

# Employee Well-Being as a Strategy to Improve Performance and Retention of Outsourced Employees at PT SSI

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## Abstract

*The outsourcing industry poses distinct challenges for organizations in sustaining employee well-being, performance, and retention among contract-based workers. This study examines the role of employee well-being in supporting performance and encouraging retention among outsourced employees at PT SSI. Data were obtained through in-depth interviews with five informants and analyzed using a thematic analysis approach. The results show that employee well-being is generally perceived as favorable, particularly due to positive work relationships, health-related support, and the maintenance of work-life balance. However, these conditions tend to deteriorate during periods of high workload. Employee performance is also regarded as relatively strong, supported by training initiatives, oversight of SOP implementation, regular performance evaluations, and organizational recognition. In terms of retention, key influencing factors include the fulfillment of employee rights and wages, contract security, and opportunities for career development, although uncertainty regarding employment status remains a significant concern. Overall, the findings emphasize the importance of employee well-being in enhancing performance and reinforcing employees' decisions to remain with the organization, while offering practical insights for organizations in managing workload and developing outsourced personnel.*

## 1. Introduction

The outsourcing industry in Indonesia continues to grow and is becoming an increasingly important part of the modern employment system. The national outsourcing market value is projected to reach IDR 20.1 trillion in 2025, nearly double the IDR 10 trillion in 2020 (Cipta, 2025). This growth is driven by the need for a flexible workforce, cost efficiency, and accelerated digitalization, which has prompted companies to adopt outsourcing as a strategy to maintain operational sustainability (Grand View Research, 2023). Empirically, outsourcing practices involve around 2.2–3 million workers in Indonesia with relatively vulnerable working conditions (Indonesia, 2025). Outsourced workers with PKWT status also receive an average wage that is 18.1% lower than permanent workers, and only 27.1% have old age security (Wongkaren et al., 2022). These conditions have triggered various complaints and collective actions, including the HOSTUM demonstration in September 2025 demanding better wages, social security, and job security (SPN), 2025). This situation has the potential to weaken organizational commitment and increase turnover (Sitopu, 2021).

The growth of outsourcing has not been fully matched by improvements in decent working conditions. Employees still face high work pressure, uncertain status, and an imbalance between workload and compensation,

which ultimately triggers stress and reduces motivation and service quality (Hidayat & Rohman, 2024). This situation also affects employee retention, which is the ability of an organization to retain competent workers through effective leadership and communication (Tian et al., 2020).

According to Sitopu, (2021) performance should not only be viewed in terms of end results, but also in terms of the quality of work processes, compliance with standards, and the achievement of targets. In addition, organizational support and job satisfaction also determine the optimal performance of employees (Sanaat et al., 2020).

Employee well-being refers to psychological well-being, the quality of social relationships, and a supportive work environment, which directly affect comfort and effectiveness (Juchnowicz & Kinowska, 2021). The balance between work and personal life is an important factor in maintaining sustained motivation (Zhang & Chen, 2023; Zhou, 2020). while organizational support and open communication strengthen a sense of security and job satisfaction (Sven, 2021).

Similar issues were also observed at PT SSI, an outsourcing service provider in the field of facility management. Preliminary research on 30 outsourced employees revealed dominant issues related to welfare, performance, and retention, such as difficulties in achieving work-life balance (76.7%), pressure due to work targets (86.7%), delays in completing work (90%), and non-compliance with SOPs (96.7%). These findings indicate a gap between work demands and the working conditions experienced by outsourced employees, which can affect work comfort, task effectiveness, and employees' decisions to stay.

Previous studies have confirmed that employee well-being plays an important role in maintaining employee performance and workforce sustainability within an organization. Employees who feel psychologically and socially well-being are generally more motivated, more engaged in their work, and able to perform better (Sven, 2021). In addition, when organizations pay attention to the physical and emotional well-being of workers, loyalty levels tend to increase and the risk of turnover can be reduced (Tian et al., 2020). Other studies also highlight that a balance between work and personal life, accompanied by adequate organizational support, can strengthen work commitment and encourage employees to stay longer in the company (Juchnowicz & Kinowska, 2021; Zhou, 2020).

Although previous studies have discussed the relationship between well-being and performance and retention, studies on the context of outsourced employees in service provider companies still require further exploration. Qualitative studies that explore the direct experiences of outsourced employees in this context are also still limited, particularly in understanding how work well-being experiences are formed and influence employee performance and retention decisions.

