



Social Support and Job Insecurity in Outsourced Employees

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Keywords

Social Support, Job Insecurity, Outsourcing.

Abstract

Industry in Indonesia is increasing, so companies are required to continue to focus on production. To obtain efficiency and company profits using outsourced employees from labor supply companies. Outsourced employees work for a company through a company providing labor. With the existence of a fixed-time work system, outsourced employees have concerns about their future. Several factors influence the emergence of job insecurity, including social support. Therefore, this study aims to determine the relationship between social support and job insecurity among outsourced employees. This study uses a quantitative correlational design. The sampling technique used is saturated sampling, with a total sample of 83 outsourced employees. The instruments used were a social support scale comprising 26 items, a quantitative dimension of the job insecurity scale of 3 items, and a qualitative dimension of 4 items. The social support scale has a reliability value of 0.886, a quantitative dimension of the job insecurity scale of 0.604, and a qualitative dimension of job insecurity of 0.786. The analysis technique uses the Pearson correlation with the help of data processing software. The research results showed that the correlation value of social support with job insecurity in the quantitative dimension was $r = 0.338$ with $p = 0.002 < 0.05$. Furthermore, the qualitative dimension's correlation value of social support with job insecurity was $r = -0.228$ with $p = 0.008 < 0.05$. These results show that the hypothesis proposed by the author is declared accepted even though the direction of the relationship is different.

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INTRODUCTION

The industrial world in Indonesia is increasing and experiencing many developments in all business sectors. More and more market demand, making the company focus employees on the production department. Companies can focus on their business by collaborating with third parties, namely labor provider companies or group companies, often known as outsourcing companies (Wahyuningtyas & Utami, 2018). Outsourcing is the delegation or transfer of some company processes to a service provider company based on the administration agreed upon by both companies (Suyanto & Nugroho, 2017).

Wahyuni et al. (2013) explained that in the last decade, Indonesia's outsourcing process has evolved from traditional to strategic. It was traditionally associated with units of non-production activities such as health services, catering, security, hygiene, and the like but is now more able to expand towards more essential activities. So that in its development, outsourcing can reach all positions that the company needs.

The use of outsourced employees certainly has its purpose, which is generally for production cost efficiency so that service-user companies can make reductions in production costs from labor wages (Budiarta, 2016) And the company can focus more on the products produced by the company (Lebang & Gunawan, 2013). The benefits of outsourcing are also quite enormous such as the government. Of course, the existence of this system dramatically helps it because it can reduce unemployment in the community by opening job opportunities. For the community itself, of course, this opens up wider job opportunities, and the potential to earn income becomes more extraordinary.

However, employees feel disadvantaged by this system because they do not have a strong position in the organizational structure, and outsourced employees do not get apparent certainty related to the future (Herniah & Sudirman, 2020). In addition, the President of the Confederation of Indonesian Trade Unions reported in digital media CNBCIndonesia.com (Sandi, 2020), mentions that employees may become outsourced workers continuously while they are workers because in the Job Creation Law, there are no regulations regarding contract limits that can be imposed on employees. This outsourcing system closes the opportunity to become a permanent employee (Priandoyo dalam Martini & Waluyo, 2014). The lack of opportunities to become permanent employees makes workers feel that they constantly have feelings of worry about their future as contract employees. With these conditions, workers are very vulnerable to job insecurity.

Job insecurity arises due to contract work systems and organizational changes such as workforce reductions, restructuring, and mergers (Ashford, Lee, & Bobko, 1989). Job insecurity emerged when many companies began to use irregular work systems such as contract employees, daily employees, and outsourcing. According to Greenhalgh and Rosenblatt (1984) (dalam Sverke, Hellgren, & Naswall, 2006), job insecurity is the helplessness of employees to maintain the desired sustainability in a threatened work situation. According to Hellgren and Sverke (1999), job insecurity can be explained into two terms: quantitative job insecurity (concern about the future existence of current employment) and qualitative job insecurity (relating to the threat of decreased quality in employment relationships, such as working conditions, lack of career opportunities and decreased pay). This is, of course, for outsourced employees who do not have power in the company's organization will make their position very vulnerable to changes that occur in the company.

