

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Effect of Job Insecurity, Characteristics Profession and Workload on Employee Performance with Job Satisfaction as Mediation at Pt Kimia Farma Tbk

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Abstract:

Human resources are not only a tool in the company's production activities but also have an essential role in the company's production activities. Job insecurity is a psychological condition of an employee who shows confusion or feelings of insecurity due to changes in environmental conditions. This condition usually appears. Job satisfaction is an emotional attitude that is fun and loves work. The purpose of this study was to determine employee performance affected by job insecurity, employee characteristics, and workload, job satisfaction as a mediating variable at PT. Kimia Farma Tbk.

The type of research used is quantitative, using primary data obtained by distributing questionnaires through Google forms, and the data is processed using SmartPLS. The sample in this study is 167. The results of this study are job insecurity has a negative and significant effect on employee performance. Job characteristics have a positive and significant effect on employee performance. Workload has a positive and significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance, job insecurity through job satisfaction on employee performance, employee characteristics through job satisfaction on employee performance are positively significant, and workload through job satisfaction on employee performance is positively significant. Suggestions given in this study: it is hoped that evaluations in work can increase in the future, can be improved, or be conducted training to improve accuracy.

Keywords: Job insecurity, job characteristics, workload, job satisfaction

1. Introduction

Qualified and competent human resources are the desire of all companies. Not only getting resources but also how the company can retain potential employees so they can stay as long as possible in the company. Human resources in a company are not only a tool in the company's production activities but have an essential role in the company's production activities. While targeting human resources as a workforce, several activities are done through *outsourcing*. The phenomenon of *outsourcing* in the world of work is one form of flexibility that many companies consider with a view to being more flexible in response to market demand. Outsourcing is carried out as an effort to transfer or outsource business activities to third parties to achieve an efficient workforce through savings in production costs. Referring to government regulations, Law Number 13 of 2003 has regulated policies that companies can freely recruit human resource management employees who are ready, capable, and alert to achieving the goals given by the organization. As stated, the main dimension of human resources is the treatment of someone who will later determine their quality and capabilities (Sutrisno, 2019).

Every employee in a company has certain duties and responsibilities as a form of employee contribution in achieving work results or company targets. According to Mangkunegara (2014), employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the duties and responsibilities given to him. So that in this case, the owner or leader of the company must be able to direct his employees to have good quality performance. One of the factors that can affect employee performance is discipline. Without discipline, the work process is not in accordance with the established provisions. According to Singodimejo in Sutrisno (2009), discipline includes responsibility and complying with the rules and norms that apply in the company.

According to Parumasur and Dachapalli (2012), *job insecurity* has two different perspectives, namely:

- The multi-dimensional concept, and
- The global concept

Pienaar, De Witte, Hellgren, and Sverke (2013) prove that the global view of *job insecurity* is generally a fear of the threat of losing a job and terminating employment. There are three important components to this approach, namely perception; a sense of instability about the future; and also doubts about the continuation of that work by Van Wyk and Piennar (2008).

On the other hand, Barling and Cooper (2008) state that a multifaceted approach to job insecurity is related to concerns about the continuation of the content or specific aspects of the job and the individual's ability to resist the threat. Feelings of helplessness lie at the heart of this multifaceted approach.

Job characteristics are the nature of the tasks that include responsibilities, types of tasks, and the level of satisfaction obtained from the job alone. According to Berry and Houtson (in Martinus, 2010), the characteristics of a profession are the attitude of the internal aspect of the work itself, which consists of a variety of skills needed, procedure and clarity Duty, level of interest Duty, authority and responsibility as well as bait come back from which task has conducted.

According to Robbins (2009), many studies which conducted on designing work in such a way that employee satisfaction and performance can be increased. Preliminary research on models of job characteristics, among others conducted by Turner and Lawrence (2011), identified '*Requisite Tasks attributes*' which related to work satisfaction and level of attendance employee. The six attributes are diversity, autonomy, necessary interaction, knowledge, and skills which are needed and not quite enough answers. Next, Hackman and Oldham further develop the deep characteristics approach to designing work.

Number 12 of 2008 states, "Workload is the amount of work that must be borne by a position or organizational unit and is the product of the work volume and the time norm." Workload is a number of activities or work assignments given by employees as a form of their responsibility to the company and must be completed within a certain period of time. The workload owned by employees requires the ability of these employees as a basis for carrying out or carrying out tasks or work activities.