This study aims to describe the experiences of outsourced employees related to employee well-being at PT SSI, as well as to understand their performance and the factors that influence their daily tasks. This study also identifies aspects that shape employee retention, including the role of leadership and organizational communication in the decision to stay. In addition, this study examines the relationship between employee well-being, performance, and retention in the context of outsourcing work in the company.

## 2. Literature Review

### 2.1 Performance

Sitopu, (2021) states that performance is work achievement assessed from the results and work processes in accordance with organizational standards and targets. Andriani, (2022) emphasizes that performance is the result of employee work, which includes the quality and quantity of work as a form of real contribution to organizational productivity. Meanwhile, Giamos et al., (2024) state that performance is the level of accuracy and success of individuals in completing tasks based on target achievement. In line with this, Fairus & Fadli, (2023) state that employee performance is the work results assessed from the suitability between individual goal achievement efforts and organizational goals. In Sitopu, (2021), performance is measured through five main dimensions, namely ability (1)ability which is reflected in <sup>(a)</sup>Knowledge <sup>(b)</sup>Work Skill, and <sup>(c)</sup> the ability to complete tasks according to procedures; (2)professionalism which is demonstrated through <sup>(a)</sup>accuracy <sup>(b)</sup>reability <sup>(c)</sup>work ethics; (3)commitment, reflected in <sup>(a)</sup> loyalty and extra effort for the organization; (4)work motivation, demonstrated by <sup>(a)</sup>enthusiasme, <sup>(b)</sup>internal drive, and <sup>(c)</sup> initiative at work; and (5) job satisfaction, reflected in <sup>(a)</sup> job satisfaction that drives improved performance quality.

Employee performance refers to work achievements that are assessed through results, task implementation processes, and the achievement of targets in accordance with organizational standards (Andriani, 2022; Giamos et al., 2024; Sitopu, 2021). Fairus & Fadli, (2023) added that performance also shows the extent to which individual efforts are in line with organizational goals. In Sitopu, (2021), research, performance is measured through five main dimensions, namely ability, professionalism, commitment, motivation, and job satisfaction.

### 2.2 Employee Retention

Tian et al., (2020) state that employee retention is a situation where employees choose to stay with the company because of job satisfaction, commitment, and the intention to continue their career in the same organization so that the turnover rate can be reduced. Barween et al., (2020) state that employee retention is a strategic effort to retain valuable employees because employee turnover incurs high costs. In line with this, Ghani et al., (2022) state that employee retention is a continuous process that is formed through a positive work environment, development opportunities, effective communication, and appropriate HRM practices. In the study by Barween et al., (2020), employee retention is measured through four main dimensions, namely (1) economic security which is reflected in <sup>(a)</sup> salary certainty, <sup>(b)</sup> benefits, and <sup>(c)</sup> social security; (2) psychological security demonstrated by <sup>(a)</sup> a sense of security, <sup>(b)</sup> fairness, and <sup>(c)</sup> job stability; (3) affiliation reflected in <sup>(a)</sup> harmonious relationships, <sup>(b)</sup> a sense of appreciation, and <sup>(c)</sup> team spirit; and (4) self-actualization, demonstrated by <sup>(a)</sup> opportunities for self-development, <sup>(b)</sup> work challenges, <sup>(c)</sup> pride in contributing to the organization.

Employee retention refers to the decision of employees to remain with a company due to job satisfaction, commitment, and positive work environment support (Ghani et al., 2022; Tian et al., 2020). Barween et al., (2020) explain that employee retention is an important strategy for organizations to retain valuable workers while reducing turnover rates. In this study, retention was measured through four main dimensions, namely economic security, psychological security, affiliation, and self-actualization.