Job insecurity in outsourced employees will continue to occur and cause several impacts. According to Sverke, Hellgren, and Naswall (2002), it is stated that several influences arise from the existence of job insecurity, namely increased physical disorders, job dissatisfaction, increasing psychological disorders, withdrawal from the environment, less organizational commitment, turnover, and decreased creativity. Therefore, with this impact, it is necessary to pay attention to the company and its surroundings to reduce employee job insecurity. Menu rut Sverke et al. (2006), The emergence of job insecurity in outsourced employees, namely, age, gender, personality, economic status, contact type, and social support.

Lazarus and Folkam (in Sverke et al., 2006) explained that employee social support can reduce job insecurity stress. In addition, it is reinforced by the opinion of Sverke, Hellgren, and Naswall (2006), who explains that the social support received by individuals can reduce feelings of job insecurity. With the helplessness of outsourced employees, it is necessary to have positive reinforcement provided by the surrounding environment according to Johnson and Johnson, quoted by Sengkey (2019), stated that the social support received can improve the quality of mental health, self-confidence, encouragement and even enthusiasm to face existing problems.

Providing social support to others means a lot to other individuals to generate confidence and avoid workers feeling pessimistic and meaningless (Widiantiri, Nugroho, & Arief, 2019). In other words, the proper social support will strengthen workers and avoid the anxiety they experience. In addition, Jong (2018) (in Cahyani & Frianto, 2019) explained that social support builds conditions in work for the better. According to Sarafino and Smith (2017), social support can come from anywhere in the environment, such as spouses or loved ones, family, friends, co-workers, and members of organizations. With the social support provided, the environment can provide sound reinforcement to outsourced employees. In research conducted by Siedlecki, quoted by Sengkey (2019), social support obtained from people around can increase positive traits and a more optimistic outlook on life.

In a preliminary study conducted by researchers, it is known that out of 10 people, 78.5% of outsourced employees experience high job insecurity. Previous studies showed conformity with the preliminary research conducted, namely that outsourced employees at PT ISS, in a survey conducted by Azizah in 2020, showed that employees had and felt job insecurity. Furthermore, a study by Putri, Pratiwi, and Puspitasari (2020), entitled job insecurity and work involvement in outsourced employees, explained that outsourced employees of PT. KAI has a high job insecurity rate of 20% and a medium at 73.1%. However, there are differences in research conducted by Triyono, Wahyudi, and Harahap (2020), entitled The Relationship between job insecurity and job satisfaction in outsourced employees at PT. X, from the study results, explained that the job insecurity felt by outsourced employees is low. So there is an empirical gap between previous research and research conducted by researchers.

Multazam (2022) conducted research entitled "The Relationship of Social Support with Job Insecurity in Outsourced Employees at PT. Nusantara IV Medan Plantation." This thesis discusses job insecurity owned by outsourced employees at PT Perkebunan Nusantara IV. This study uses one-dimensional job insecurity based on aspects owned by Suwandi and Indriartono (1999). The results of this study show a relationship with an opposing direction which indicates that the higher the social support felt by employees, the lower the job insecurity felt by outsourced employees at PT. Nusantara IV Medan Plantation.

The author's research shows that there is a novelty in the theory used in the preparation of measuring instruments. Researchers use a multidimensional approach to job insecurity's quantitative and qualitative dimensions. So researchers feel interested in examining the relationship between social support and job insecurity to know the relationship between social help with the quantitative and qualitative measurements. In addition, this study aims to find out the picture of social support variables and job insecurity. The benefits of this research are expected to be able to contribute ideas to add knowledge and can also provide input to the company and the surrounding environment for outsourced employees.