The development and progress of an organization cannot be denied if the quality factor of performance management has an influence as a driven force capable of accelerating in that direction. According to Kasmir (2016): "Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period." According to Rivai & Basri in Masram (2017): "Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or goals or predetermined criteria that have been mutually agreed upon." Meanwhile, according to Mathis and Jackson in Masram (2017): "Performance is basically what employees do or do not do." Performance management is the overall activity carried out to improve the performance of a company or organization, including the performance of each individual and workgroup in the company. There are various kinds of understanding of job satisfaction. The term 'satisfaction' refers to the general attitude of an individual towards his work (Sutrisno, 2017). Job satisfaction is described as a positive feeling towards work, which is the result of evaluating each job characteristic. Someone with a high level of job satisfaction has positive feelings about his job, and vice versa, while someone with a low level of job satisfaction has negative feelings about his job (Robbins & Judge, 2012). This is in accordance with the opinion of Sutrisno (2017) that somebody with a high level of jobsatisfaction indicates a positive attitude to his job.

Problems such as *job insecurity* that have an impact on low levels of employee job satisfaction can result in low employee performance. This level of employee turnover can occur in any organization, including in the pharmaceutical industry, which in this case occurs in employees of PT Kimia Farma Tbk. Meanwhile, there are 8 permanent workers and 37 temporary workers at Kimia Farma Clinic and Lab. 8 permanent workers, 30 temporary workers at Kimia Farma trading & distribution, and 28 permanent workers, and 112 temporary employees at Kimia Farma Bekasi. Since the cost of permanent workers is higher than temporary and contract workers, Kimia Farma is engaged in the sale of services such as medicines and clinics, which in fact, are much needed by the community. With a high *market share*, the company does not need high sales but maintains quality. So that the community has a higher attractiveness than other pharmacies or clinical labs. In terms of price, quality, and service, management does not really need experts to become permanent employees. In addition, Bekasi is one branch that has more employees than other branches. Interviews conducted by researchers with 20 employees showed that several employees had the intention to leave the company because of their own desires because the employee had moved to another residence or had gotten better job opportunities elsewhere. Some employees also have the desire to leave the company because the workload does not match their expertise, and the salary is not commensurate with the employee's performance.

Research on the effect of *job insecurity* on employee performance has been carried out by several previous researchers, namely:

- Reisel, Probst, Chia, & Maloles (2010),
- Bouzari & Karatepe (2018),
- Hsieh & Huang (2017),
- Ibrahim, Karollah, Vilzati, & Amir (2019) and
- Park & Jeong (2019)

Job insecurity is a psychological condition of an employee who shows confusion or feelings of insecurity due to changes in environmental conditions. This condition usually appears in the studies of several researchers, such as:

- Schreurs, Emmerik, Guenter, & Guenter (2012),
- Cheng, Huang, Lee, & Ren (2012),
- Staufienbiel & König (2010),

- Darvishmotevali, Arasli, & Kilic (2017),
- Chirumbolo & Areni (2005)

Research conducted by the researchers above found that *job insecurity* has a negative effect on job satisfaction. The implications of job satisfaction are often with employee performance. The higher an employee's *job insecurity*, the lower the employee's performance, and the lower the *job insecurity*, the higher the employee's performance.

Job characteristics are attributes of employee tasks and include multiple responsibilities, various tasks, and the extent to which work has characteristics that can make employees feel satisfied (Strauss & Sayles, 2012). Several studies have linked job characteristics to employee performance, including the studies conducted by:

- Johari & Yahya (2016),
- Mendoza, Nasution, & Matondang (2018),
- Wong, Seeramulu, Muhamad, & Nazri (2017),
- Rudolph, Katz, Lavign, & Zacher (2017)

The researchers adopted an experimental and survey approach from the findings. The researchers concluded that job characteristics have a positive effect in helping improve employee performance, and it is certain for managers of companies and organizations to do everything necessary in them to support existing jobs to improve performance.

