more from job insecurity in the path job insecurity → productivity than men. This may be related to other factors, such as being a single mother, head of household etc. where perceptions of insecurity and individual limitations may increase insecurity perceptions. At the educational level a data of interest is observed that workers with a bachelor's degree or less are more affected by job insecurity → productivity; however, it is interesting that the variables that make up job insecurity professionals with a graduate degree its significance are higher. From a cognitive perspective, professionals with a higher academic degree may perceive greater job insecurity. Still, affectively, professionals with a bachelor's degree or less perceive that the new legal order has a negative influence on their judgments, explaining why it has a significant adverse impact on their productivity.

At the end of the group by type of employment, workers who have a full-time job are more affected by job insecurity → productivity than those who have a part-time job where there is no significant impact. This can be explained by the fact that for full-time workers, changes in labor legislation generate feelings that affect the perception of a future opportunity for a job, with better working conditions. The POS and employability data were not determinant variables to explain job insecurity in part-time employment. This can be explained by the fact that part-time workers in Puerto Rico are generally university students or workers who receive some economic assistance from the government, where their perceptions of a future opportunity with better working conditions and a change in the new legal order do not affect feelings of job insecurity and therefore productivity. Thus, in the practice of Human Resources, the development of programs that mitigate the perception and support to increase productivity in the organization is required.



**Table 4**  
The results of PLS-MGA

Path	Male										Bachelor < vs				Full-Time			
	1.1					vs					Graduate		Vs					
	$\beta$	$t$	$\beta$	$t$	$R^2$	$\beta$	$t$	$\beta$	$t$	$R^2$	$\beta$	$t$	Part-Time	Part-Time				
Adaptability → Employability	0.376	8.405	0.304	6.071	0.278	0.280	0.330	6.385	0.329	7.461	0.970	0.994	0.329	9.830	0.332	4.543	0.937	0.975
Organizational Support → Job Insecurity	-0.179	2.354	-0.153	9.022	0.193	0.238	-0.15	3.265	-0.171	6.708	0.512	0.339	-0.164	15.150	0.108	0.849	0.023	0.019
Capital Social → Employability	0.215	7.768	0.235	10.596	0.57	0.544	0.206	9.527	0.247	9.295	0.219	0.221	0.223	10.889	0.258	8.001	0.330	0.415
Employability → Job Insecurity	-0.182	3.862	-0.138	4.358	0.434	0.418	-0.147	3.244	-0.166	5.737	0.746	0.712	-0.152	5.895	-	0.966	0.987	0.775
Professional Identity → Employability	0.602	12.144	0.673	14.667	0.288	0.298	0.656	12.785	0.647	14.273	0.908	0.893	0.654	17.877	0.592	10.01	0.362	0.485
Job Insecurity → Productivity	-0.511	1.224	-0.565	10.682	0.49	0.565	-0.577	9.546	-0.513	4.744	0.506	0.465	-0.56	10.919	0.391	0.825	0.000	0.043
Distributive Justice → Justicia Organizacional	0.42	23.912	0.429	29.187	0.683	0.694	0.426	26.726	0.422	28.156	0.882	0.876	0.421	33.559	0.427	14.40	0.860	0.858
Organizational Justice → Job Insecurity	0.821	17.963	0.825	25.597	0.924	0.949	0.859	24.046	0.786	24.276	0.138	0.174	0.807	30.839	0.952	14.99	0.048	0.020
Procedural Justice → Organizational Justice	0.363	25.840	0.369	25.483	0.817	0.788	0.363	27.173	0.368	26.557	0.758	0.757	0.368	33.384	0.359	19.22	0.655	0.685
Interpersonal Justice → Organizational Justice	0.282	27.142	0.269	22.620	0.386	0.394	0.278	25.236	0.271	24.987	0.633	0.645	0.273	32.102	0.28	9.457	0.925	0.736