METHOD

The research approach used is quantitative research with a correlational research design. This study sought to determine whether there was a relationship between social support and job insecurity in outsourced employees. In this study, social support became an independent variable, while job insecurity became a dependent or bound variable. The operational definition used for the social

support variable is support provided by individuals or groups in various forms to individuals experiencing problems. While the operational definition of job insecurity and psychological insecurity experienced by workers is due to the changing future situation of their work. The population in this study has the following characteristics 1). Outsourced employees of PT Insan Madani; 2). Last education junior high school – S1. In this study, the sampling technique used was saturated sampling with a sample of 81 employees. The instrument used to collect the data is the Likert model scale. Correlational statistical processing and analysis techniques with a hypothesis that reads "there is a relationship between social support and job insecurity quantitative dimensions in outsourced employees" and also an idea that reads "there is a relationship between social support and job insecurity qualitative dimensions in outsourced employees" hypothesis is accepted if the calculation results obtain a signification level value ($p < 0.05$).

RESULTS AND DISCUSSION

Table 1. Results of Social Support Hypothesis Test with Job Insecurity quantitative dimensions

		Social Support	Job Insecurity (Quantitative)
Social Support	Pearson Correlation	1	.328**
	Sig. (2-tailed)		.002
	N	83	83
Job Insecurity (Quantitative)	Pearson Correlation	.338**	1
	Sig. (2-tailed)	.002	
	N	83	83

*. Correlation is significant at the 0.01 level (2-tailed).

Based on the calculation table above, the hypothesis test shows that the correlation coefficient between social support and job insecurity in the quantitative dimension is 0.338 with a significance of 0.001 ($p < 0.05$). This indicates a relationship between social support and the quantitative measurement of job insecurity in outsourced employees. In addition, the direction of the resulting relationship is positive, where if social support increases, job insecurity (quantitative) also increases.

Many factors influence the occurrence of job insecurity, one of which is the type of contract, the use of work agreements with a particular time or contract, giving rise to a feeling of job insecurity. According to Sverke, Hellgren, and Naswall (2006), permanent employees have lower job insecurity than contract employees. Uncertainty about the future certainly makes employees feel worried or insecure at work, even though the supporting factors, such as social support, are high. Feelings of worry about the future can undoubtedly disappear if there is certainty about the future of work.

Researchers also have another view regarding these results, where high social support should be accompanied by low job insecurity. However, it was found that increased social support also creates job insecurity on a high quantitative dimension. According to the researchers, this is because there is hope that individuals can continue to survive in the social support provided by the environment. As with social support from family, they certainly have hopes that their spouse or siblings will have a promising and guaranteed future so that they can meet their needs. But a bright and guaranteed future cannot be changed by employees because they cannot influence it and can only be determined by the company. This was also reinforced by Hariyanto, Dewi, & S. (2014), who explained that expectations that are perceived as the pressure can make individuals become stressed and will feel heavy.

In addition to the views above, researchers also assume that the support provided by the environment is not the social support needed by employees. This can happen because they think that

the social support they get is not considered support, so the support obtained cannot reduce the pressure that arises from the problems that occur (Sarafino & Smith, 2017). In addition, support that is not following what is needed by the individual can also cause the individual to feel that he is still experiencing pressure. Researchers consider that the most important thing is the company's support to provide certainty for the future of work. However, workers do not get this, so individuals still feel job insecurity.

Table 2. Social Support Hypothesis Test Results with Job Insecurity Qualitative Dimensions

		Social Support	Job Insecurity (Quantitative)
Social Support	Pearson Correlation	1	-288**
	Sig. (2-tailed)		.008
	N	83	83
Job Insecurity (Quantitative)	Pearson Correlation	-288**	1
	Sig. (2-tailed)	.008	
	N	83	83

*. Correlation is significant at the 0.01 level (2-tailed).

Based on the calculation table above, hypothesis testing shows that the correlation coefficient between social support and job insecurity on the qualitative dimension is -0.288 with a significance of 0.008 ($p < 0.05$). This indicates a relationship between social support and job insecurity in the qualitative measurement of PT. In addition, the direction of the resulting relationship is negative, where if social support increases, job insecurity (qualitatively) will decrease.