According to Haryanto (2014), workload is the number of activities that must be completed by a person or group of people during a certain period under normal circumstances. The more workload carried out by employees will improve the performance of the employee concerned. Based on the theory explained by Noe, Hollenbeck, Gerhart, & Wright (2019), an increase in workload given to an employee will have an impact on increasing employee performance. Workload must be considered for a workforce to achieve harmony and high work productivity (Yim & Hwang, 2017); (Purwaningsih, Eliyana, & Sridadi, 2019); (Inegbedion, Inegbedion, Peter, & Harry, 2020). Based on the theory explained by Martini (2018), the higher the workload given to someone will have an impact on improving employee performance.

Job satisfaction is felt by employees because there are things that underlie it. Someone will feel comfortable and the level of loyalty to work will be high if at work the person gets job satisfaction as desired. Work is a reflection of workers' feelings towards work. Rizqina, Adam, & Chan (2017), and Hyz (2010) define job satisfaction as "the way an employee feels about work." Employees will feel satisfied at work if an aspect of work and aspects themselves support them and vice versa. If these aspects do not support, the employees will feel dissatisfied.

The effect of job characteristics on job satisfaction has been carried out by several previous researchers, such as Steijn & Voet (2019), Cavanagh, Kraiger, & Henry (2019), Blanz (2017), and Hsu & Wen (2015). More specifically, people do not look at job satisfaction as a whole but only divide it into two dimensions, namely intrinsic and extrinsic job satisfaction. Several studies linked job characteristics to employee performance.

Workload affects employee job satisfaction (Yim & Hwang, 2017). Eliyana, Ma'arif, & Muzakki (2019) state that work stress and workload affect employee job satisfaction. Another study conducted by Rehman & Waheed (2012) also states that workload affects employee job satisfaction. This is in line with the theory put forward by Mansoor, Fida, Nasir, & Ahmad (2011) that the higher workload employees receive, their job satisfaction will increase. According to Zhou, Ye, & Gong (2016), employees are burdened with many tasks due to limited resources. Based on the theory explained by Martini(2018), an increase in the workload given to an employee will have an impact on improving employee performance.

2. Methods

The method used in data analysis and hypothesis testing in this study is the Structural Equation Model - Partial Least Square (SEM-PLS) method. According to Noor (2014), SEM is a statistical technique used to build and test statistical models, which are usually in the form of causal models. According to Siswoyo and Parwoto (2012), the SEM method is a development of path analysis and multiple regression path analysis. Both are forms of multivariate analysis models that can analyze data more comprehensively. SEM types can be classified into two types, namely:

- Covariance-based SEM or Covariance Based Structural Equation Modeling (CBSEM), and
- Variant or component-based SEM/Variance or Component-Based SEM (VB-SEM), which includes Partial Least Square (PLS) and Generalized Structural Component Analysis (GSCA).

Abdillah and Hartono (2014) argued that Partial Least Square (PLS) aims to predict the effect of variable X on Y and explain the theoretical relationship between the two variables. The basic difference between PLS, which is SEM using the SmartPLS application, and covariance-based, is the purpose of its use. Besides that, the large use of PLS-SEM can be used for small sample sizes, not based on various assumptions, and can be used on data that has problems such as data not normally distributed, multicollinearity problems, and autocorrelation problems. The iteration process carried out in the PLS model consists of three stages. The first iteration produces the weight estimate that is carried out in the algorithm iteration, which is used as a parameter of the validity and reliability of the instrument. The second iteration produces the inner and outer model values. The inner model is used as a significant parameter in hypothesis testing, while the outer model is used as a construct validity parameter (reflective and formative). The third iteration produces the mean score and the latent variable constant, which is used as a parameter, the nature of the causal relationship, and the resulting average sample value. Iteration is an estimation technique in stages to produce the best value.

3. Results and Discussion

Hypothesis testing is carried out based on the results of testing the Inner Model (structural model), which includes the R-square output, parameter coefficients, and t-statistics. To see whether a hypothesis can be accepted or rejected by considering the significance value between constructs, t-statistics, and P-values. Testing the research hypothesis was carried out with the help of SmartPLS (Partial Least Square) 3.2.9 software. These values can be seen from the bootstrapping results. The *rules of thumb* used in this study are the t-statistic >1.96 with a significance level of p-value 0.05 (5%), and the beta coefficient is positive. The value of testing the hypothesis of this study is shown in table 1, and the results of this research model can be seen in figure 1.

