



Research Paper

Job Insecurity Among PT. Sumber Alfaria Trijaya (Alfamart) Employees

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ABSTRACT: This research aims to determine the level of job insecurity possessed by PT. Sumber Alfaria Trijaya (Alfamart) employees. The approach used in this study is a quantitative approach. The population in this study were Alfamart employees, with a sample size of 161 employees. The sampling technique used in this research is cluster random sampling. Furthermore, data was collected using a job insecurity scale in the form of a Likert scale. The job insecurity scale was distributed directly to research subjects. After the data is collected, it is processed using SPSS statistical software. The results of this research show that the majority of employees at PT. Sumber Alfaria Trijaya (Alfamart) has high job insecurity. Based on these findings, PT. Sumber Alfaria Trijaya (Alfamart) is advised to take action to reduce feelings of job insecurity among employees. Efforts that Alfamart can make to reduce employee job insecurity are increasing employee resilience in several ways. By increasing employee resilience in facing challenges while working at Alfamart, then the impact of employee job insecurity can be reduced.

KEYWORDS: Job Insecurity, Employees, Human Resources

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I. INTRODUCTION

Human Resources are the most important element in an organization. Organizations that have reliable human resources will produce good output for the company in the form of goods and services. The more professional the company's human resources are, the higher the efficiency, effectiveness, and productivity that will be produced. If human resource management can be carried out well, then the use of a number of individuals to achieve the goals of the organization will become increasingly optimal (Mondy, 2008).

Based on the previous explanation, it can be seen that the success of an organization cannot be separated from the role of human resources within it, and makes human resources the most important part of the world of work and business (Silverman, 2020). The important role of employees in the organization means that organizations should make efforts to ensure employee performance remains optimal. Optimal employee performance can be realized by the existence of job insecurity or the feeling of security that employees have regarding their work. This is because employees who feel safe will put more effort into achieving organizational goals and will be more focused on doing their work so that performance will be better. On the other hand, employees who experience job insecurity will always feel anxious, afraid, and uncomfortable, making them unable to make maximum efforts at work, and their performance will decline (Mozammel, 2023).

Job insecurity is related to an employee's ability to maintain their job to avoid unemployment. This is also characterized by the fear that employees have that one day they might lose their jobs. The basis of job insecurity lies in employees thinking that they have power and control in a work environment and guarantee their future work (Dhanpat et al., 2019). However, creating a sense of security in employees regarding their work cannot necessarily be done by every company, whether for contract employees or permanent company employees (Vuuren et al., 2020). Even in some industries, many employees feel insecure about their jobs. One industry with a low level of job insecurity is retail (Saul, 2023).

Job insecurity among retail workers, especially those operating in physical stores and malls, has experienced major disruption in recent years. This is due to the rise in e-commerce and online shopping, which has had a significant impact on brick-and-mortar retailers overall, leading to store closures and job losses. In addition, the Covid pandemic that took place in the previous year accelerated the shift to online shopping, which resulted in a further reduction in job opportunities in the retail sector. Retail trade is projected to experience a decline of nearly 587,000 jobs between 2020 and 2023 (Weidinger, 2023). This is also supported by a survey conducted by Forbes in 2023, which shows that the retail industry is the place where the second largest number of layoffs occur in 2023 and layoffs will increase by more than 50%, from year to year, resulting in increased job insecurity among retail employees. (Saul, 2023).

Another thing that contributes to the high level of job insecurity among retail employees is that retail companies generally change employees frequently, and as a result, they prioritize finding and retaining talented individuals. In addition, the workload tends to be high and the work environment is generally unsupportive, making retail employees feel increasingly insecure regarding the continuity of their work. Employees in the retail sector will ultimately tend to feel insecure about their future regarding the job they have, and employees will experience increasing mental pressure because of this, which ultimately has an impact on increasing the feeling of job insecurity (Ghani et al., 2022).

One of the largest retailers in Indonesia is PT. Sumber Alfaria Trijaya (Alfamart). PT Sumber Alfaria Trijaya (Alfamart) is a retail trading company that was established in 1989. This company has a main business, minimarkets. PT Sumber Alfaria Trijaya (Alfamart) aims to become a leading retail distribution network owned by the wider community. This company is also oriented towards empowering small entrepreneurs, meeting consumer needs and expectations, and being able to become a company that can compete successfully globally. In order to realize this, the company implements company values that can encourage the achievement of company goals. The values of this company include honesty, discipline, and consistency in working based on ethics, as well as high initiative in meeting needs and ensuring customer satisfaction. Currently, the company has 17,813 company outlets and 2,985 subsidiary outlets spread across various regions in Indonesia.

