

The Impact of Career Development Optimism, Job Insecurity, and Work Engagement on The Performance of GSP Outsourcing Employees with Job Fatigue as A Mediating Variable

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Abstract. The success of a company in carrying out its operations depends on the human resources contained in it. Outsourcing employees are employees who involve outsiders. A company uses outsourcing services to focus more on the main activities of the business and delegate non-main activities to the vendor. The results of preliminary studies are known that the performance owned by outsourcing employees has not been ideal. This raises the suspicion that the optimism of career development, job insecurity, and work engagement has an effect on the performance of outsourced employees. This research is quantitative research. The subjects in the study were GSP outsourcing employees spread across 3 GSP client locations. The method of collecting data used is with questionnaires and documentation. Test validity and reliability using SEM (Structural Equation Modelling). The influence of career development optimism (X1), job insecurity (X2), work engagement (X3), job fatigue (Z) on employee performance (Y) can be known using regression techniques. Mediation hypothesis testing can be done with the Sobel Test. The results of this study are expected to be able to provide advice for companies in providing effective handling that is able to solve existing problems and improve employee performance, so that employees will be optimal in carrying out their duties because they have good work engagement

Keywords: Career Development Optimism, Job Insecurity, Work Engagement, Employee Performance, Job Fatigue

1. Introduction

Human resources (HR) is a major component in the management of a company. To achieve its goals, a company needs an asset. The success of a company in carrying out its operations depends on the human resources contained in it. GSP is the first company in Pemalang engaged in human resource management (outsourcing). GSP provides human resource management services in the field of maintenance building, cleanliness, security, and other workforce management systematically and programmatically. Since its inception in 2019 until now, GSP has partnered with 5 companies. Outsourcing employees are employees who involve outsiders. Outsourcing is an agreement with another party (outside the company) over

functions, duties, or administration. company uses outsourcing services to focus more on the main activities of the business and delegate non-main activities to the vendor[1].

The presence of outsourcing raises polemics. GSP outsourcing employees placed in GSP clients look less than ideal. Based on the observations, it is known that some outsourcing employees submit resignations within a period of not lasting up to 6 months. In addition, some outsourcing employees also seem less eager in carrying out tasks, emotions when they get orders, and complaining. Researchers conducted a preliminary study of outsourced employees by spreading a simple scale to Operational Supervisors who often coordinate and communicate with outsourced employees with a subject of 8 people on November 11, 2021. It is known that the performance owned by outsourcing employees has not been ideal because most outsourcing employees do not animate in carrying out their duties and are saturated with their work.

Based on the problems that arise above, outsourcing employees feel that their career development is not so clear. This is feared to be a cause of violations in the field and the lack of optimal outsourcing employees in carrying out their duties. Researchers suspect that low performance in outsourced employees is related to conditions of optimism about their career development. The presence of concerns about position in work and the emergence of a thought to leave work is one of the reflections of low optimism of career development.

Career development optimism is the tendency to accept that good things about his work will happen later in life. In other words, career development optimism is an individual's positive view of his or her planned career path progression. People who have a low level of career development optimism tend to see the hook with poor conditions. Low optimism in the individual can also be reflected through the behavior that appears and the performance shown. This attracts a link between optimism of career development and employee performance.

Researchers also suspect that the low performance of outsourced employees is related to the feeling of job insecurity. Job insecurity is the state of a person who works but feels vulnerable and stressed over his work. The existence of job insecurity can affect the productivity of the workforce as well as the company[2]. [3] stated that job insecurity is associated with a decrease in commitment to the organization.

Work engagement is the key to improving employee performance. Improving employee performance can be achieved by increasing employee work engagement[4]. The level of attachment of employees to the company in which they work, can affect the performance of employees in that company. Low optimism, the presence of work discomfort, and low work engagement make the workforce easily feel tired. Job fatigue is a state of reduced proficiency, work performance, and decreased strength or perseverance to get the job done. If the worker feels tired and forced to keep working, then the weakness will increase and this fatigue condition will greatly disrupt the smooth work and further negatively affect the worker concerned.

This raises the suspicion that the optimism of career development, job insecurity, and work engagement has an effect on the performance of outsourced employees. The high performance possessed by outsourcing employees can be related to employee optimism over their career development, feelings of work discomfort, and work engagement that can be identified through work fatigue experienced.

2. Method

In this study, researchers will explore the relationship between career development optimism, job insecurity, work engagement, job fatigue, and employee performance, so this

study is a quantitative study. This research was conducted at ABC, CH, and GGS who are clients of GSP, located in Pemalang Regency and Semarang City.

The subjects in the study were GSP outsourcing employees spread across 3 GSP client locations. The characteristics of the population in this study are outsourced employees who have a minimum service life of 3 months. Sample determination uses probability sampling techniques, which are sampling techniques by providing equal freedom for each component of the population selected as a sample. Probability sampling technique used is a cluster random sampling technique, which is by randomizing groups, not a single subject.