Source: Own Creation with SMART-PLS DATA

## 6. Limitations and Future Research

The most important limitation of this study is that it did not consider other variables such as motivation, psychosocial risk, and work dependence, which may well be variables of interest that can strengthen the research model. Thus, for future research, the researchers suggest analyzing the motivation variable through intrinsic and extrinsic factors as a force that can moderate how job insecurity affects productivity. Another future study is to contemplate the cross-cultural study to see how the diversity of legal systems interact in different countries and how they affect job insecurity. Other organizational variables such as management leadership style, organizational culture and individual factors such as psychosocial risk and job dependency can provide valuable information on how changes in labor legislation affect perceptions of job insecurity. In the end, this study provides valuable information on phenomena that have been little addressed in the literature and opens the door for future research.

## References

- Álvarez, J. C. J., & Salguero, R. E. R. (2019). Factores Determinantes de la Justicia Organizacional y Satisfacción Oral en Servidores Públicos. *Universidad Ciencia y Tecnología*, 2(2), 177–185. <https://uctunexpo.autanabooks.com/index.php/uct/article/view/237>
- Anderson, C., & Pontusson, J. (2007). Workers, worries and welfare states: Social protection and job insecurity in 15 OECD countries. *European Journal of Political Research*, 46(2), 211–235. <https://doi.org/10.1111/j.1475-6765.2007.00692.x>
- Balz, A. (2017). Cross-National Variations in the Security Gap: Perceived Job Insecurity among Temporary and Permanent Employees and Employment Protection Legislation. *European Sociological Review*, 33(5), 675–692. <https://doi.org/10.1093/esr/jcx067>
- Beavers, A., Lounsbury, J., Richards, J., Huck, S., Skolits, G., & Esquivel, S. (2013). Practical Considerations for Using Exploratory Factor Analysis in Educational Research. *Practical Assessment, Research, and Evaluation*, 18, 6. <https://scholarworks.umass.edu/cgi/viewcontent.cgi?article=1303&context=pars>
- Bobocel, D. R., & Hafer, C. L. (2007). Justice Motive Theory and the Study of Justice in Work Organizations: A Conceptual Integration. *European Psychologist*, 12(4), 283–289. <https://doi.org/10.1027/1016-9040.12.4.283>
- Brondino, M., Bazzoli, A., Vander Elst, T., De Witte, H., & Pasini, M. (2020). Validation and measurement invariance of the multidimensional qualitative job insecurity scale. *Quality & Quantity*, 54(3), 925–942. <https://doi.org/10.1007/s11135-020-00966-y>
- Cheng, G. H.-L., & Chan, D. K.-S. (2008). Who Suffers More from Job Insecurity? A Meta-Analytic Review. *Applied Psychology*, 57(2), 272–303. <https://doi.org/10.1111/j.1464-0597.2007.00312.x>
- Cropanzano, R., Goldman, B. M., & Benson III, L. (2005). Organizational Justice. In *Handbook of Work Stress* (pp. 63–88). <https://doi.org/10.4135/9781412975995.n4>
- Cuyper, N. D., Bernhard-Oettel, C., Berntson, E., Witte, H. D., & Alarco, B. (2008). Employability and Employees' Well-Being: Mediation by Job Insecurity. *Applied Psychology*, 57(3), 488–509. <https://doi.org/10.1111/j.1464-0597.2008.00332.x>
- De Cuyper, N., De Witte, H., Kinnunen, U., & Nätti, J. (2010). The Relationship Between Job Insecurity and Employability and Well-Being Among Finnish Temporary and Permanent Employees. *International Studies of Management & Organization*, 40(1), 57–73. <https://doi.org/10.2753/imo0020-8825400104>
- De Grip, A., Loo, J., & Sanders, J. (2004). The Industry Employability Index: Taking account of supply and demand characteristics. *International Labour Review*, 143(3), 211–233. <https://doi.org/10.1111/j.1564-913x.2004.tb00269.x>
- Dyer, L., & Reeves, T. (1995). Human resource strategies and firm performance: what do we know and where do we need to go? *The International Journal of Human Resource Management*, 6(3), 656–670. <https://doi.org/10.1080/09585199500000041>
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75(1), 51–59. <https://doi.org/10.1037/0021-9010.75.1.51>
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500–507. <https://doi.org/10.1037/0021-9010.71.3.500>
- Fornell, C., & Larcker, D. F. (1981). Structural Equation Models with Unobservable Variables and Measurement Error: Algebra and Statistics. *Journal of Marketing Research*, 18(3), 382–406. <https://doi.org/10.2307/3150980>
- Fugate, M., Kinicki, A. J., & Ashforth, B. E. (2004). Employability: A psychosocial construct, its dimensions, and applications. *Journal of Vocational Behavior*, 65(1), 14–38. <https://doi.org/10.1016/j.jvb.2003.10.005>
- Gamboa, J. P. (2007). *La empleabilidad y la iniciativa personal como antecedentes de la satisfacción laboral*. Valencia Instituto Valenciano De Investigaciones Económicas.
- García-García, E. (2017). El Legado e Implicaciones de la Reforma Laboral de 2017. *Revista Jurídica Universidad de Puerto Rico*, 86, 1087–1159. <https://heinonline.org/HOL/LandingPage?handle=hein.journals/rjpurco86&div=53&id=&page=>
- Golovina, S. Y. (2020). Contribution to the Development of Labor Resources as a Strategic Task of Labor Law. *IOP Conference Series: Materials Science and Engineering*, 753, 072013. <https://doi.org/10.1088/1757-899x/753/7/072013>
- Gopalkrishnan, P. (2011). *Workplace Incivility and Employee Strain Reactions: The Moderating Effects of Perceived Organizational Support and Job Insecurity*. Etd.Ohiolink.Edu. [http://rave.ohiolink.edu/etdc/view?acc\\_num=bgsu1296163685](http://rave.ohiolink.edu/etdc/view?acc_num=bgsu1296163685)
- Graso, M., Camps, J., Strah, N., & Brebels, L. (2020). Organizational justice enactment: An agent-focused review and path forward. *Journal of Vocational Behavior*, 116, 103296. <https://doi.org/10.1016/j.jvb.2019.03.007>