The results of interviews were conducted with several Alfamart employees. It was found that several obstacles were faced by employees at this company because the company often laid off employees. Employees who are deemed unable to provide good performance under pressure will be terminated. In this company, employees also have many tasks to do, including tasks that are not their responsibility, such as the Crew, who should not have an obligation to take care of logistics but must be ready to do the work if their superiors ask, even the female Crew. Apart from that, there is excessive workload and working hours that are not as promised, this can be seen from how employees have to work beyond the specified working hours and even when their shift should have finished, the shop head often restrains them from going home and doing other work first. Career paths are also unclear because there are still many employees who have worked for a long time but remain in the same position, and only a few employees have succeeded in getting promotions. These things make the future of employees at the company feel unclear, and employees feel unable to keep their jobs.

Based on the explanation above, research is needed to determine the level of job insecurity among Alfamart employees because the pressures experienced by Alfamart employees make it possible for Alfamart employees to have high job insecurity. It is hoped that the results of this research will provide an overview of the intensity of job insecurity among PT. Sumber Alfaria Trijaya (Alfamart) employees. Information regarding employee job insecurity can also be a consideration for PT. Sumber Alfaria Trijaya (Alfamart) makes decisions and policies to ensure that every employee has low job insecurity so that employee performance can remain optimal.

II. LITERATURE REVIEW

Job Insecurity

According to Greenhalgh and Rosenblatt (1984), job insecurity is defined as a person's powerlessness to maintain desired continuity in threatened working conditions. Ashford et al. (1989) stated that job insecurity occurs when individuals are faced with a situation where the individual feels their job is unsafe. Individuals also feel unable to do anything to overcome it. Based on this concept, job insecurity reflects a series of individual views about the possibility of negative events occurring at work. Negative changes occur in aspects of work and threaten the entire work, weaken employee confidence or commitment, and result in rejection of the organization's values and goals.

Job insecurity can make employees experience excessive fear, anxiety, and stress due to feelings of uncertainty regarding the continuity of their jobs (Saylor, 2004). Job insecurity is also associated with the fear felt by employees regarding their work because employees think that they could lose their jobs at any time (Rowntree, 2005). Shoes et al. (2018) argue that job insecurity arises when individuals feel uncertainty about the future of their work. This can then have undesirable impacts on both employees and the organization. In

particular, it reduces well-being and damages relationships between employees and the organizations where they work.

III. METHODOLOGY

A descriptive analysis method is used to analyze data in this study. The purpose is to find out the level of job insecurity among PT. Sumber Alfaria Trijaya (Alfamart) employees. Moreover, the data in this research was collected using a job insecurity scale in the form of a Likert scale. The job insecurity scale was distributed directly to research subjects. The research subject population was PT. Sumber Alfaria Trijaya (Alfamart) employees, with a total of 161 subjects used as research samples. Furthermore, in terms of sampling, the cluster random sampling technique is used, namely a sample collection technique based on groups that are used to determine the sample if the subjects to be studied are spread over a very wide area, for example, a city. After the data is collected, the data is processed using Statistical Product and Service Solution (SPSS) software.

IV. RESULT

In the research results, you can see a description of the research subjects based on gender, position and education. In the description of research subjects based on gender, research subjects are categorized into two groups, namely men and women. Description of research subjects based on gender can be seen in table 1.

Table 1. Description of Research Subjects Based on Gender

Gender	Total	Percentage (%)
Men	67	41,6
Women	94	58,4
Total	161	100

Based on the data presented in Table 1, it can be seen that there were 67 (41,6%) men. There were 94 (58,4%) women. Therefore, the majority of subjects are women.

Next, the general description regarding the subject's position is categorized based on three categories. This is because at each Alfamart outlet there are three positions, namely Chief of Store, Assistant Chief of Store, and Crew. In table 2, you can see a description of subjects based on position.

Table 2. Description of Research Subjects Based on Position

Position	Total	Percentage (%)
Chief of Store	14	8,7
Assistant Chief of Store	19	11,8
Crew	128	79,5
Total	161	100

In table 2, it is explained that there were 14 (8,7%) subjects with the position of Chief of Store. There are 19 (11,8%) Assistant Chief of Stores. Crew numbered 128 (79,5%) people. It can be stated that the majority are Crew.