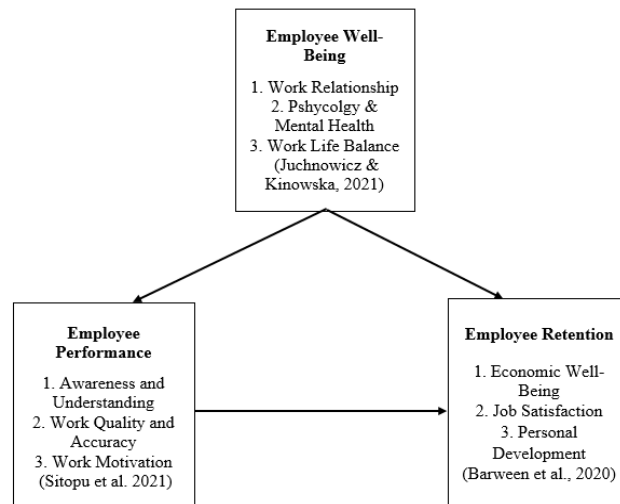
### 2.3 Employee Well-Being

Juchnowicz & Kinowska, (2021) state that employee well-being is the core condition of employee welfare that enables individuals to function optimally in their work and life. Sven, (2021) states that employee well-being is a multidimensional condition of welfare that includes physical, mental or psychological, social, and financial aspects that are influenced by organizational policies. Büchler et al., (2020) state that employee well-being is an employee's subjective assessment of their work and their ability to recover through mental detachment from work. In the research by Juchnowicz & Kinowska, (2021), employee well-being is measured through three main dimensions, namely (1) workplace relationships reflected in <sup>(a)</sup> harmonious working relationships, <sup>(b)</sup> mutual trust, and <sup>(c)</sup> fair treatment by superiors; (2) physical and mental health, as indicated by <sup>(a)</sup> physical and psychological health, <sup>(b)</sup> optimism, <sup>(c)</sup> enthusiasm for work, and <sup>(d)</sup> job satisfaction; and (3) work-life balance reflected in employees' ability to <sup>(a)</sup> balance the demands of work with their personal lives.

*Employee well-being is understood as multidimensional employee welfare, covering physical, mental, and social aspects, as well as organizational support, so that individuals are able to function optimally at work* (Juchnowicz & Kinowska, 2021; Sven, 2021). Büchler et al., (2020) add that well-being is also related to employees' subjective assessment of their work and their ability to recover psychologically. In the study by Juchnowicz & Kinowska, (2021), employee well-being is measured through three main dimensions, namely workplace relationships, physical and mental health, and work-life balance.

### 2.4 Conceptual Framework

Employee well-being is understood as multidimensional work well-being, including workplace relationships, physical and mental health, and work-life balance (Juchnowicz & Kinowska, 2021). These conditions shape the employee experience, which affects performance, as reflected in the ability to perform tasks, professionalism, commitment, motivation, and job satisfaction (Sitopu, 2021). Furthermore, performance is seen as related to retention, which is the employee's decision to stay, influenced by factors such as economic security, psychological security, affiliation, and self-actualization (Barween et al., 2020). Thus, this study places employee well-being as a factor that has the potential to drive performance while strengthening the retention of outsourced employees at PT SSI.



**Figure 1.** *Conceptual Framework (Juchnowicz & Kinowska, 2021; Sitopu et al. 2021; Barween et al. 2020)*

## 2.5 Proposition

This research proposition states that the well-being of outsourced employees at PT SSI is perceived through organizational support, social relationships in the workplace, and work-life balance. Performance is reflected in responsibility, motivation, compliance with SOPs, and the ability to adapt to operational conditions. Employee retention is shaped by perceived work experience, so that well-being and performance influence employees' decisions to stay or leave the company. Thus, employee well-being plays a role in supporting performance while strengthening the retention of outsourced employees.

## 2.6 Research Method

This study uses a qualitative method with a phenomenological approach to understand the experiences of outsourced employees related to employee well-being, performance, and retention at PT SSI in a natural work situation (Sugiyono, 2023). The research was conducted at the Karawang operational unit from October 2025 to January 2026. Research informants were selected using purposive sampling techniques, consisting of five people, including one assistant manager, one leader, and three staff/outsourced employees. Informants were selected based on the criteria of having worked for at least one year and being willing to participate in the research.

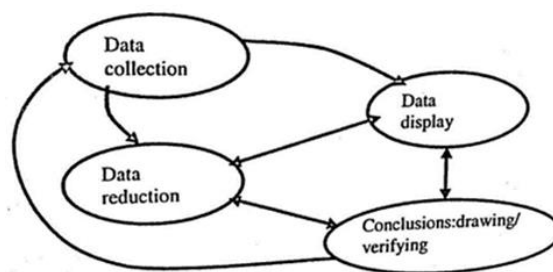
Data collection was carried out through semi-structured interviews, non-participant observation, documentation, and literature study (Sugiyono, 2023). The entire research series was carried out based on a research protocol that included the preparation stage, data collection process, and processing and analysis of findings, so that each research procedure could run in a structured and consistent manner.

