

# JOB INSECURITY: THE DEMOTIVATED EMPLOYMENT CONTRACT DURING THE PANDEMIC

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## JOB INSECURITY: THE DEMOTIVATED EMPLOYMENT CONTRACT DURING THE PANDEMIC

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### ABSTRACT

The job insecurity is the employees' phobia during the Covid pandemic. The company adaptively regulates the employment status to anticipate the collapse through decreasing the number of employee. In this case, it automatically effects on the employees' demotivation. This research quantitatively describe the effects of job insecurity on the employees' motivation during the Pandemic. The data periodically collected from the employment contract using the quote-purposive sampling technique in services sector labor. The results, the mean value of employees' motivation on the first and second six moth was decrease, its t and p values were  $t=25,591$  and  $p=0,000$  ( $p<0,05$ ). It means that the employment contract significantly demotivated during the year. The mean value of job insecurity was not significantly differentiate with the t value 3,700 and  $p=0,062$  ( $p>0,05$ ). It statistically indicates that since the first six months until the second six months, the employees' job insecurity was not different. It also can explanatively describes that the completed effect of job insecurity continuously demotivated on the employees' motivation.

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### 1. Introduction

The most problem of the formal employment sector that rises up during the Covid-19 is reorganizing the employments with the flexible management approach and the company enables to adapt with the changes of socio-political regulation. Therefore, the company should to solve the employee's problems to earn a passive incomes and finish the job well during the Covid-19. This Pandemic encourages the government and policy maker of politics, economics and social to directly regulate the employment sector.

As long as the Pandemic, there are many employees who gain a home pay are under the standard of labor agreement, even though there are some the employment contract dropped out from the company because of the restructuring[1]. This case emotionally caused the job insecurity condition in doing their job such as threatened, scared and worried[2]. Besides, they get a healthy and safety, termination of employment offensive, minimizing times to work, employee and decreasing the production activities[3].

The Pandemic doesn't only effect on decreasing the productivity of manufactory sector, but also in service industries such as in health industry. Similarly, the education, consultant, and public services nearly quit to exist and make the employee to home pay and the other jobs conducted in online system from home [3]. In addition, mostly the social activities including all of sectors worked from home by using appropriate platform to support the stability of economic and education process in the society. Most of companies get an economic crisis during the Pandemic like tourist objects, hospitality, coffee, restaurant, consultant, and construction sectors. As the result, the businessmen and employees unconfidently to behave in employment sector especially for employment contracts[3].

The job insecurity in the Pandemic era is really experienced more by the employment contracts and daily labor. These effects appear on their demotivation in long time of the whole year of Covid Pandemic especially for the employment contracts [2]. The insecurity of jobless is not caused by the competition in the company but it accidentally cut the labor off to work in spite of the deficits and bankruptcy. The job insecurity is not only felt by all of the employees in the company including staffs and manager but also the owner of company because of the demotivation of works.

Hingdranata [1] explains that the job insecurity that followed by the demotivation of work and decreasing the productivities is reasonable experiences for the employees and companies. According to Hingdranata [4] that more than one service companies become a regulative victim of the governor policies during the Pandemic that make the employment contracts insecure to work. Then, it automatically underdresses the employees to work shorter than before. They work six days weekly with the operationally loaded, but they should work two or three days weekly in run. Currently, it can influence on their incomes and motivation. [5]; [6] state that the employees' under pressure and worried is physically and psychologically disturb on their stability because of their unstable emotion and thinking. The level of job insecurity effects on their responsibility in the company and social environment. In Robbins and Judge's opinion [7] that the job insecurity probably effects on the employees' uncertainty in the company and social environment, the encouragement of some alternative policies in the company, and employees problems relating with family, financial and personality.

Currently, the Pandemic still spreads and intimidates the employees with its new variant. After re-opening social distance, it will possibly influences on the changeable policies and security, and insecurity job for the employees. These extended effects make a demotivation of work and the others that company decides to change the regulation to keep a surplus. Therefore, this research is importantly conducted to investigate the future, circumstances and sustainability of job insecurity for the employments contracts that continuously impact.