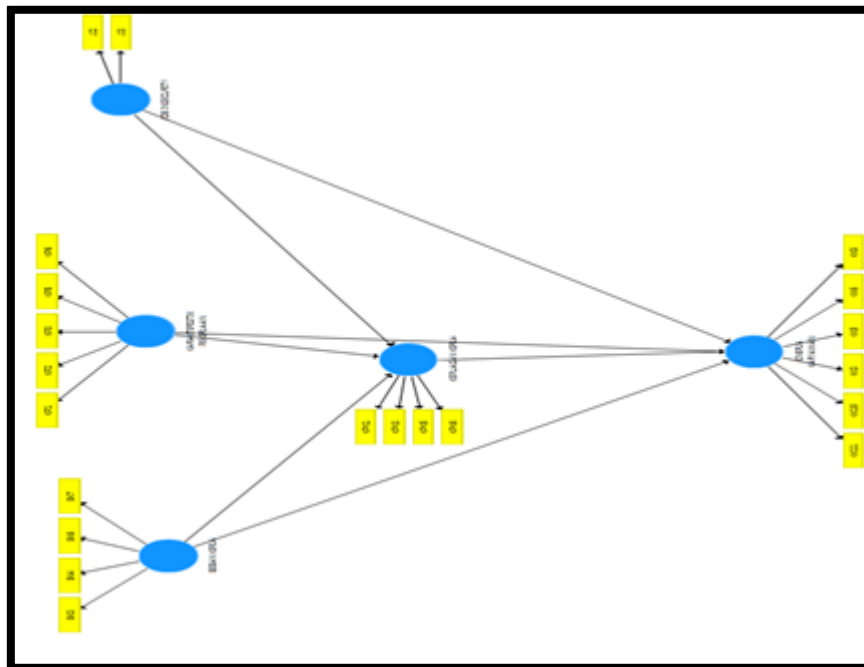


Figure 1

Source: Processed SmartPLS 3.2.9 Output, 2022

Items	Original Sample (O)	Sample Means (M)	Standard Deviation (ST.DEV)	T Statistics (O/STDEV)	P-Values
WORKLOAD -> EMPLOYEE PERFORMANCE_	0.123	0.126	0.067	2,834	0.003
JOB INSECURITY_ -> EMPLOYEE PERFORMANCE_	0.178	0.165	0.072	0.487	0.001
JOB CHARACTERISTICS_ -> EMPLOYEE PERFORMANCE_	0.075	0.086	0.087	2,868	0.002
JOB SATISFACTION -> EMPLOYEE PERFORMANCE_	0.550	0.548	0.073	7,569	0.000

Table 1: Results of Path Coefficients

Source: Processed SmartPLS 3.2.9 Output, 2022

- The first hypothesis tests whether *job insecurity* (X1) has a negative and significant effect on employee performance (Y). The test results show the t-value of the statistic is 0.487, and the p-value is 0.001. From these results, it is stated that the t-statistic is significant. Because the t-statistic is smaller than the t-table > 1.96 with a p-value <0.05, the first hypothesis is supported. This proves that *job insecurity* has a negative and significant effect on employee performance.
- The second hypothesis tests whether job characteristics (X2) have a positive and significant effect on employee performance (Y). The test results show a t-statistic value of 2,868 and a p-value of 0.002. From these results, it is stated that the t-statistic is significant. Since the t-statistic is greater than the t-table > 1.96 with a p-value <0.05, the second hypothesis is supported.
- The third hypothesis tests whether workload (X3) has a positive and significant effect on employee performance (Y). The test results show that the t-statistic value is 2.834, and the p-value is 0.003. From these results, it was stated that the t-statistic is a significant positive. Since the t-statistic is greater than the t-table > 1.96 with a p-value <0.05, the third hypothesis is supported. This proves that workload has a positive and significant effect on employee performance.

- The fourth hypothesis tests whether job satisfaction (Z) has a positive and significant effect on employee performance (Y). The test results show that the t-statistic value is 7,569, and the p-value is 0.000. From these results, it is stated that the t-statistic is a significant negative. Since the t-statistic is smaller than the t-table > 1.96 with a p-value <0.05, the fourth hypothesis is supported. This proves that job satisfaction has a positive and significant effect on employee performance.