**Table 1** *Protokol Riset*

| Variabel                            | Dimensi                  | Data Yang Dibutuhkan                                          | Informan                                  | Pengumpulan Data                                                 |
|-------------------------------------|--------------------------|---------------------------------------------------------------|-------------------------------------------|------------------------------------------------------------------|
| Variabel (X)<br>Employee Well-Being | Workplace Relationship   | Work communication, teamwork, coordination/briefing           | Assistant Manager<br>Leader<br>Outsourced | Interviews<br>Observations<br>Documentation<br>Recording devices |
|                                     | Physical & Mental Health | Health support, physical and mental condition, work fatigue   | Staff                                     | Notebooks                                                        |
|                                     | Work-Life Balance        | Work-life balance, permission/tolerance, operational pressure |                                           |                                                                  |
| Variabel (Y1)<br>Performance        | Understanding SOPs       | SOP training, SOP compliance, implementation challenges       |                                           |                                                                  |

| Variabel                      | Dimensi                                         | Data Yang Dibutuhkan                                            | Informan | Pengumpulan Data |
|-------------------------------|-------------------------------------------------|-----------------------------------------------------------------|----------|------------------|
| Variabel (Y2) Retensi Pegawai | Quality and Accuracy of Work                    | Work accuracy, target achievement, facility support             |          |                  |
|                               | Work Motivation                                 | Rewards/appreciation, work ethic, job satisfaction              |          |                  |
|                               | Economic Well-being                             | Income & employment rights, protection, economic satisfaction   |          |                  |
|                               | Job Security                                    | Contract status, job security, uncertainty                      |          |                  |
| Variable Correlation          | Career Development                              | Training, promotion, opportunities for growth                   |          |                  |
|                               | Employee Well-Being to Performance to Retention | The impact of well-being on performance and retention decisions |          |                  |

The data were analyzed using Miles and Huberman's interactive model through data reduction, data presentation, and conclusion drawing and verification (Miles et al., 2020). The validity of the data was strengthened by triangulation of sources, triangulation of techniques, and member checks to ensure that the findings were consistent and in accordance with field conditions (Sugiyono, 2023).



**Figure 2** Stages of Qualitative Data Analysis (Miles and Huberman, 1994)

## 4. Results and Discussion

### 4.1 Company Profile

This study was conducted at PT SSI, a facility management service provider that has been operating in Indonesia since 1996. The study focused on the Karawang operational unit, which implements a shift work system with strict standard operating procedures, supported by training programs, regular briefings, and periodic performance evaluations. In addition, the difference in status between contract and permanent employees is an important dynamic that also affects employee welfare, performance, and decisions to stay.

### 4.2 Informant Profile

This study involved five informants selected based on the criteria of being outsourced employees and permanent employees who are directly involved in operational activities and have a minimum of one year of service. The informants come from various positions and employment statuses, ranging from staff to managerial, thus providing a more comprehensive picture of employee well-being, performance, and retention at PT SSI. The complete profiles of the informants are presented in the following table.

**Table 2** Informant Profile

| Code             | Position            | Age      | Education | Length of service |
|------------------|---------------------|----------|-----------|-------------------|
| Inf <sup>1</sup> | Asisten Manager     | 29 Years | S1        | 9 Years           |
| Inf <sup>2</sup> | Leader              | 48 Years | SMK       | 10 Years          |
| Inf <sup>3</sup> | Staff (HSE Officer) | 27 Years | S1        | 1 Years           |
| Inf <sup>4</sup> | Staff (Resepsionis) | 22 Years | SMK       | 2 Years           |
| Inf <sup>5</sup> | Staff (Cleaner)     | 33 Years | SMK       | 8 Years           |