## 2. Methods

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The research method is a quantitative with causal-comparative approach relating with correlational design. The purpose is to investigate the some assumed phenomena having causal hierarchy and analyze the other factors that probably effect on the object of this research. Sugiyono [8] argues that in the process of causal comparative, the researcher identify some important factors as causal hierarchy, in more complex model of correlational variables and comparing the independence with the dependence variables.

This research selected the population of the employees' company in services industry sector including employees of culinary store, entertainment, tourism, and the employee of services construction sector in Surabaya with the identified number of population were 340 employees whose employment contracts in time and 724 employees whose outsourcing status. The first sample of data collection were 137, in the last observation session consists of 110 employees because of the death and no recall. The selected samples were employments contracts who had been working in their company more than 2 (two) years. The selected sample of each sectors were not determined their proportion, but appropriated with the employees' numbers and readiness to be.

The survey method of this research used a comparative causal approach, the data collection was the questionnaires and the Thurstone model scales. Thrustone model scale was designed in the formal construction scale based with (20-40) questionnaires. Each questionnaire has a score to construct the value with similar scale. The instruments of Thrustone model scales used considering the job background with variety of samples (Azwar, [9]). The types of gained data were periodical data, according to Azwar [9]; dan Sugiyono [8] that the periodical data were periodically gotten from observation or on the same objects in hierarchy.

The analysis conducted with pair T-Test technique that was a parametric test because the types of data were in pair. The pattern of t test usage was to analyze there was or not any differences of mean value between two correlated samples.

**TABLE 1**  
DIF. TEST BASED ON THE PERIOD

Periode	Mean	Std. Deviation	T	df	Sig.
Work motivation	80.62727	33.48696	35.712	219	.000
Job Insecurity	75.55000	14.77386	75.849	219	.000

The mean value was positive on the variable of work motivation showed that the employee's work motivation on the first six months was higher than the second six months (1 year). The t value was 35,712 with 0,000 (0, 01) probability indicated that there was a strong significant difference on employment contract's motivation on the first six months and the second six months.

The mean value was positive on the variable of job insecurity showed that the difference of employee's insecure level on the first six months was higher than one the second six months. The t value was 75,849 with 0,000 ( $p < 0, 01$ ) probability indicated that there was a strong significant difference of employee's insecure level on the first six months and the second six months.

The next, the result of hypothesis testing to know the effect of job insecurity on the employee's work motivation through the following two periodic scores.

**TABLE 2**  
HYPOTHESIS TESTING

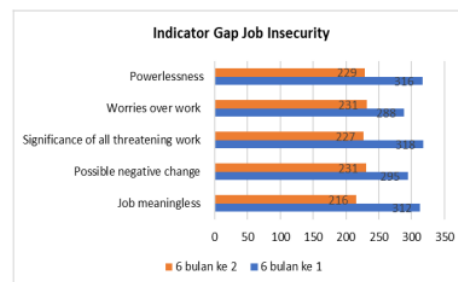
	Work motivation		Job insecurity	
	Semster 1	Semester 2	Semester 1	Semester 2
Mean	110,69	53,56	78,90	75,20
SD	20,02	12,15	14,29	14,94
t value	25,591		3,700	
Sig.	0.000		0.062	

The mean value of work motivation on the first six months to the second six months decreased, the t value was 25,591 with the 0,000 ( $p < 0, 05$ ) probability, it means that the work motivation of employment contract decreased in one year.

The mean value of job insecurity was not significantly difference, the t value was 3,700 with 0,062 ( $p > 0, 05$ ) probability, it means that the job insecurity of the employment contracts on the first six months to the second six months was not different. Similarly, that the permanent employees had a similar job insecurity.

The result of hypothesis test described that the employment contracts in a year whose job insecurity had demotivated work effect.