- Greenberg, J. (1987). A Taxonomy of Organizational Justice Theories. *The Academy of Management Review*, 12(1), 9. <https://doi.org/10.2307/257990>
- Greenhalgh, L., & Rosenblatt, Z. (1984). Job Insecurity: Toward Conceptual Clarity. *Academy of Management Review*, 9(3), 438–448. <https://doi.org/10.5465/amr.1984.4279673>
- Greenhalgh, L., & Rosenblatt, Z. (2010). Evolution of Research on Job Insecurity. *International Studies of Management & Organization*, 40(1), 6–19. <https://doi.org/10.2753/imo0020-8825400101>
- Hair, J. F. (2018). *Advanced issues in partial least squares structural equation modeling*. Sage.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2016). Testing measurement invariance of composites using partial least squares. *International Marketing Review*, 33(3), 405–431. <https://doi.org/10.1108/imr-09-2014-0304>
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. *Advances in International Marketing*, 20, 277–319. [https://doi.org/10.1108/s1474-7979\(2009\)0000020014](https://doi.org/10.1108/s1474-7979(2009)0000020014)
- Heponiemi, T., Elovainio, M., Laine, J., Pekkarinen, L., Eccles, M., Noro, A., Finne-Soveri, H., & Sinervo, T. (2007). Productivity and employees' organizational justice perceptions in long-term care for the elderly. *Research in Nursing & Health*, 30(5), 498–507. <https://doi.org/10.1002/nur.20205>
- Imran, R. (2015). Impact of Organizational Justice, Job Security and Job satisfaction on Organizational Productivity. *Journal of Economics, Business and Management*, 3(9). <https://doi.org/10.7763/joebm.2015.v3.295>
- Jiménez, E. V., & Zúñiga, C. G. H. (2020). Reflexión sobre la precariedad laboral y sus consecuencias desde un enfoque de género. *Revista Interamericana de Psicología Ocupacional*, 38(2), 104–114. <http://revista.cincel.com.co/index.php/RPO/article/view/243>
- Klandermans, B., Hesselink, J. K., & van Vuuren, T. (2010). Employment status and job insecurity: On the subjective appraisal of an objective status. *Economic and Industrial Democracy*, 31(4), 557–577. <https://doi.org/10.1177/0143831x09358362>
- Kuroki, M. (2012). The Deregulation of Temporary Employment and Workers' Perceptions of Job Insecurity. *ILR Review*, 65(3), 560–577. <https://doi.org/10.1177/001979391206500304>
- Landsbergis, P. A., Grzywacz, J. G., & LaMontagne, A. D. (2012). Work organization, job insecurity, and occupational health disparities. *American Journal of Industrial Medicine*, 57(5), 495–515. <https://doi.org/10.1002/ajim.22126>
- Lee, J., & Peccei, R. (2007). Perceived organizational support and affective commitment: the mediating role of organization-based self-esteem in the context of job insecurity. *Journal of Organizational Behavior*, 28(6), 661–685. <https://doi.org/10.1002/job.431>
- Levinson, H. (1965). Reciprocation: The Relationship Between Man and Organization. *Administrative Science Quarterly*, 9(4), 370. <https://doi.org/10.2307/2391032>