This is in line with research conducted by Multazam (2022), that there is a relationship between social support and job insecurity. Social support is an essential factor for workers because the pressure and demands that arise due to insecurity at work cause workers to feel stressed quickly. Sverke, Hellgren, and Naswall (2006) explained that individuals who can take advantage of the social support they receive report lower levels of job insecurity. Positive reinforcement in the form of affection, help, and others is needed to eliminate employees' feelings of insecurity.

On the other hand, outsourced employees tend to have low self-esteem, so they withdraw from the environment (Sverke, Hellgren, & Naswall, 2002). This is because job positions at the critical level (primary) tend to have low self-esteem. However, the existence of social support can increase employees' feelings of inferiority due to job insecurity. This argument is reinforced by the opinion of Sarafino and Smith (2017), which states that high social support for a person tends to have a high price and strong feelings.

Differences in income and the weak position of outsourced employees in the organizational structure often create problems of their own, as a book by Robbins and Judge (2013) explains that differences in work-related matters cause individuals to feel often unenthusiastic and unenthusiastic. In the end, can reduce work motivation.

Social support around the work environment can help outsourced employees to be able to maintain their motivation, among others, by getting help from colleagues and superiors both directly and indirectly. Furthermore, this aligns with research conducted by Sinegar and Hardjo (2013), which explains that social support can increase worker motivation. In addition, almost the same similarities with financial facilities, benefits, and leave make the outsourced employees of PT. Civil servants have a low qualitative dimension of job insecurity.

Table 3. Social Support Hypothesis Test Results with Quantitative Dimensions of Job Insecurity

Variable Research	Category		
	Low	Medium	Tinggi
Social Support	-	36,1%	63,9%
Quantitative	2,4%	33,7%	63,9%
Qualitative	71,1%	28,9%	-

The results of this study indicate that the quantitative dimension of job insecurity has a relationship with social support. The research results show that the quantitative measurement is in the high category, with details of 2.4% in the low class, 33.7% in the medium category, and 63.9% in the high sort. This, of course, suggests that outsourced employees feel insecure about the future of their current job. It can be concluded that employees have high job insecurity on the quantitative dimension; of course, this begins with using a contract agreement system at a specific time. This triggers job insecurity for contract employees because the future is less precise compared to permanent employees.

In the data obtained, employees worry about leaving their jobs before they want to. In addition, employees have responsibilities towards their families which cause employees to feel uncomfortable and worried when they have to go to work. As explained by Sverke, Hellgren, and Naswall (2006), individuals with responsibilities such as being the backbone of the family have higher job insecurity. The difficulty of finding another job certainly makes individuals choose to survive even though a work contract overshadows them. Employees decide to stay also because of the fulfillment of work aspects in user companies, such as benefits, financial facilities, and a positive environment.

Furthermore, the research results show processing results on a qualitative dimension different from the quantitative measurement. On the qualitative size, job insecurity is in the low category, with details of 71.1% in the low class and 28.9% in the medium category. Thus it can be seen that employees have common job insecurity on the qualitative dimension. As explained in the previous chapter, the qualitative measurement describes job aspects such as career opportunities, income, and abilities.

Career opportunities or promotions are things that every employee looks forward to. In this case the outsourced employee can become an employee directly contracted by the company that uses the workforce by considering the capabilities of the outsourced employee. Employee abilities can be influenced by work experience where the experience is obtained from the length of time the employee has worked (Wati, Kusuma, & Arianto, 2022). The existence of this career opportunity was explained directly by one of the staff of PT. Insan Madani who explained that career opportunities in the world of work are wide open.

Apart from promotion, the income earned by the outsourced employees from the company, namely PT. Insan Madani is not much different from other user company employees. This is because PT. Insan Madani uses a management fee payment where the labor supply company can determine the amount of the management fee in accordance with the agreement with the user company. So that the amount of deductions charged to outsourced employees is only in the form of BPJS Health and BPJS Employment deductions. Equality with employees of user companies certainly makes individuals feel that there is equality with other employees. This equality is not only in terms of salary, but also in benefits received by outsourced employees, such as holiday allowances, overtime or incentives, as well as uniform and leave facilities.