The method of collecting data used is with questionnaires and documentation. The questionnaire used has five answer options, namely Very Suitable (SS), Corresponding (S), Neutral (N), Non-Compliant (TS), and Very Inappropriate (STS). Documentation is the collection of data by researchers by collecting documents from reliable sources who know about the subject of the study. The validity test in this study will be carried out using SEM (Structural Equation Modelling). Reliability is done by measuring the correlation of answers to several questions with SEM (Structural Equation Modelling).

The influence of career development optimism (X1), job insecurity (X2), work engagement (X3), job fatigue (Z) on employee performance (Y) can be known using regression techniques. Employee performance variables will be multiplied linearly each (partial) and cumulatively based on weights of the same proportion or based on weights with different proportions to their free variables. Mediation hypothesis testing can be done with the Sobel Test. The sobel test is performed by testing the indirect influence strength of independent variables (X1, X2, X3) to variables (Y) through mediation variables (Z).

3. Discussion

3.1 The Effect Of Career Development Optimism On Job Fatigue

People who have an optimistic attitude towards their lives will always have a positive view of their future lives. People who have an optimistic spirit will always try to make today better than before. With the optimism that a person has, he will make himself try as hard as possible to get what he wants. Even if there will be a problem later, then he will still think positively and believe he can solve the problem as well as possible. Optimism can affect the passion of an individual, in carrying out the work. With the influence on a person's activities in carrying out work, then this can also affect the productivity of the individual.

3.2 The Effect Of Job Insecurity On Job Fatigue

Employees experience increasing job insecurity due to instability in their employment status and increasingly unpredictable income levels, as a result, the intention to change jobs (turnover) tends to increase. Adkins et al., (2001) stated that several dimensions of job insecurity are the first, the possibility of losing a job, concerning the possibility of job loss felt by employees at work. Second, the possibility of negative changes that occur in the company, any anxiety among contract employees about negative changes that may occur in the company, for example a decrease in sales that has an impact on a decrease in production, this can also have an impact on the continuity of employee work because a decrease in production means a decrease in the number of organizational workloads required. usually followed by downsizing of the organization. Third, the powerlessness of employees in dealing with threats, this indicator focuses more on the level of powerlessness that employees feel when changes occur in the organization that pose a threat to their career continuity.

3.3 The Effect Of Career Development Optimism On Employee Performance

Work productivity and optimism are two different things, but these two things are interrelated. To increase employee productivity, the increase in optimism must also be increased. The results of research conducted by [5] stated that a leader who is optimistic can increase company productivity. Because with an optimistic spirit, someone will think positively for the future and try to do their best to get a better future orientation.

3.4 The Effect Of Job Insecurity On Employee Performance

Job insecurity affects a person's encouragement to resign from the company where he works. Research by [6] found that the individual's desire to find new job options, perceptions of job insecurity, job satisfaction, and tenure were significantly correlated with turnover. Furthermore, [7] concluded that the low perception of job insecurity is one of the factors that lead to the emergence of worker turnover. [8] describes that a person wants to move (turnover intentions), one of which is because he is badly influenced by dysfunctional thoughts. This urge occurs due to several incidents including conflict, dissatisfaction at work, displeasure with work, all of which trigger feelings of insecurity at work (job insecurity).

3.5 The Effect Of Work Engagement On Employee Performance

Work Engagement has a direct positive effect on employee performance. This means that the higher the work engagement, the higher the employee's performance [9]. Kahn [10] reveals that work engagement is a key that explains the relationship between the characteristics of each individual and organizational factors on employee performance. In a study conducted by [11] explained that work engagement has a positive influence on employee performance. If subordinates can meet existing performance standards, implement regulations well, and have more effort, work engagement will increase. In line with research conducted by [12], revealed that work engagement is positively related to high employee performance. Furthermore, the results of [13] also show that work engagement has a significant influence on employee performance.

3.6 The Effect Of Job Fatigue On Employee Performance

Performance is actually the same as work performance, performance is the result of work and how the work process takes place [14]. An employee can have good performance if the employee can do a good job and the results of his work are in accordance with what he has to achieve. Several factors that can affect performance include individual worker factors, organizational factors, psychological factors [15]. Work fatigue is one of the factors decreasing performance that can increase the error rate at work [16]. Unresolved work fatigue can cause various fatal work problems and result in accidents at work. It shows that work fatigue has a negative and significant effect on employee performance.

4. Conclusion

Optimism can affect the passion of an individual, in carrying out the work. With the influence on a person's activities in carrying out work, then this can also affect the productivity of the individual. The powerlessness of employees in dealing with threats, this indicator focuses more on the level of powerlessness that employees feel when changes occur in the organization that pose a threat to their career continuity. Optimistic can increase company productivity. Because with an optimistic spirit, someone will think positively for the future and try to do their best to get a better future orientation. Job insecurity affects a person's encouragement to resign from the company where he works. Work Engagement has a direct positive effect on employee performance. This means that the higher the work engagement,

the higher the employee's performance. An employee can have good performance if the employee can do a good job and the results of his work are in accordance with what he has to achieve.

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