The condition that described the constructed insecurity is a job insecurity variable with the following mean value on each indicator and sub-indicators.



**Figure 1.** The indicator of Gap Job Insecurity

The graphic of figure 1 showed that the employment contracts whose job insecurity on the first six months had a higher score than the second six months. The most salient indicator was the employee's threaten work as a victim influencing on the works, such as restructuring the number of

employees and work termination because of Covid-19 Pandemic. Secondly, the indicator constructed the job insecurity was an employee's powerlessness to protect the defense an uncomfortable zone. Thirdly, meaningless is an employee's depreciation because of unclear payroll system by reducing a time to work, and the work atmosphere was unpleasant environment as long as the Pandemic and its ordered application of the health protocol.

The worries over work indicator are like no opportunity of appointment of permanent employee, and the possible restructuring a functional job with reducing the allowance. This indicator was the most subservient than the previous indicators in both the first and second six months period of a work contract.

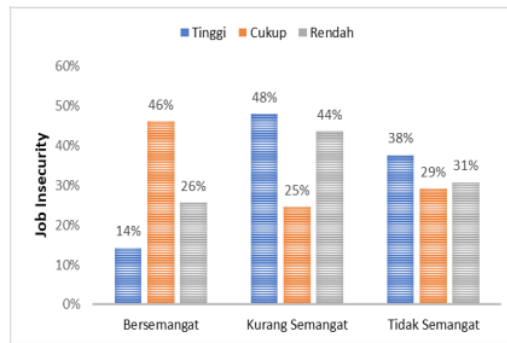


Figure 2. The indicator of Gap Job Insecurity

The graphic of figure 2 explained that the motivated employment contract was 14% pushed a low job insecurity. But, there were 46% motivated employees with an enough job insecurity, and the demotivated employees were 38% with a high job insecurity, although there were 31% employees who's a demotivation and a low job insecurity.

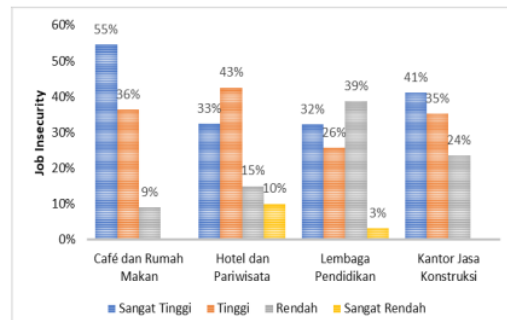


Figure 3. Employee's Job Insecurity based on the work devices

The figure 3 presented an Employee's job insecurity based on the work devices. The employees of coffee and restaurant (55%) had a high job insecurity level, and also the employees of hotel and tourism. Besides, the employee contract of services construction industry (41%) had a high job insecurity level, but the employees who worked in contracts for examples cleaning services, electrical installation, security and administrative staff (31%) had a low job insecurity level. This graphic also described the employees who worked in any service sectors had a high job insecurity level even though included in low level during the Pandemic.

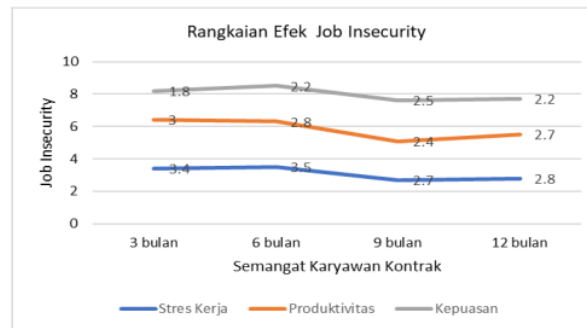
**TABLE 3**  
THE DESCRIPTIVE CONSTRUCTED INDICATOR OF JOB INSECURITY

Indicator	Sub Indicator	Mean Differences	Ratio	p-Value
Job meaningless	Salary and incentive system	2.70	0.12	0.014
	Environment conditions	2.00	0.09	0.008
Possible negative change	Incentive down	2.60	0.12	0.013
	Task transfer	1.40	0.06	0.004
Significance of all threatening work	Work termination	2.70	0.12	0.014
	Suspended	2.40	0.11	0.011
Worries over work	Employment status	2.50	0.11	0.012
	Career opportunities	1.80	0.08	0.006
Powerlessness	Pressure internal conditions	2.20	0.10	0.009
	Threatening external situation	2.30	0.10	0.010
Total		22.60	1.00	