The results obtained in general, the social support obtained by outsourced employees of PT. Civil society is in a high condition of 63.9%, then the remaining 36.1% is in the medium category. With these data the condition of social support obtained by outsourced employees of PT. The majority of civil servants are in the high category and only need to improve certain aspects. Social support obtained by a person including employees can reduce the occurrence of stress when facing problems in his life. Employees who get positive and optimal social support can help overcome various kinds of obstacles or problems related to work. Social support obtained from the surrounding environment can certainly

be a support system for employees, especially from a psychological perspective. So that good support from the environment can increase self-confidence to get out or at least survive the problems faced (Dewi & Sukmayanti, 2020; Iswanto & Agustina, 2016).

Furthermore, among the four aspects used by the researcher, all of these aspects are in the high category. Still, there is one aspect that is the lowest compared to other elements, such as the aspect of emotional support. This difference is, of course, a natural thing because there may be differences in social support that employees receive from family, co-workers, superiors or others. In the first aspect, emotional support is in the high category, namely 78.4%, then the rest are in the medium category, 21.6%. This means that outsourced employees have received emotional support from their environment in the form of empathy, affection, attention and encouragement, which is quite good. Individuals who get emotional support can feel that the individual is valued and loved. Fulfilling the need to be supported on the emotional aspect makes emotional connections with other people, creating understanding, respect and responsibility (Rezeki et al, 2022). The existence of this relationship makes outsourced employees feel that their environment understands and appreciates so that individuals can feel grateful or accept their current conditions.

In the second aspect, instrument support of 80.7% in the high category and 18.1% in the medium category and 1.2% in the low category. From the data obtained, PT Insan Madani's outsourced employees have received social support from their environment quite well. This assistance can be direct or indirect, such as financial assistance and assistance at work, such as loans for employees, assistance in carrying out work. Equal employee treatment certainly makes individuals feel equal and able to work together. The existence of direct assistance and equality in the workplace can undoubtedly make individuals feel valued and their existence is acknowledged. In addition to these feelings, the presence of assistance from the company can also improve the welfare of its employees. This is also supported by Leonardo and Andreani (2015) who explain that employees need compensation in the form of finance because it can improve the quality of life of employees who work in a company.

The third aspect, namely the information aspect, shows 82% in the high category and 18% in the medium category. The data obtained in the field indicates that the information aspect of social support is better than the instrument aspect. So that we know that providing social support information is good; this information support is in the form of information about things needed in work, such as explaining job information, sharing work experiences about problems, and correcting wrong positions. Having colleagues who can work together makes the work environment more comfortable and positive. This is reinforced by the opinion of Tambunan (2018), who explains that cooperative colleagues can make work more accessible, positively impact, and increase employee job satisfaction.

Furthermore, in the last aspect, the assessment of the support aspect shows outstanding results compared to other parts of social support with 96.4% in the high category and 3.6% in the medium category. The support provided by the work environment is in the form of appreciation or positive assessment. Appraisal support obtained by outsourced employees is in the form of praise and feeling valued by superiors and co-workers. Having support from the above can certainly make individuals feel more comfortable and reduce personal feelings of job insecurity. This researcher's argument is strengthened by research conducted by Azizah (2020) which concluded that social support from superiors can reduce employee job insecurity.

CONCLUSION

Based on the description of the results of the research and discussion described above, it can be concluded that there is a relationship between social support and job insecurity on the quantitative dimension of outsourcing employees, there is a relationship between social support and job insecurity on the qualitative measurement of outsourcing employees. Then the description of social support for outsourced employees is in the high category. Then, the quantitative dimension of outsourced

employees' job insecurity is in the high category, and the qualitative measurement of work insecurity for outsourced employees is in the low category.

The advice that can be given is that companies can maintain existing social support so that outsourced employees can reduce the impact of job insecurity. Then, outsourcing employees to maintain good relations and communication with their environment to remain healthy and comfortable. Furthermore, for further research, it is recommended to add other variables related to job insecurity and can also pay attention to demographic conditions.

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