Items	Original Sample (O)	Sample Means (M)	Standard Deviation (ST.DEV)	T Statistics (O/STDEV)	P-Values
WORKLOAD -> JOB SATISFACTION -> EMPLOYEE PERFORMANCE_	0.285	0.285	0.055	5.161	0.002
JOB INSECURITY_ -> JOB SATISFACTION -> EMPLOYEE PERFORMANCE_	0.158	0.155	0.053	0.961	0.003
JOB CHARACTERISTICS_ -> JOB SATISFACTION -> EMPLOYEE PERFORMANCE_	0.046	0.049	0.055	2,834	0.005

Table 2: Specific Indirect Effect Test Results
Source: Processed SmartPLS 3.2.9 Output, 2022

Testing the effect of mediation shows that Job satisfaction plays a role in mediating the effect partially.

The fifth hypothesis is *job insecurity* (X1) through job satisfaction (Z) on employee performance (Y) with a value of ($t = 0.961$, $p > 0.003$). The fifth hypothesis is supported because job satisfaction cannot mediate *job insecurity* in employee performance.

The sixth hypothesis is job characteristics (X2) through job satisfaction (Z) on employee performance (Y) ($t = 2.834$, $p > 0.005$). The sixth hypothesis is supported because job satisfaction mediates job characteristics on employee performance.

The seventh hypothesis is workload (X3) through job satisfaction (Z) on employee performance (Y) ($t = 5.161$, $p > 0.002$). In the seventh hypothesis, job satisfaction mediates workload on employee performance.

The mediating effect shows partial mediation because exogenous variables are also able to directly influence endogenous variables without going through mediator variables (Nitzl et al., 2016).

The results obtained by the t-statistic value are equal to 0.487 and the p-value 0.001. From these results, it is stated that the t-statistic is significant. Since the t-statistic is smaller than t-table > 1.96 with a p-value <0.05, *job insecurity* proves that there is a significant negative effect on employee performance, so this hypothesis is supported. It can be said in this study that the higher the *job insecurity*, the lower the employee's performance.

Research conducted by the researchers such as Schreurs, Emmerik, Guenter, & Guenter (2012), Cheng, Huang, Lee, & Ren (2012), Staufenbiel & König (2010), Darvishmotevali, Arasli, & Kilic (2017) Chirumbolo & Areni (2005) found that *job insecurity* has a negative effect on job satisfaction. The implications of job satisfaction are often with employee performance. The higher the *job insecurity* of an employee, the lower the employee's performance, and the lower the *job insecurity*, the higher the employee's performance.

This study proves that job characteristics have a positive and significant effect on employee performance. Based on the results, it is found that the t-statistic value is 2,868, and the p-value is 0.002. From these results, it is stated that the t-statistic is significant. Since the t-statistic is greater than t-table > 1.96 with a p-value <0.05, employee characteristics prove that there is a significant positive effect on performance, and hence, this hypothesis is supported. It can be said in this study that the higher the employee characteristics, the more improvement in employee performance.

Job characteristics are attributes of employee tasks and include multiple responsibilities, various tasks, and the extent to which work has characteristics that can make employees feel satisfied (Strauss & Sayles (2012), Rudolph, Katz, Lavign, & Zacher (2017). The researchers adopted an experimental and survey approach from the findings. The researchers concluded that job characteristics have a positive effect in helping improve employee performance, and it is certain for managers of companies and organizations to do everything necessary in them to support existing jobs to improve performance.

This study proves that workload has a positive and significant effect on employee performance. Based on the results, it is found that the t-statistic value is 2.834, and the p-value is 0.003. From these results, it was stated that the t-statistic was significantly positive. Since the t-statistic is greater than t-table > 1.96 with a p-value <0.05, that workload proves that there is a significant positive effect on employee performance, and hence, this hypothesis is supported. If the amount of the workload increases, there will also be an improvement in employee performance. According to Haryanto (2014), workload is the number of activities that must be completed by a person or a group of people during a certain period under normal circumstances. The more workload carried out by employees will increase their performance. Based on the theory explained by Martini (2018), a higher amount of workload given to employees will have an impact on improving their performance.