Table 3 showed that the highest ratio and mean value was a job meaningless indicator on salary and incentive system. It means that it had an unclear salary system relating with accounts and times. Then, the significance of all threatening work on work termination indicator was the effect of the restructuring some employees during the Pandemic.

The significance of all threatening work on suspended indicator convey that was the risk of an appointment protection or the continuity of work contracts. The worries over work on employment status indicator explained that employment status was an impedence for employment contract which the company was able to arbitrarily terminate the employees after finishing the work contract. The powerlessness indicator indicated that the employees had not a self-confidence and the tentative regulation during the pandemic effecting on a restless in the office,

The additional analysis relating with job insecurity on the employee contract, the data found as the following scheme:



**Figure 4.** The Sequence of Job Insecurity Effects

The figure 3 showed the sequence of job insecurity effects with the employee's motivation of work contract status in one year. The employees whose a high job insecurity level (maximum score 4,00) felt a high stress level also ( $\bar{x} = 3,4$ ), and low satisfaction level ( $\bar{x} = 1.8$ ), in accordance with the productivities were above the means ( $\bar{x} = 3.0$ ) on the first three months of work. In the sixth month later, the job insecurity was relatively stable (not decreased), it uninterestingly reduced the productivities ( $\bar{x} = 3.5$ ), and the employee's stress was high ( $\bar{x} = 3.5$ ), even the employee's motivation in contract status increased well ( $\bar{x} = 2.2$ ). As long as twelve months, the condition of employee's job insecurity, the stress, stagnant productivity and work motivation had no some significant influences.

The result of the descriptive scheme and inferential data concluded that there was not a win solution of the job insecurity in long period and the employee's motivation with work contract status



seriously effected on productivity, stress, satisfaction as long as twelve months.

### 3. Result and Discussion

The results of hypothesis testing and inferential analysis present the job insecurity has a lot of negative psychological, psychological and social effects on the employees. The data analysis describes the psychological aspect of employee contract relating with the previous studies, such as the research reports of employee's mental that decreases the satisfaction of work (Basri & Rauf, [2]), less creativity (Montani, et.al, [10]), gloomy and tired, worried and temperament (Saputri, Hidayati, & Lestari, [11]). Besides, they feel an insecurity and threaten that encourage them to work over (Fadzilah & Martono, [12]; Meria, [13]; dan Kurnia, arianti & Fitria, [14]).

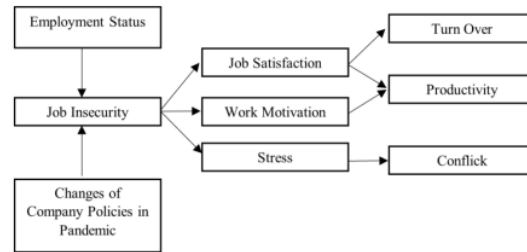
This Pandemic truly importunate the company and the employees to technologically adapt to communicate and work in any situation. This context is dilemmatic situation, the company has many rules and tentative regulation for the employees because of the effects of policy's changes during the Pandemic. It probably presses the employee's stress in work situation, safety and environment health, the higher risk is left from the company (Kurnia, Sarianti, & Fitria, [14]; and Saputri, Hidayati, & Lestari, [11]) and increasing a turnover (Naru & Rehman [15]). This stress rises from the employee's disability to finish the duties based on the target (Kurnia, Sarianti, & Fitria, [14]). The unclear duties, limited time, facilities and infrastructure to do some jobs, and any stuck of tasks quickly push the stress (Montani, et.al, [10]).