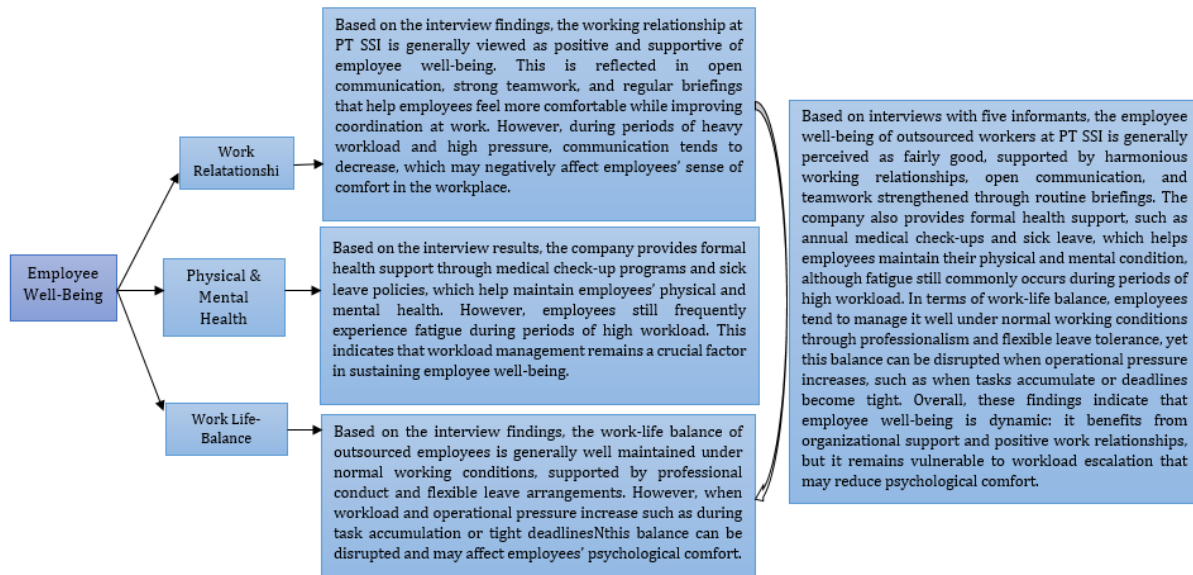
### 4.3 Research Findings

This study produced findings regarding employee well-being, performance, employee retention, and the interrelationship between variables among outsourced employees at PT SSI. Data were obtained through in-depth interviews with five informants and analyzed thematically. A summary of the research findings is presented in the following table.

**Table 3** *Employee Well-Being of Outsourced Employees*

| Indicators               | Interview results                                                                                                                                                   |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Work Relationship.       | Inf1: Explains that routine briefings are held at each shift to ensure work readiness, convey field obstacles, and strengthen interdepartmental coordination.       |
|                          | Inf2: Conveys that working relationships between permanent and contract employees are harmonious without social gaps, and are supported by mutual respect.          |
|                          | Inf3: Reveals that work communication with colleagues and superiors is cooperative and professional, and differences of opinion can be resolved through discussion. |
|                          | Inf4: States that teamwork is good and supportive, but communication is sometimes less than optimal when the workload increases.                                    |
|                          | Inf5: Assesses that teamwork is solid and daily communication runs smoothly in supporting the completion of work.                                                   |
| Physical & Mental Health | Inf1: Mentions the existence of an annual medical check-up (MCU) program to monitor the physical and psychological health of employees.                             |
|                          | Inf2: Explains that the company grants sick leave if employees experience health problems.                                                                          |
|                          | Inf3: States that physical and mental conditions are generally good and conducive to work, although fatigue occurs during periods of high workload.                 |
|                          | Inf4: Reveals that health is relatively stable, but variable working hours sometimes cause fatigue.                                                                 |
|                          | Inf5: States that employees are allowed to take time off work when sick, so that their health is maintained.                                                        |
| Work-life balance        | Inf1: States that professionalism is emphasized, where personal issues are not brought to work, although permission is granted in urgent circumstances.             |
|                          | Inf2: Mentions that when employees are not focused due to personal issues, work balance can be disrupted..                                                          |
|                          | Inf3: Explains that work-life balance is disrupted when workloads increase or deadlines are tight                                                                   |
|                          | Inf4: Reveals that balance is disrupted when there are many guests or work piles up.                                                                                |
|                          | Inf5: States that personal issues can affect work focus if not managed properly.                                                                                    |

Findings on employee well-being were analyzed from interview results and synthesized to describe the general work well-being of outsourced employees. The summary is presented in Figure 1.



