



Pengaruh Job Insecurity terhadap Perilaku Kerja Inovatif pada Karyawan Outsourcing

The Influence of Job Insecurity on Innovative Work Behavior for Outsourcing Employees

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Abstrak

Tujuan penelitian ini adalah untuk menganalisis pengaruh *job insecurity* terhadap perilaku kerja inovatif pada karyawan *outsourcing*. Penelitian ini menggunakan seluruh karyawan *outsourcing* di STO Telkom Cinta Damai sebanyak 120 orang sebagai subjek penelitian. Penelitian dianalisis dengan menggunakan regresi linier sederhana dengan menggunakan program SPSS. Hasil penelitian menunjukkan bahwa terdapat pengaruh negatif antara *job insecurity* dengan perilaku kerja inovatif pada karyawan *outsourcing* sebesar 0,196. Dari hasil analisa tersebut juga diketahui bahwa *job insecurity* berkontribusi sebanyak 3,8% terhadap perilaku kerja inovatif pada karyawan *outsourcing* di STO Telkom Cinta Damai. Berdasarkan temuan penelitian diketahui bahwa *job insecurity* berpengaruh negatif terhadap perilaku kerja inovatif pada karyawan *outsourcing* di STO Telkom Cinta Damai sebesar 3,8 %, sedangkan sisanya 96,2% dipengaruhi oleh faktor lain.

Kata kunci: *Job insecurity*; Perilaku kerja inovatif; *Karyawan outsourcing*.

Abstrak

The purpose of this study was to analyze the effect of job insecurity on innovative work behavior in outsourced employees. This study used all outsourced employees at STO Telkom Cinta Damai as many as 120 people as research subjects. The study was analyzed using simple linear regression using the SPSS program. The results showed that there was a negative influence between job insecurity and innovative work behavior on outsourced employees by 0.196. From the results of the analysis, it is also known that job insecurity contributes as much as 3.8% to innovative work behavior in outsourced employees at STO Telkom Cinta Damai. Based on research findings, it is known that job insecurity negatively affects innovative work behavior in outsourced employees at STO Telkom Cinta Damai by 3.8%, while the remaining 96.2% is influenced by other factors.

Keywords: *Job insecurity*; *Innovative work behavior*; *Outsourcing employees*.

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INTRODUCTION

In developing a company, many components are needed to be able to run according to the functions and goals that have been set. One of its main components is human resources, that is, employees. The contribution of human resources in the company is the most important thing for organizational effectiveness (Robbins, 2013). An important contribution that employees must make is to create new things in the company. A study says that 80% of ideas come from company employees and only 20% come from the results of planned innovations that have been established by the company (Getz & Robinson, 2003). The concept of innovation is at the organizational or corporate level, while innovative work behavior focuses more on individuals working in a company.

According to Nijenhuis (2015), the concept of innovative work behavior is an important asset for companies pursuing innovation and as a determinant of success in a dynamic environment. De Jong and Kemp (2003) define innovative work behaviors as all individual actions directed towards generation, introduction and beneficial new applications at every level of the organization. De Jong and Kemp (2003) also said that innovative work behavior consists of four dimensions, namely: opportunity exploration, idea generation, championing, application. Innovative work behavior is influenced by several factors. One of the factors that directly influence innovation work behavior is job insecurity (De Spiegelaere, 2015). According to Ashford, Lee and Bobko (1989) job insecurity is a feeling of tension, anxiety, stress, and somatic complaints such as lack of sleep, dizziness, and loss of appetite as well as feelings of insecurity and uncertainty related to the nature and existence of the next job that employees feel. Ashford, Lee and Bobko (1989) develop the following aspects of job insecurity: the feeling of being threatened with losing job features, the feeling of being threatened with losing all jobs (total job) and powerlessness. The consequences of job insecurity include reducing performance, job satisfaction, work involvement, commitment and trust in the organization, physical health and mental health, while on the other hand increasing turnover intention (Sverke et al., 2002).

Generally, the group of workers who are vulnerable to job insecurity are contract workers or outsourced employees (Nopiando, 2012). Contract or outsourcing is a form of employment relationship that is included in the category of precarious Work, a term commonly used internationally to denote situations of non-fixed employment relations, a certain time, freelancing, unsecured / unsafe and uncertain (Herawati, 2010). The main reason outsourced employees experience job insecurity is because the position is not fixed and is not guaranteed by the company. Employees who have a long-term employment contract can affect the perception of job insecurity while permanent or permanent employees experience fewer job insecurity (Sverke, Hellgren, and Naswall, 2006).

