

## The Impact of Job Insecurity on Intrinsic Motivation, Anxiety, Depression, and Job Performance of Information Technology Company Employees in Indonesia

Fersi Tase<sup>1</sup>, Unggul Kustiawan<sup>2\*</sup>

Master of Management, Universitas Esa Unggul, Jakarta

**Corresponding Author:** Unggul Kustiawan [unggul.kustiawan@esaunggul.ac.id](mailto:unggul.kustiawan@esaunggul.ac.id)

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### ABSTRACT

This study aims to explore the influence job insecurity to intrinsic motivation, anxiety, and depression to job performance of information technology company employees at the operator level in Indonesia. Research conducted in 2022 is designed using the purposive sampling method involving 130 IT company employees in the satellite communication system operating sector in Greater Jakarta with a working period of more than 2 years. This quantitative research uses the Structural Equation Model (SEM) method and data were analyzed with Lisrel software. Some of the findings in this study show that intrinsic motivation positive effect on job performance, job insecurity no negative effect on intrinsic motivation and job performance. Vice versa, job insecurity has positive effect on anxiety and depression. Anxiety no negative effect on intrinsic motivation, however depression negative effect on intrinsic motivation. The managerial implications of this research are important for companies to do to suppress or reduce job insecurity what employees feel is that companies need to reduce uncertainty regarding SOPs and goals to be achieved, companies need to create a supportive work climate, focus on developing employee capabilities, and provide clarity regarding the rights employees will get for their duties in the company.

## INTRODUCTION

The challenges of companies in this modern era are becoming increasingly complex and dynamic. This results in an increase in unemployment and causes employees to feel insecure about their jobs (Sanchez-Gomez et al., 2021). This is due to the perceived insecurity about the continuity of the jobs they have, even if the global economy revives, this insecurity remains high due to the threat of replacing human labor with automation and artificial intelligence (Lingmont & Alexiou, 2020). So based on this, it is important for companies to pay attention to aspects of insecurity that create a sense of insecurity for employees which will then have an impact on the motivation and performance of employees in the company (Shin et al., 2019).

Job insecurity describes the psychological condition of an employee which is characterized by the emergence of depression and anxiety from the employee (Aguiar-Quintana et al., 2021). In an organization the job insecurity experienced by employees will be related to the employee's intrinsic motivation and job performance (Ryan & Deci, 2017). When an employee has a high level of job insecurity, this will reduce the employee's intrinsic motivation for his work which is marked by a decrease in the employee's confidence in being able to maintain a job, then with high job insecurity and low intrinsic motivation, it will reduce the employee's job performance, where the ability possessed by employees to fulfill the responsibilities and targets of work will decrease (Shin et al., 2019).

When employees experience increased job insecurity, employees will perceive their work efforts as meaningless and feel a loss of control, this will reduce intrinsic motivation in doing work every day which will then depress their job performance at the company (Shin et al., 2019). Especially with the peak of the Covid 19 pandemic, many workers are worried about being infected and most of their worried employees are women (Tengilimoğlu et al., 2021), then these conditions encourage companies to make changes to the corporate environment, such as by doing more work from home but employees are still required to be able to achieve the expected employee performance amid changes in the work environment, where this drives down intrinsic motivation employees which then makes the employee's performance will lower the completion of his work (Zhang et al., 2021).

## LITERATURE RIVIEW

Explorations regarding the effect of job insecurity on intrinsic motivation and job performance have been studied by several previous researchers (e.g., Cheng & Chan, 2008; Witte et al., 2015; Ryan & Deci, 2017; Darvishmotevali et al., 2017; Shoss, 2017; Cho & Yang, 2018; Piccoli et al., 2017; Gopalan et al., 2017; Domenico & Ryan, 2017; Glambek et al., 2018; Jiang & Lavaysse 2018; Kocak et al., 2018; Klaijisen et al., 2018; Çetin & Aşkun, 2018; Santos et al., 2018; Urbanaviciute et al., 2018; Mielniczuk & Laguna, 2018; Pandey, 2019; Shin et al., 2019; Soelton et al., 2021; Wang et al., 2019; Ryan & Deci, 2020; Kishen et al., 2020; Khtatbeh et al., 2020; Kishen et al., 2020; Halim et al., 2020; Ramli & Novariani, 2020; Darvishmotevali & Ali 2020; Zhang et al., 2021; Quintana et al., 2021; Lesmana et al., 2021; Uchino et al., 2021; Panjaitan & Kustiawan, 2022),