- Loi, R., Yang, J., & Diefendorff, J. M. (2009). Four-factor justice and daily job satisfaction: A multilevel investigation. *Journal of Applied Psychology*, 94(3), 770–781. <https://doi.org/10.1037/a0015714>
- Lucidi, F., & Kleinknecht, A. (2009). Little innovation, many jobs: An econometric analysis of the Italian labour productivity crisis. *Cambridge Journal of Economics*, 34(3), 525–546. <https://doi.org/10.1093/cje/bep011>
- Mancini, F. (2006). *Impact of integrated pest management farmer field schools on health, farming systems, the environment, and livelihoods of cotton growers in Southern India*. S.N. <https://library.wur.nl/WebQuery/wurpubs/fulltext/121783>
- Mayer, B. T., Finney, T. G., Johnson, T. W., Shen, J., & Yi, L. (2016). The effect of human resource practices on perceived organizational support in the People's Republic of China. *The International Journal of Human Resource Practices Management*, 28(9), 1261–1290. <https://doi.org/10.1080/09585192.2015.1114768>
- McDonough, P. (2000). Job Insecurity and Health. *International Journal of Health Services*, 30(3), 453–476. <https://doi.org/10.2190/bpfg-x3me-lhta-6rpv>
- Mera-Lemp, M. J., Ramírez-Vielma, R., Bilbao, M. de los Á., & Nazar, G. (2019). La Discriminación Percibida, la Empleabilidad y el Bienestar Psicológico en los Inmigrantes Latinoamericanos en Chile. *Revista de Psicología Del Trabajo y de Las Organizaciones*, 35(3), 227–236. <https://doi.org/10.5093/jwop2019a24>
- Moorman, R. H., Niehoff, B. P., & Organ, D. W. (1993). Treating employees fairly and organizational citizenship behavior: Sorting the effects of job satisfaction, organizational commitment, and procedural justice. *Employee Responsibilities and Rights Journal*, 6(3), 209–225. <https://doi.org/10.1007/bf01419445>
- Niehoff, B. P., & Moorman, R. H. (1993). Justice as a Mediator of the Relationship Between Methods of Monitoring and Organizational Citizenship Behavior. *Academy of Management Journal*, 36(3), 527–556. <https://doi.org/10.5465/256591>
- Noelke, C. (2015). Employment Protection Legislation and the Youth Labour Market. *European Sociological Review*, 32(4), 471–485. <https://doi.org/10.1093/esr/jcv088>
- Pilipiec, P. (2020). The role of time in the relation between perceived job insecurity and perceived job performance. *Work*, 66(1), 3–15. <https://doi.org/10.3233/wor-203145>
- Probst, T. M. (2008). Job Insecurity, Unemployment, and Organizational Well-Being. In *Oxford Handbooks Online*. Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780199211913.003.0016>
- Ringle, C. M., Sarstedt, M., & Straub, D. (2012). A Critical Look at the Use of PLS-SEM in “MIS Quarterly.” *MIS Quarterly*, 36(1), 3–14. <https://doi.org/10.2307/41410402>
- Rosenbaum, D. P., & McCarty, W. P. (2017). Organizational justice and officer “buy in” in American policing. *Policing: An International Journal of Police Strategies & Management*, 40(1), 71–85. <https://doi.org/10.1108/pijpsm-07-2016-0114>
- Sala-Franco, T. (2015). Las relaciones laborales y la crisis económica. *Ius et Praxis*, 21(1), 599–615. <https://doi.org/10.4067/s0718-00122015000100017>