Furthermore, through a personal interview with one of the former outsourced employees at Telkom, it was found that he was performing tasks according to the SOP (Standard Operational Procedure) determined by the company. He also added that he never performed any new procedures or simple modifications to his work. This is

because he feels that when doing something new and different from before, there is a risk of failure of the action. When innovation fails, it automatically becomes a mistake and the responsibility of the outsourced employee. If the impact is large, then it is possible that the contract will be directly broken and he will become unemployed. Based on this phenomenon, job insecurity causes outsourced employees to be reluctant to carry out innovative work behaviors because there is fear and anxiety due to vulnerability to their position. There is a possibility that these innovations will actually become a problem and bring losses to the company. Problems will make the position of outsourced employees vulnerable at stake. So that outsourced employees do not want to take risks to create or modify performance from what has been set.

De Cuyper and De Witte (2005) in their research found evidence of outsourced workers feeling more insecure in their position compared to permanent workers. The effect of job insecurity on outsourced workers leads to a weakening of organizational engagement, trust and commitment compared to full-time workers. The results of this study were supported by Silla, Gracia, and Peiro (2005) who showed that the group of outsourced employees experienced a much higher level of job insecurity than permanent employees, where outsourced employees were very low in terms of life satisfaction and welfare. However, some contemporary research on job insecurity finds no difference between outsourced employees and full-time employees regarding better well-being and psychological health between the two types of employees (Mauno, et.al., 2005). This means that the level of job insecurity between permanent employees and outsourced employees is basically the same. Vuuren (2010) found that outsourced workers showed fewer job insecurity and they also didn't care much about job losses. Research conducted by Putra (2015) shows that the work performance (creativity, initiative) of contract employees as a whole has a very high average assessment compared to work performance (creativity, initiative) of permanent employees.

This research is necessary because there is little literature on this subject. In one study, it is stated that until now there is still little quantitative discussion about the innovative behavior of individuals and their factors, including job insecurity (Hammond, et al., 2011). While current changes in the labor market have inspired scientific interest in job insecurity and employee innovative work behavior separately, the relationship between the two concepts is still poorly studied, as well as the lack of studies focusing on the relationship between variables closely related to job insecurity and innovative work behavior (Niesen et al., 2018).

RESEARCH METHOD

This study used population research. The population in this study was outsourced employees who worked at STO Telkom Cinta Damai which numbered 120 people. Di in this study was dominated by men with 109 people and women with 11 people. In the early stages, researchers adapt the measuring instruments to be used in the study. The measuring instrument consists of a Job insecurity scale and an Innovative Work Behavior scale. In the second stage, researchers conducted trials

of job insecurity scale measuring instruments and innovative work behavior scales that have been adapted according to aspects of the two variables. Respondents in the measuring instrument trial totaled 60 permanent and contract employees from various agencies. Trial data collection was carried out using google form. After that, the researcher conducted an analysis of reliability, validity and aitem differentiability tests on measuring instruments to obtain fallen aitems and aitems that remained used in the study. Furthermore, the researcher gave the scale to the respondents in the form of a google form. Respondents totaling 120 people were asked to fill out the job insecurity scale of 29 items and the innovative work behavior scale of 8 items. At the last stage, researchers carry out data processing with the help of the IBM SPSS Statistics Base 22.0 for windows application program.

In this study, researchers used psychological scales as a tool for collecting research data, namely the job insecurity scale compiled based on the theory of Ashford, Lee and Bobko (1989) and the scale of innovative work behavior compiled based on the theory of De Jong and Kemp (2003). The item model used, namely favorable and unfavorable items. Job insecurity scale response to aspects of Job Features and Total Job are: *Sangat Mungkin (SM)*, *Mungkin (M)*, *Netral (N)*, *Tidak Mungkin (TM)*, and *Sangat Tidak Mungkin (STM)*. As for the Powerlessness aspect, namely: *Sangat Setuju (SS)*, *Setuju (S)*, *Netral (N)*, *Tidak Setuju (TS)*, and *Sangat Tidak Setuju (STS)*. The scale response of innovative work behavior, such as: *Sangat Sesuai (SS)*, *Sesuai (S)*, *Netral (N)*, *Tidak Sesuai (TS)*, and *Sangat Tidak Sesuai (STS)*.

The validity used is the content validity and reliability test of the Alpha Cronbach coefficient using spss 22.0 for Windows software. Statistical analysis of the job insecurity scale showed discrimination moving from 0.303 to 0.845. The reliability test results obtained by Alpha Cronbach for the job insecurity scale were 0.946. Statistical analysis at the trial stage of the innovative work behavior scale showed aitem discrimination moving from 0.612 to 0.856 with Cronbach's Alpha of 0.923.