This study proves that job satisfaction has a positive and significant effect on employee performance. Based on the results obtained, the t-statistic value is 7,569, and the p-value is 0.000. From these results, it is stated that the t-statistic is a significant negative. Since the t-statistic is smaller than the t-table > 1.96 with a p-value <0.05, job satisfaction proves that

there is a significant positive influence on employee performance, and hence this hypothesis is supported. It can be said that higher job satisfaction will improve employee performance. Job satisfaction is felt by employees because there are things that underlie it. Someone will feel comfortable, and the level of loyalty to work will be high if, at work, the person gets job satisfaction as desired. Work is a reflection of workers' feelings towards work. (Rizqina, Adam, & Chan, 2017).

Based on the results obtained value ($t = 0.961$, $p > 0.003$) that it is negative, the hypothesis obtained is supported in this study. The higher the *job insecurity* through job satisfaction which mediates to performance, the lower the employee's performance will be. According to the research conducted by Schreurs, Emmerik, Guenter, & Guenter (2012), Cheng, Huang, Lee, & Ren (2012), Staufenbiel & König (2010), *job insecurity* has a negative effect on job satisfaction. There are direct implications of job satisfaction on employee performance. The higher an employee's *job insecurity*, the lower the employee's performance, and the higher the job insecurity, the higher the employee's performance

In this study, job characteristics have an indirect effect through job satisfaction on employee performance.

The results obtained ($t = 2.834$, $p > 0.005$) are positively significant, which means that the hypothesis obtained is supported in this study. It can be said that the higher the employee's characteristics, the higher the employee's performance. The effect of job characteristics on job satisfaction has been carried out by several previous researchers, such as Steijn & Voet (2019), Cavanagh, Kraiger, & Henry (2019), Blanz (2017), and Hsu & Wen (2015). More specifically, people do not look at job satisfaction as a whole but only divide it into two dimensions, namely intrinsic and extrinsic job satisfaction. Several studies linked job characteristics to employee performance.

In this study, workload has an indirect effect through job satisfaction on employee performance. The results obtained ($t = 5.161$, $p > 0.002$) are positive and significant, which means that in this study, the hypothesis obtained is supported. The higher the level of workload by employees through employee job satisfaction, the higher the performance of employees at PT Kimia Farma Tbk.

According to Mansoor, Fida, Nasir, & Ahmad (2011), the higher amount of workload received by employees will increase their job satisfaction. According to Zhou, Ye, & Gong (2016), employees are burdened with many tasks due to limited resources. Based on the theory explained by Martini (2018), an increase in the workload given to an employee will have an impact on improving their performance.

4. Conclusion

Job insecurity has a negative effect on employee performance. The test results show that the first hypothesis is supported. Job characteristics have a positive and significant effect on employee performance. The results of testing the second hypothesis are supported. Workload has a positive and significant effect on employee performance. The test results show that the third hypothesis is supported. Job satisfaction has a positive and significant effect on employee performance. The test results show that the fourth hypothesis is supported. *Job insecurity* through job satisfaction on employee performance _ _ _ The fifth hypothesis is supported because job satisfaction cannot mediate *job insecurity* on employee performance. Employee characteristics have an indirect but positively significant effect through job satisfaction on employee performance, meaning that in this study, the hypothesis obtained is supported. Workload has an indirect but positively significant effect through job satisfaction on employee performance, meaning that in this study, the hypothesis obtained is supported.

In this research, based on the data obtained on the highest score questionnaire, I feel afraid if an employee is fired, it can be said that this fear can reduce employee performance. The company calms the negative thoughts of employees over the fear of dismissing employees by frequently gathering with the employee's family. In this study, the characteristic of the employee with the lowest average score is that "I always get evaluations from superiors." It can be said that there is a lack of evaluation at work, but it is hoped that evaluation at work can increase in the future. In this study, based on data obtained from questionnaires that have been distributed on workload, the lowest average value is when workers need intense concentration for a long time while on duty. It can be said that low concentration can affect work, and it is hoped that in the future, concentration, and intensity can be obtained with high values. In this study, the value of job satisfaction with the lowest average score is: "I like my job." It can be said that there are some employees who like their jobs. With various kinds of innovations from HRD, such as gathering, reducing overtime, etc., it is hoped that it can make employees enjoy their work. In this study, the lowest employee performance value that was obtained in this study was: "I was careful at work." It was hoped that accuracy in working in the future could be increased or could conduct training to improve employee accuracy. As a result of the limitations and the limited number of samples, it is hoped that further writing can use other variables and a large number of samples in the study.

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