The employee contract status easily get a job insecurity, and the termination, restructuring the employment, even though the collapse of company in spite of the unbalanced social situation with a job insecurity, it can make a stress increasingly and support to the employments' status. Pamungkas dan Irawan ([3]) report that recently there are many problems of employment contract arbitrarily terminated by the companies. Randi ([16]); and Fadilah and Nugroho ([17]) stated that many companies reconstruct the employment because of the Pandemic and force majeure, to terminate the employees in arbitrary. Maryani, et.al ([18]) also, the termination of work generally conducted by the companies for employees in work contract.

Many information of the termination of work prioritized on the employee contracts which treat the employee's job insecurity especially in the Pandemic. This Pandemic promotes the regulation of employment restructure because of rescheduling the employee's time to work. (Montani, et.al, [10]). This condition is the first phase before the jobless, it's called an organizational emergency phase. (Maryani, et.al, [18]). The employee's job insecurity appears in this reasearch as long as the Pandemic since the early 2020 until 2021 in early. During this period, the employees with work contract increasingly get less productivity, work satisfaction, and stress. The job insecurity strongly demotivated the employees and effect on the others psychological aspects.

The job insecurity is employee's powerlessness to design some defensive strategies and models to keep the employee's existence from all of threaten in any situation (Wenström, Uusiautti, & Määttä, [19]). Naru dan Rehman ([15]) assess in the research that the job insecurity is an employee's mental process and worries, the situation emotionally viewed as the victim in their work as long. It is not only the worries of losing a job, or any kinds of discrimination, but also the overload efforts to improve the productivity, these encourage the employees physical problems or tired, stress, less satisfaction and pessimistic (figure 4).

The job insecurity effects explorative analyzed in this research to describe its domain effect on the demotivated employee as the following illustrative scheme:



**Figure 4.** The Sequence of Job Insecurity Effect

The description of scheme details that the employee's job insecurity who work in contract during one year directly impact on the employee's motivation. Another impact is the employee's dissatisfaction of work, it supported by Montani, et, al ([10]) and also stated by Meria ([13]), Ismail ([20]); Farzaneh and Boyer ([21]) that the improvement of turnover is influenced by the employee's dissatisfaction of work.

Based on this research discussion and the result of previous studies can be argued that if the company would like to operate all of the system well during the Pandemic, it should professionally manage the employee contract system to the permanent employee one. So that, the unstable atmosphere becomes the company's' challenges to be maximum protection through the employee's work quality especially for workers in contract. The job insecurity is the most crucial factors of the increasing employee's turnover, the dissatisfaction effect on the employee's performance in the company, if they had a demotivation in the work, the employee will get the psychological problems effecting in all of environment sectors.

In this demotivated condition that influenced by the job insecurity, the services sector company treating the employee in work contract as like this research, there are some jobs sectors conducting the employee's quality, defending the number of employees although the company has deficit incomes. There are some companies applying the policy to decrease the incentive only with full-salary, and keep the employees to securely work in the environment. Besides, there are some companies such as coffee, restaurant, hotel and tourism improve the employee's knowledge, skill to have a good mental and spiritual quality during the Pandemic. According to Halsey ([22]), and Sastrohadiwiryo ([23]), that the quality of spiritual mental to give a guidance especially for the employees work in contract and also held by distributor of employees such as building the honesty, faith, discipline, innovative and responsibility.

#### 4. Conclusions

The research periodically conducted into three terms, it takes one year with three months of observation. The observation focuses on the decreasing employee's motivation and job insecurity of the employment contract in time. The data analysis uses a paired sample t-test as the instrument of hypothesis' proof gaining from the probability value lack of one percent. The analysis and discussion results conclude that the job insecurity always impacts on the decrease of employee's motivation.

The result of inferential analysis describes the manager of company does not protect the employee's job insecurity well during one year, and followed by the decrease of employee's motivation, less productivity and work motivation, and stressfully of the workers in the definite contract.

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