RESULTS AND DISCUSSION

The subjects of the study by sex in this study were dominated by men with 109 people (90.8%) and women with 11 people (9.2%). Based on age, it is divided into three where early adults who are between the ages of 20 and 39 years dominate as many as 101 people (84.2%), adolescents are between the ages of 11 and 19 years old as many as 12 people (10%), and middle adults are between the ages of 40 to 65 years as many as 7 people (5.8%). Based on education, it is divided into four where SMA / SMK dominates as many as 79 people (65.8%), junior high schools as many as 1 person (0.8%), D1 / D2 / D3 as many as 12 people (10%), and S1 as many as 28 people (23.3 %).

Based on ethnicity, it is divided into nine tribes where the Javanese dominate as many as 56 people (46.67%), Malays as many as 7 people (5.83%), Batak as many as 36 people (30%), Nias as many as 6 people (5%), Minangkabau as many as 9 people (7.5%), Sundanese as many as 2 people (1.67%), Banjar as many as 2 people (1.67%), Ambon as many as 1 person (0.83%), Aceh as many as 1 person (0.83%). Based on the

divisions/sections, it is divided into four divisions/sections where technicians dominate as many as 98 people (81.67%), Sales Marketing as many as 11 people (9.16%), Administration as many as 9 people (7.5%), and Security as many as 2 people (1.67%). Based on the length of work, it is divided into three where the advanced stage (Advancement stage) dominates as many as 88 people (73.33%), the developmental stage (Establishment stage) as many as 30 people (25%), while the maintenance stage (Maintenance stage) is 2 people (1.67%). Based on the number of contract renewals, it is divided into three where contract renewals 0-5 times dominate as many as 114 people (95%), contract renewals 6-10 times as many as 5 people (4.17%) and contract renewals > 10 times as many as 1 person (0.83%).

Based on the analysis, the results showed a significance value of $0.032 < 0.05$. This reveals that job insecurity has a negative influence on innovative work behavior in outsourced employees at STO Telkom Cinta Damai. This shows that the higher the job insecurity rate, the lower the innovative work behavior in outsourced employees. This is in line with research conducted by Van Hootegeem, Niesen, and De Witte (2018) showing that job insecurity hinders the creation of ideas and the implementation of ideas, so it is important for organizations to maintain a safe work environment for their workforce if they want their employees to generate and implement new ideas. The results of a simple linear regression analysis, revealed that the relationship value was 0.196. From this output, a coefficient of determination (R Square) of 0.038 was obtained which contains the understanding that the influence of the job insecurity variable on the variable of innovative work behavior is 3.8%. There are other factors that further influence the job insecurity rate in outsourced employees by 96.2%. Other factors include environmental conditions and organizational conditions (for example, organizational changes and levels of communication), individual characteristics and employee positions (for example, age, gender, socioeconomic status), as well as personality characteristics of employees (e.g. locus of control, sense of optimism or pessimism, sense of community).

Based on the analysis of researchers in the field, there are other factors such as leadership. The leadership carried out by the leaders at STO Telkom Cinta Damai tends to be democratic because the leaders communicate actively with their subordinates, involve their subordinates in making decisions, they are also willing to listen to the complaints of their subordinates and help find solutions to problems that occur in the work environment. This is in accordance with the opinion of Akbar (2017), who said that democratic leadership style is a leadership style where the leader always tries to prioritize cooperation and teamwork in an effort to achieve goals, the leader can also receive suggestions, opinions and even criticism from his subordinates and subordinates involves active interaction and communication in the decision-making process.

The analysis of researchers in the field also found that the high teamwork on outsourced employees who worked at STO Telkom Cinta Damai. Teamwork is realized by being together, solidarity and helping each other to achieve maximum performance. Teamwork will have various effects in its members emotionally, there is

reciprocal feelings and good attachment to fellow members when the team has solid members (Msulihah, 2016). The sense of community affects the reduced level of job insecurity (Kinnunen, et.al., 2000). Based on the results of the job insecurity study, it shows that most of the study subjects had a job insecurity rate in the moderate category, namely 77 people (64.16%), then in the high category as many as 38 people (31.67%) and finally in the low category as many as 5 people (4.16%). Furthermore, the results of innovative work behavior research showed that most of the research subjects had a level of innovative work behavior in the moderate category, namely 102 people (85%), then in the low category as many as 16 people (13.33%) and finally in the high category as many as 2 people (1.67%).