After describing the subjects based on gender and position at PT. Sumber Alfaria Trijaya (Alfamart), a test was carried out to see the level of employees' job insecurity. Table 3 shows the level of job insecurity which is categorized into three categories, namely low, medium and high.

Table 3. Description of Employee Job Insecurity Levels

Categories	Total	Percentage (%)
Low Job Insecurity	47	29,2
Moderate Job Insecurity	52	32,3
High Job Insecurity	62	38,5
Total	161	100

Table 3 shows the subject's level of job insecurity. Most of the subjects had a high level of job insecurity, with a total of 62 (38.5%) subjects. 52 (32.3%) people have a moderate level of job insecurity. Finally, at a low level of job insecurity, there were a total of 47 (29.2%) subjects.

V. DISCUSSION

The results of this research present a general description of the research subjects based on gender and position. In the data that shows the description of subjects based on gender, there are 67 male subjects and 94 female subjects. This shows that more female subjects were studied in this study. In the description of subjects based on position, it can be seen that the majority of employees serve as Crew with a total of 128 people. The

position of Chief of Store consists of 14 people. The Assistant Chief of Store numbered 19 people. This means that the majority of employees studied are Crew. Furthermore, it was found that the majority of subjects had high job insecurity. Based on the results of this research, it can be seen that there are problems related to job insecurity among employees at PT. Sumber Alfaria Trijaya (Alfamart).

This research result is in line with a survey conducted by Saul (2023) that one of the industries with a high level of job insecurity among employees is retail. In this study it can be seen that the majority of subjects are female. If gender is associated with job insecurity, then according to the results of research conducted by Menendez-Espina et al. (2020), shows that women have higher job insecurity compared to men.

Furthermore, it is known that the majority of subjects are crew members. The Crew is not in a high position in the retail industry, so they have more work pressure from customers, co-workers, and superiors, which makes employees feel job insecurity. This is in line with the research results of Ghani et al. (2022), which shows that the pressure to provide good performance with excessive workload and an unsupportive work environment will ultimately make retail employees feel increasingly anxious about their future in the company, especially if the employee does not have the ability which is good for dealing with the pressures of work in the retail where they work. In the end, it has an impact on high job insecurity due to a low sense of job insecurity.

VI. CONCLUSION

Job insecurity is something that employees often experience. Job insecurity is generally experienced higher by employees who work in the retail industry. High job insecurity among retail workers, especially those operating in physical stores, due to the rise in e-commerce and online shopping has had a significant impact on brick-and-mortar retailers, leading to store closures and job losses. Another thing that contributes to the high level of job insecurity among retail employees is that retail companies generally change employees frequently, and as a result, they prioritize finding and retaining talented individuals. In addition, the workload tends to be high, and the work environment is generally unsupportive, making retail employees feel increasingly insecure regarding the continuity of their work. Employees in the retail sector will ultimately tend to feel insecure about their future regarding the job they have, and employees will experience increasing mental pressure because of this, which ultimately has an impact on increasing the feeling of job insecurity.

This research results found that the majority of employees experienced job insecurity. Therefore, it can be concluded that there are problems related to job insecurity among employees at PT. Sumber Alfaria Trijaya (Alfamart). Job insecurity in employees is caused by the large amount of pressure at work that employees have to face, an unsupportive environment, and companies also frequently change employees, making employees feel insecure about their jobs.

The existence of job insecurity among the majority of employees should be something that needs to be paid attention to by the company. PT. Sumber Alfaria Trijaya (Alfamart) is advised to take action to reduce feelings of job insecurity among employees. Efforts that Alfamart can make to reduce employee job insecurity are increasing employee resilience in several ways. The first way is to ensure employees have a clear understanding of their roles, responsibilities, and company expectations regarding their performance. Apart from that, companies must also set realistic goals and provide regular positive feedback to employees. Having this understanding, clarity of goals, and feedback will help employees feel that they are more in control of their work and better prepared to face future challenges. The second way that companies can do this is by implementing resilience improvement programs, workshops related to resilience, or training sessions for employees to increase their resilience. These programs can focus on stress management techniques, emotional intelligence, mindfulness, problem-solving skills, and effective coping strategies. By using these two methods, employee resilience in facing challenges while working at Alfamart will increase, and the impact of employee job insecurity can be reduced.

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