**Figure 3** *Employee Well-Being Synthesis Model for Outsourced Employees*

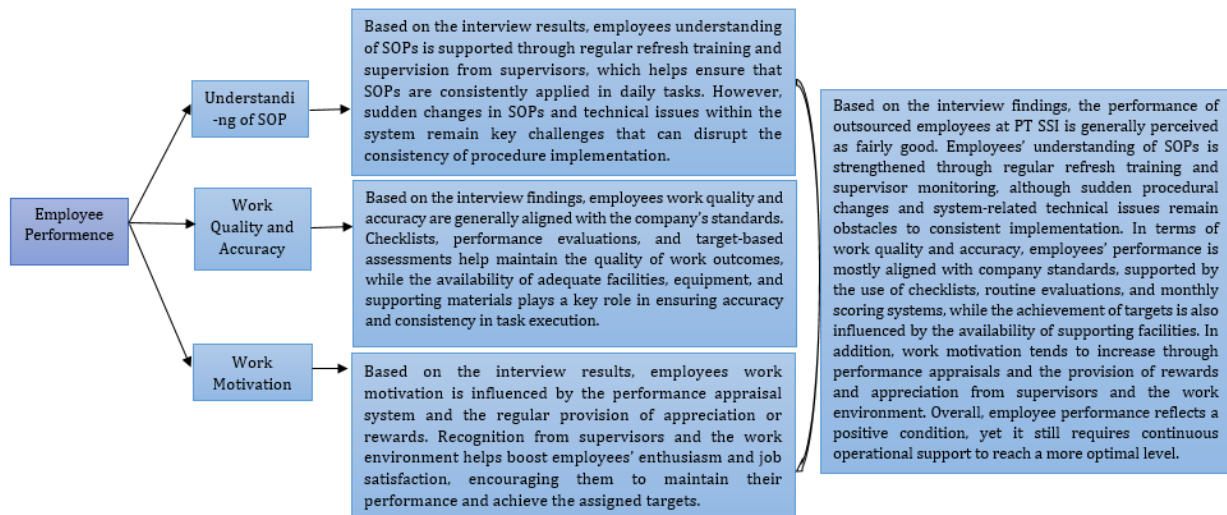
Furthermore, this study discusses the performance of outsourced employees based on the results of interviews with informants. The discussion of performance focuses on work performance related to target achievement and the quality of work results. A summary of findings related to performance is presented in Table 4.

**Table 4** *Kinerja Pegawai Outsourcing*

| Indicators                   | Interview results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Understanding SOPs           | <p>Inf1: Explains that the company conducts regular refresher training to ensure that understanding of SOPs is maintained..</p> <p>Inf2: States that as a leader, he ensures that the entire team works according to SOPs every day.</p> <p>Inf3: Reveals that SOP obstacles usually occur when there are sudden changes in procedures.</p> <p>Inf4: Mentions that system disruptions and SOP changes are obstacles to work implementation.</p> <p>Inf5: States that regular SOP training helps employees remember work procedures.</p>                    |
| Quality and Accuracy of Work | <p>Inf1: Explains that there is a checklist system and performance evaluation as well as monthly scoring to assess target achievement.</p> <p>Inf2: States that work targets can be achieved if equipment and supporting materials are readily available.</p> <p>Inf3: States that the achievement of targets is influenced by work planning and work environment support.</p> <p>Inf4: Mentions that optimal work facilities help achieve targets.</p> <p>Inf5: States that work targets are generally achieved in accordance with company standards.</p> |
| Work Motivation              | <p>Inf1: States that the company provides monthly performance evaluations and rewards.</p> <p>Inf2: Mentions that work motivation arises when employees are in the stage of assessment and achieving monthly targets.</p> <p>Inf3: States that appreciation from superiors increases morale and job satisfaction.</p> <p>Inf4: Reveals that appreciation from superiors and guests fosters a sense of pride in one's work.</p>                                                                                                                             |

| Indicators | Interview results                                                                                              |
|------------|----------------------------------------------------------------------------------------------------------------|
|            | Inf5: Mentioning that awards provide additional motivation, especially towards the end of the contract period. |

Performance findings were analyzed from interview results and synthesized to describe a general overview of the work performance of outsourced employees in general. The summary is presented in Figure 1.



**Figure 4** *Outsourced Employee Performance Synthesis Model*

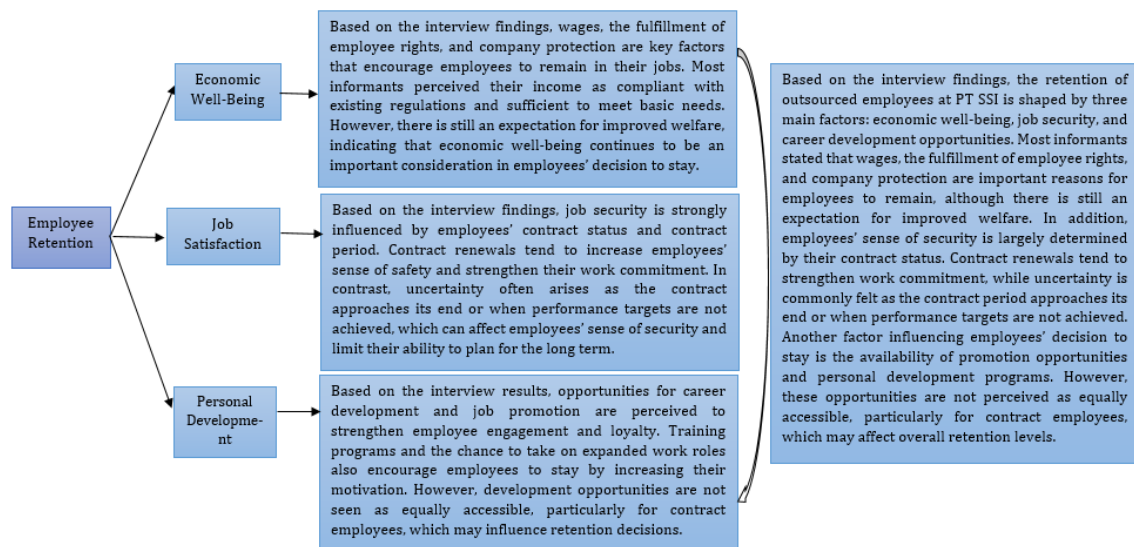
Furthermore, this study examines the variable of outsourced employee retention based on the results of interviews with informants. The retention analysis focuses on factors that influence employees' decisions to remain in their jobs. A summary of findings related to retention is presented in Table 5.