Many research subjects are in the moderate category because they are active in carrying out social interactions with both colleagues and consumers. With the presence of such interactions, the subject has an understanding and experience in adjusting appropriate innovative behaviors. This is supported by a study that states that social interaction can increase emotional reciprocity and trust between members where it is not only effective for employees to share learning experiences and technological knowledge, but also expand the field of vision, promote new ideas, and generate new ideas, besides the relationship between customers and employees will also have an impact on the innovative behavior of employees (Yang and Chen, 2005; Li & Zheng, 2014). Although the relationship of job insecurity to innovative work behavior in outsourced employees is relatively low, the number of outsourced employees who experience job insecurity in the high category should not be ignored because it reached 38 people from 120 respondents (31.67%). This can be compared to 74 with the innovative work behavior of outsourced employees in the low category which reached 16 people from 120 respondents (13.33%). This means that the number of outsourced employees who experience job insecurity in the high category is quite a lot, as well as the innovative work behavior of outsourced employees in the low category is also quite a lot. This research shows a high probability that job insecurity will reduce the innovative work behavior of outsourced employees.

When viewed from the overview of research subjects by gender, the research subjects were more male. De Witte (1999) found that job insecurity is negatively related to the well-being of male employees, this is because male employees are more aware of the possible negative consequences of losing their jobs. Furthermore, through an overview of the study subjects by age, dominated by early adulthood. Job insecurity is more widely felt by younger employees (Cheng and Chan, 2008). An overview of the research subjects based on the latest education shows that outsourced employees who experience job insecurity at STO Telkom Cinta Damai are dominated by SMA / SMK. People with low education or nonprofessional skills are more likely to feel insecure. Conversely, people with a college degree or more skilled workers have the lowest perceived job insecurity rates (Elman& O'Rand, 2002). Furthermore, based on the general description of the research subject in terms of ethnicity, the results show that the Javanese dominate among other tribes. Javanese people experience a lot of job insecurity due to contract status which results in unstable and uncertain work

positions. Javanese are a more comfortable tribe with stable and predictable conditions (Mangundjaya, 2013).

The overview of the research subject based on divisions or sections is dominated by technicians, because STO Cinta Damai is a work area responsible for the operational activities of installing and handling disturbances in IndiHome, this is entirely done by technicians. The number of complaints from IndiHome customers and potential customers due to frequent late handling is a threat to technicians who can affect their position in the company (Maharani and Widodo, 2017). Meanwhile, an overview of the subject based on length of work shows that outsourced employees are dominant at the advanced or mid-stage (Advancement stage) which is the service period from 2 to 10 years. They emphasize achievement, promotion, independence, and upward mobility, hence individuals who are in the middle stages may become overly cautious and thus want to avoid any kind of loss of resources than individuals in the early stages of a career (Rafiq & Chin, 2019). Finally, the description of the subject by the number of contract renewals in the study was dominated by 0 - 5 times. This is because outsourced employees who are just starting to contract with the company will tend to feel afraid and feel insecure in their position in the company. This study found a very small influence of job insecurity on the innovative work behavior of outsourced employees, which was 3.8%. This means that there are other factors that affect the job insecurity rate in outsourced employees by 96.2%.

Based on the analysis of researchers in the field, there are other factors such as leadership. The leadership carried out by the leaders at STO Telkom Cinta Damai tends to be democratic because the leaders communicate actively with their subordinates, involve their subordinates in making decisions, they are also willing to listen to the complaints of their subordinates and help find solutions to problems that occur in the work environment. The analysis of researchers in the field also found that the high teamwork on outsourced employees who worked at STO Telkom Cinta Damai. Teamwork is realized by being together, solidarity and helping each other to achieve maximum performance. Teamwork will have various effects in its members emotionally, there is reciprocal feelings and good attachment to fellow members when the team has solid members (Msulihah, 2016). In general, this study has some limitations. First, there are many other factors that were not studied in this study. Secondly, in the scale of adaptation there are language and cultural differences so that some of the questions on the questionnaire are not understood by the respondents. Third, take the right time to ask respondents to fill out a questionnaire to avoid respondents being less focused on answering questions.

CONCLUSION

Based on research findings, it is known that Job insecurity negatively affects innovative work behavior in outsourced employees at STO Telkom Cinta Damai. This means that the higher the level of job insecurity, it will reduce the tendency of innovative work behavior of outsourced employees at STO Telkom Cinta Damai. Based on the description of the results of research data on job insecurity variables, the

average level of job insecurity felt by outsourced employees at STO Telkom Cinta Damai is relatively moderate. Based on the description of the results of research data on innovative work behavior variables, the average level of innovative work behavior felt by outsourced employees at STO Telkom Cinta Damai is classified as moderate. The effect of job insecurity on innovative work behavior in outsourced employees at STO Cinta Damai is relatively small, only 3.8%, while the remaining 96.2% is influenced by other factors.

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