- Sarstedt, M., Henseler, J., & Ringle, C. M. (2011). Multigroup Analysis in Partial Least Squares (PLS) Path Modeling: Alternative Methods and Empirical Results. *Advances in International Marketing*, 22, 195–218. [https://doi.org/10.1108/s1474-7979\(2011\)0000022012](https://doi.org/10.1108/s1474-7979(2011)0000022012)
- Schumacher, D., Schreurs, B., De Cuyper, N., & Grosemans, I. (2020). The ups and downs of felt job insecurity and job performance: The moderating role of informational justice. *Work & Stress*, 1–22. <https://doi.org/10.1080/02678373.2020.1832607>
- Shoss, M. K. (2017). Job Insecurity: An Integrative Review and Agenda for Future Research. *Journal of Management*, 43(6), 1911–1939. <https://doi.org/10.1177/0149206317691574>
- Sora, B., Caballer, A., Peiró, J. M., Silla, I., & Gracia, F. J. (2010). Moderating influence of organizational justice on the relationship between job insecurity and its outcomes: A multilevel analysis. *Economic and Industrial Democracy*, 31(4), 613–637. <https://doi.org/10.1177/0143831x10365924>
- Suárez-Lantarón, B. (2016). Empleabilidad: análisis del concepto. *Revista de Investigación En Educación*, 14(1), 67–84. <http://reined.webs4.uvigo.es/index.php/reined/article/view/225>
- Sweeney, P. D., & McFarlin, D. B. (1997). Process and outcome: gender differences in the assessment of justice. *Journal of Organizational Behavior*, 18(1), 83–98. [https://doi.org/10.1002/\(sici\)1099-1379\(199701\)18:1<83::aid-job779>3.0.co;2-3](https://doi.org/10.1002/(sici)1099-1379(199701)18:1<83::aid-job779>3.0.co;2-3)
- Tremblay, M., Cloutier, J., Simard, G., Chênevert, D., & Vandenberghe, C. (2010). The role of HRM practices, procedural justice, organizational support and trust in organizational commitment and in-role and extra-role performance. *The International Journal of Human Resource Management*, 21(3), 405–433. <https://doi.org/10.1080/09585190903549056>
- Vander Elst, T., De Witte, H., & De Cuyper, N. (2013). The Job Insecurity Scale: A psychometric evaluation across five European countries. *European Journal of Work and Organizational Psychology*, 23(3), 364–380. <https://doi.org/10.1080/1359432x.2012.745989>
- Vroom, V. H. (1964). *Work and motivation*. Wiley.
- Wang, H., Lu, C., & Siu, O. (2015). Job insecurity and job performance: The moderating role of organizational justice and the mediating role of work engagement. *Journal of Applied Psychology*, 100(4), 1249–1258. <https://doi.org/10.1037/a0038330>



© 2021 by the authors; licensee Growing Science, Canada. This is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC-BY) license (<http://creativecommons.org/licenses/by/4.0/>).