**Table 5** *Retensi Pegawai Outsourced*

| Indicators         | Interview results                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ekonomi Well-Being | <p>Inf1: States that wages and company protection are the main reasons for staying in work.</p> <p>Inf2: States that the income received is in accordance with government regulations.</p> <p>Inf3: Assesses that the income is sufficient to meet basic needs.</p> <p>Inf4: States that the income is sufficient, but improvements in welfare are still being considered.</p> <p>Inf5: States that employee rights and salaries are paid in accordance with regulations.</p> |
| Job security.      | <p>Inf1: Explains that there is a certain contract period before employees are appointed as permanent employees.</p> <p>Inf2: Mentions that job security depends on the contract period set by the company.</p> <p>Inf3: States that job security is felt when the contract is extended.</p> <p>Inf4: Reveals that uncertainty arises towards the end of the contract period.</p> <p>Inf5: States that job uncertainty can be felt when targets are not met.</p>              |

| Indicators          | Interview results                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Career development. | <p>Inf1: Mentions the existence of promotion opportunities and development programs.</p> <p>Inf2: Reveals the experience of developing from a technician to a leader.</p> <p>Inf3: States that training and self-development increase job attachment.</p> <p>Inf4: Mentions that career development opportunities are still limited for contract employees.</p> <p>Inf5: States that retention is also influenced by the fulfillment of rights and opportunities for development.</p> |

Findings related to outsourcing employee retention were analyzed from interview results and synthesized to describe the factors that encourage employees to stay. The summary is presented in Figure 5.



**Figure 5** *Employee Retention Outsourcing Synthesis Model*

## 4.4 Discussion

### 4.4.1 Employee Well-Being in the Work Experience of Outsourced Employees

The findings show that the employee well-being of outsourced employees at PT SSI is shaped by the quality of work relationships, organizational health support, and work-life balance. Cooperative communication, regular briefings, and teamwork create social support that strengthens psychological comfort, while facilities such as medical check-ups and sick leave help maintain physical and mental health. However, when workloads and time pressures increase, communication becomes less than optimal, fatigue sets in, and work-life balance is disrupted, potentially reducing employee well-being. These findings confirm that employee well-being is a multidimensional construct influenced by social relationships, psychophysical conditions, and the balance between work demands and personal life (Büchler et al., 2020; Juchnowicz & Kinowska, 2021), making workload management key to maintaining employee well-being.

#### **4.4.2 Performance of Outsourced Employees in Carrying Out Work Tasks and Responsibilities**

The findings show that the performance of outsourced employees at PT SSI is generally good and supported by three main aspects, namely understanding of SOPs, work quality, and work motivation. Understanding of work procedures is maintained through regular refresher training and active supervision from leaders, so that tasks are carried out in accordance with operational standards. Work quality and accuracy are reinforced by a checklist system, evaluations, and monthly target assessments that help ensure consistency in work results. In terms of motivation, rewards, scoring systems, and appreciation from superiors and the work environment contribute to increasing enthusiasm, responsibility, and pride in work. However, performance can still be hampered by sudden changes in SOPs, system disruptions, and limited supporting facilities. This emphasizes that performance is not only determined by the final outcome, but also by compliance with the processes and work standards established by the organization (Andriani, 2022; Sitopu, 2021).