especially during the peak of the Covid 19 pandemic (Shin et al., 2019). However, it is not only job insecurity and motivation that affect employee performance in a company, but there are other factors that are also related to job insecurity and employee performance, namely anxiety and depression felt by employees (e.g., Seo & Bartunek, 2009; Li et al., 2010; Ramírez et al., 2018; Yokoya et al., 2018; Cho & Yang, 2018; Sverke et al., 2019; Najarian et al., 2019; Roy et al., 2020; Xiang et al., 2020; Wang et al., 2020; Roy et al., 2020; Rehman et al., 2021; Zahra et al., 2021; Quintana et al., 2021; Tabur et al., 2022; Kensbock et al., 2022), where these factors will be involved in this study. Then, this research will focus on conditions after the Covid-19 pandemic decreased, thereby expanding previous research conducted when the Covid-19 pandemic was increasing, and this research will focus on employees of operator-level IT companies in Indonesia.

The purpose of this study was to explore the effect of job insecurity on intrinsic motivation, anxiety, and depression on job performance among employees at operator-level IT companies in Indonesia. It is hoped that the research will provide benefits at the theoretical/scientific level of company management and provide positive managerial implications for the field of human resources in organizational management.

## **METHODS**

Data collection uses a survey method by distributing questionnaires online. Measurements were carried out using a Likert scale with a scale of 1 - 5 (1 = strongly disagree and 5 = strongly agree) to provide opportunities for respondents to be able to choose according to their specific wishes. The statement adopted from (Shin et al., 2019; Wang et al., 2014) for measuring the variable Job insecurity consists of four statements. The intrinsic motivation variable consists of four statements (Sheldon et al., 2003; Gagné et al., 2015). The measurement of anxiety consists of four statements adopted from (Quintana et al., 2021; Parker et al., 1983). The depression variable consists of three statements adopted from (Quintana et al., 2021). The job performance variable consists of five statements adopted from (Quintana et al., 2021; Shin et al., 2019). Then the total measurement uses 20 statements. Based on the SEM method, the number of samples determined is at least 5 times the number of statements (Hair et al., 2014), the number of samples in this study was at least 100 respondents.

This research was conducted in 2022 with a population of operator-level IT company employees in Indonesia. While the sample in this study used a purposive sampling method, with the criteria of IT company employees in the satellite communication system operating sector in Greater Jakarta who have worked for at least 2 years. The research was carried out quantitatively using the SEM (Structural Equation Model) method, while data processing and analysis used the SPSS and Lisrel software.

**RESULTS AND DISCUSSION**

Responden Research respondents are employees of operator-level IT companies in Indonesia. Out of a total of 136 respondents who filled out the questionnaire, there were 130 respondents (95.6%) who met the sample criteria namely employees of IT companies in the satellite communication system operating sector in Greater Jakarta and have worked for at least 2 years. Of the 130 respondents, 77% were male and 23% female. Then as many as 63% of respondents aged 30-40 years, 39% aged 20-30 years, 9% aged 41-50 years, and 3% aged > 50 years. As for the education level of the respondents, it was dominated by the bachelor's degree, 79.2% of the respondents. In the validity test it was found that the KMO results (0.757 to 0.863) and the