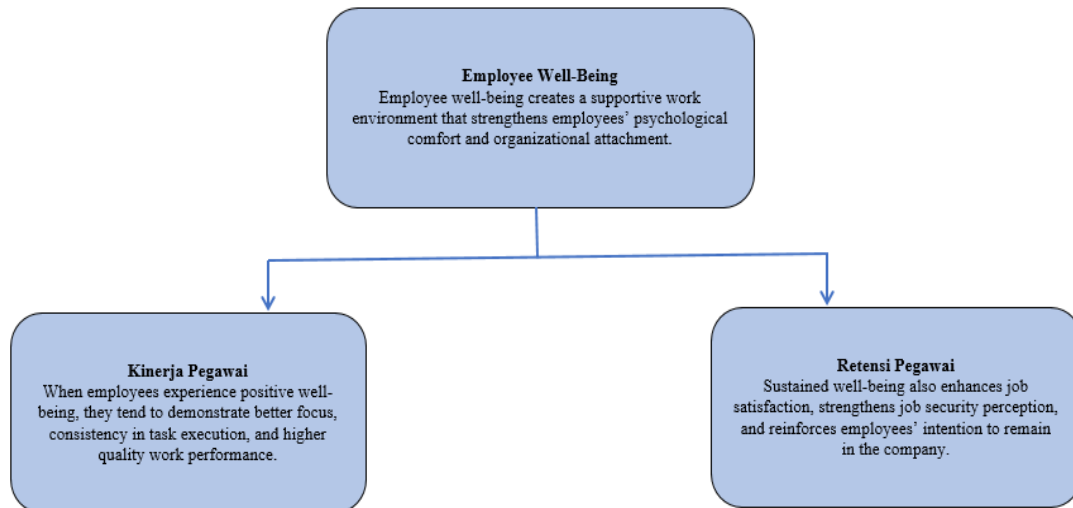
#### **4.4.3 Factors Affecting Outsourced Employee Retention**

Research findings show that outsourced employee retention at PT SSI is mainly influenced by economic well-being, job security, and career development opportunities. The fulfillment of rights and the payment of salaries in accordance with regulations are important foundations that provide financial security and encourage employees to stay. Job security is also a major consideration; contract extensions reinforce a sense of security and commitment, while uncertainty towards the end of a contract or when targets are not met can raise concerns about job security. In addition, opportunities to participate in training and obtain promotions increase engagement and motivation, although these opportunities are not yet fully equitable for contract employees. These findings confirm that the decision to stay is not only influenced by economic factors, but also by a sense of security and opportunities for growth, in line with (Barween et al., 2020; Tian et al., 2020) who state that job satisfaction, job security, and development opportunities are key factors in maintaining employee retention.

#### **4.4.4 Interrelationship Between Variables**

The findings show that employee well-being, performance, and retention of outsourced employees are interrelated and form a continuous relationship. When well-being at work is maintained through harmonious working relationships, organizational support, and a balance between work and personal life, employees tend to work with greater focus, comply with SOPs, and consistently maintain the quality of their work. The impact is seen in greater stability and optimal performance. This means that employee well-being not only plays a supporting psychological role, but also forms a basis that tangibly influences daily work performance.

Good performance then contributes to employees' decision to stay. Achieving targets, appreciation, and recognition for work contributions increase satisfaction and commitment to the organization. In the context of outsourcing, these decisions are further influenced by economic well-being, contract certainty, and career development opportunities that provide a sense of security and direction for the future. Thus, the relationship between the variables in this study shows a mutually reinforcing pattern: work well-being drives performance, and positive performance strengthens retention. The conceptual model in Figure 6 illustrates this relationship as an integrated and dynamic system.



**Figure 6** The Relationship Model between Employee Well-Being, Employee Performance, and Outsourced Employee Retention

## 4.5 Conclusions and Implications

### 4.5.1 Conclusion

Based on the results of the study, the well-being of outsourced employees at PT SSI is considered to be quite good because it is supported by harmonious working relationships, health support, and a relatively well-maintained work-life balance, although these conditions can deteriorate when the workload is high. Employee performance is also fairly good thanks to training and SOP supervision, routine work evaluations, and rewards and appreciation that encourage consistency in work. Employee retention is influenced by the fulfillment of economic rights and welfare, contract certainty, and career development opportunities, but uncertainty about job status and unequal opportunities for development can still weaken the decision to stay. Overall, these findings confirm that employee well-being plays an important role in supporting performance and strengthening retention, while high work pressure has the potential to reduce both aspects.

### 4.5.2 Implications

The implications of this research suggest that companies need to strengthen workload management, ensure more consistent SOP training, provide adequate work facilities, and maintain a sustainable reward system. Furthermore, efforts to improve retention can be made through more transparent contract evaluations and providing more equitable career development opportunities for employees. It is recommended that future research involve a wider sample of informants to provide more comprehensive results and a more in-depth picture of the situation.

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## Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this paper.

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