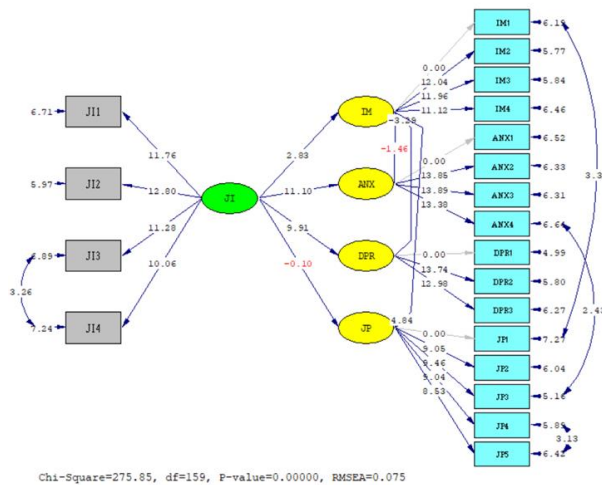


Figure 1. Sampling

measure of sampling adequacy (MSA) results (0.729 to 0.899) so that the factor analysis was declared appropriate. Furthermore, in the reliability test, the results of Cronbach's alpha were (0.878 to 0.919) close to 1, which means the reliability test is getting better (Hair et al., 2014), All indicators in this study have a loading factor value of >0.5, thus fulfilling the validity requirements (Hair et al., 2014), Next, the construct reliability test that meets the reliability requirements is a CR value > 0.60 and a VE value > 0.50. In this study, all variables calculated for CR showed a value of > 0.60 and a value of VE > 0.50. The results of CR and VE calculations can be seen as follows, namely: Job Insecurity (JI) (CR=0.899; VE=0.690), Intrinsic Motivation (IM) (CR=0.907; VE=0.710), Anxiety (CR=0.928; VE= 0.764), Depression (DPR) (CR=0.904; VE=0.759), and Job Performance (JP) (CR=0.907; VE=0.662). Based on the above, it can be concluded that the overall calculation results from construct reliability (CR) and variance extracted (VE) in this study were declared eligible.

Regarding the structural test by looking at the R<sup>2</sup> value in each equation to show how far the independent variable is able to explain the dependent variable. Based on the SEM output showing the first results, the anxiety variable (ANX) is affected by job insecurity (JI) with an R<sup>2</sup> value of 0.86. Thus it can be interpreted that 86% of the variance of anxiety (ANX) can be explained by job insecurity (JI), while the remaining 14% can be explained by other variables not

included in this study. Second, the depression variable (DPR) is influenced by the job insecurity variable (JI) with an  $R^2$  value of 0.69. This means that as much as 69% of the variant of depression (DPR) can be explained by job insecurity (JI), while the remaining 31% can be explained by other variables not included in this study. Third, the variable intrinsic motivation (IM) is jointly influenced by the variables anxiety (ANX), depression (DPR), and job insecurity (JI) with an  $R^2$  value of 0.24%, meaning that 24% of the variables anxiety (ANX), depression (DPR), and job insecurity (JI) can explain the intrinsic motivation (IM) variable.

**Figure 1. Path Diagram T-Value**

Referring to the analysis of various conformity indicators, most of the tests show good compatibility including the NCP Interval, RMSEA, CAIC, NFI, CFI, GFI, and others. So the researchers drew the conclusion that there was a match in all models of goodness of fit, close fit, and marginal fit. While the results of the structural model test t-value diagram can be seen in figure 1 above.

Then based on path diagram t-value in figure 1 above, the research model hypothesis testing can be presented as follows:

Table 1. Hypothesis Results

Hypothesis	Hypothesis Statements	T-Value	Result
H1	Job insecurity has negative impact on intrinsic motivation	2.83	Not Accepted
H2	Intrinsic motivation has positive impact on job performance	4.84	Accepted
H3	Job insecurity has negative impact on job performance	-0.10	Not Accepted
H4	Job insecurity has positive impact on anxiety	11.10	Accepted
H5	Job insecurity has positive impact on depression	9.91	Accepted
H6	Anxiety has negative impact on intrinsic motivation	-1.46	Not Accepted
H7	Depression has negative impact on intrinsic motivation	-3.29	Accepted

Based on table 1 related to the hypothesis testing above, it is known that of the 7 hypotheses there are 4 hypotheses (H2, H4, H5, and H7) with a T-Value above 1.96 which shows that the data in this study supports the 4 research hypotheses that were built the. Meanwhile, the 3 hypotheses, namely H1, H3, and H6, have T-value below 1.96 which indicates that the data in this study do not support these 3 hypotheses.

The purpose of this research is to explore influence job insecurity to intrinsic motivation, anxiety, and depression to job performance in IT company employees at the operator level in Indonesia. First, this study found that job insecurity owned by employees cannot decrease intrinsic motivation especially for employees at operator-level IT companies in Indonesia. This is because when employees experience the risk of losing their jobs, worry about work, and

fear of being fired does not make employees feel demotivated and indecisive about their work. In addition, for employees who work in operator-level IT companies in Indonesia when they have feelings of uncertainty related to their work, this will not reduce the employees in developing themselves and continuing to innovate. In addition, employees at operator-level IT companies in Indonesia who work for these companies are more dominantly male, namely 100 people (77%) who have had a working period of > 2 years with a young age, where the working time span is This makes, employees continue to develop and motivate themselves by improving performance so that the employee's position in the company can be maintained. This is in line with what was stated by (Çetin & Aşkun, 2018), that intrinsic motivation is an innate tendency to develop one's capacities, to seek out something new and challenging, and to explore and learn. However, the results of this study differ from the results stated by Urbanaviciute et al., (2018); Oldest et al., (2012) that job insecurity weaken intrinsic motivation, where when employees experience levels job insecurity high, it makes employees have no control over their work and feel powerless.

Second, this study shows that intrinsic motivation owned by employees can increase job performance the employee. This means that when employees feel happy and happy about the work they are doing and feel that they can make their company better, then this will make employees able to fulfill their responsibilities related to tasks properly, so that it will be able to improve the performance produced by these employees, the inheritance job performance is also indicated by the successful performance of an employee (Ramli & Novariani, 2020). This is in accordance with the results of a study from (Mielniczuk & Laguna, 2018), which states that when an employee shows persistence in completing tasks and shows a high interest in work activities, it shows high intrinsic motivation owned by employees which will then result in satisfaction and job performance successful, where job performance is an important component in a company (Lesmana et al., 2021). Not only that, with motivation or encouragement from both outside and within, employees will be able to carry out the tasks assigned by the company better (Panjaitan & Kustiawan, 2022), which is shown through the assessment of tasks and work effectiveness (Halim et al., 2020), either subjective or objective assessment (Kishen et al., 2020).

This is because when employees feel worried about the possibility of losing their jobs and being fired at work, these conditions do not make employees in operator-level IT companies feel worried about their jobs, because employees are still able to maintain performance, are responsible for completing their tasks. Keeping employees in compliance with existing regulations, and employees staying focused on achieving company goals. It is possible that there are other motivations that employees have that can encourage their performance to remain good even though they are experiencing job insecurity, such as appropriate salaries and bonuses, adequate office facilities, and a safe, comfortable, and pleasant environment and colleagues. The findings agree with previous research by (Quintana et al., 2021) which states that when employees

experience job insecurity it will not affect job performance of the employee, because job insecurity it is able to motivate employees to make themselves more necessary and valuable to the organization by working harder and being absent less frequently. However, the results of other findings show the opposite where several other studies state that the higher job insecurity then it will press job performance from employees (Schireurs et al., 2012; Shin et al., 2019; Wang et al., 2015).

Fourth, this study shows that job insecurity owned by employees can increase anxiety employees have at work. This means that when employees feel anxious, worried, insecure, and afraid of their jobs and feel pressured, weak, and unhappy at their current jobs, employees experience in security very high will lose their current jobs. This is in line with previous research which proves that it is getting stronger job insecurity experienced by employees will increase anxiety to the employee, where on employees' psychological reactions to short-term stress consequent job insecurity can bring up anxiety, while reactions to long-term stress can lead to serious mental and physical problems, such as emotional exhaustion (Li et al., 2010; Rehman et al., 2021). Not only that, especially during the covid 19 pandemic crisis, these conditions created additional stress for employees with the emergence of concerns about health safety in the work environment and coupled with job demands resulting in consequences in the form of anxiety experienced by employees (Quintana et al., 2021).

Fifth, this study shows that job insecurity owned by employees can increase depression owned by employees at work, especially for employees in operator-level IT companies in Indonesia. That is, when employees have insecurity high levels of job satisfaction, as indicated by the worries and anxieties felt by employees regarding the uncertainty of their work, this can lead to feelings of depression, unhappiness, and lack of enthusiasm in doing their jobs. This shows that employees experience depression, where stress-related disorders can affect a person in his work (Kensbock et al., 2022). Then, there are other studies which also show the same thing, that during the Covid 19 pandemic, it was suspected that people who faced a pandemic without vaccinations resulted in fear of unknown things about Covid 19 which made them feel depression and stress (Rehman et al., 2021). Not only that, during the Covid 19 pandemic crisis which created additional stress for employees with the emergence of concerns about health safety in the work environment and coupled with work demands resulted in consequences in the form of depression experienced by employees at work (Quintana et al., 2021).

Sixth, further results in this study show that when employees experience anxiety at work, then it will not degrade intrinsic motivation owned by the employee. This means that the worries and worries experienced by employees in operator-level IT companies in Indonesia do not decrease intrinsic motivation that exists in these employees, where employees still feel happy doing their jobs and encourage these employees to continue to develop themselves to be able to provide the best results for the company. In addition, the comfortable atmosphere of the work environment, co-workers, and the awards that these

employees have received from the company have been able to reduce worries about their work. However, this is not in line with previous research conducted by Di Domenico & Ryan, (2017); Cho & Yang, (2018) stated in their study that when employees experience anxiety strong then it will decrease intrinsic motivation it has.

Seventh, this study shows that it is getting stronger depression perceived by employees at work, the more pressing down intrinsic motivation owned by the employee. This shows that when employees in operator-level IT companies in Indonesia feel pressured, considering themselves incapable of having the ability to complete their work, this will make employees unhappy at work and reduce the willingness of employees to give the best for the company. These conditions will result in employees not being able to complete deadline work on time. Depression considered to threaten the achievement of goals or employee welfare, because it shows weakness intrinsic motivation that is in a person because he has fears and worries that a person experiences in his work. This is in line with previous research which showed an opposite relationship between depression and intrinsic motivation, which is that for employees who are likely to experience depression at work, then this will hinder the desire of employees to complete their duties, thus providing conditions that are not profitable for the company (Cho & Yang, 2018; Seo, Bartunek, 2009; Roseman et al., 1994). (Roseman et al., 1994).

## CONCLUSION

Write Most of the hypotheses in this study have been proven, where intrinsic motivation positive effect on job performance, job insecurity positive effect on anxiety and depression, the depression negative effect to intrinsic motivation in IT company employees at the operator level in Indonesia. It shows that it is getting stronger intrinsic motivation owned by employees, the better job performance generated by the employee. Then, higher job insecurity that is felt by employees will strengthen anxiety and depression owned by the employee. Stronger depression perceived by employees will be able to decrease intrinsic motivation it has. On the other hand, job insecurity does not affect intrinsic motivation and job performance employees, as well anxiety that employees feel unable to reduce intrinsic motivation, specifically in IT company employees at the operator level in Indonesia.

There are limitations in this study as well as indicating several directions for improvement in future research, namely first, this research is limited to employees of IT operator-level companies in Indonesia, where the study results may not necessarily be able to describe conditions in companies in different sectors. So that future research can be focused on different sector companies to gain broader insights. Second, the model or framework in this study still needs development, where future research can test a different framework by adding variables such as organizational citizenship behavior (OCB) which is also one of the outputs it is affected by job insecurity other employees job performance (Shin et al., 2019), Third, in this case there is still no discussion of the age demographics of employees, so that further studies can analyze it job insecurity by age range and compare them.

This research has several managerial implications that are important for companies to be able to suppress or reduce job insecurity what employees feel. Although insecurity or feelings of job insecurity are unavoidable at this time, but there are several ways to reduce the level of job insecurity felt by employees in the workplace. First, companies need to reduce uncertainty and increase predictability by clarifying company policies, work SOPs, and goals to be achieved. Second, to be able to reduce the negative impact of job insecurity felt by employees, companies must encourage supportive behavior among their employees and foster a supportive, safe, and comfortable work climate. Third, companies must be able to explore and understand the individual needs and interests of each employee when designing their tasks to make them more motivating. Fourth, companies can continue to facilitate employee performance development, as well as provide clarity regarding career paths, salaries, bonuses, benefits, and facilities that are the rights of these employees.

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