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DESCRIPTIVE OF QUANTITATIVE DATA | SUPPLEMENTARY

Job Uncertainty and The Well-Being of Non-Permanent Employees

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Abstract: This research aims to analyze the influence of job uncertainty on the motivation and performance of non-permanent employees at the Nias Regency DPRD Secretariat, identify effective HR management strategies in reducing the negative impact of job uncertainty on the welfare of non-permanent employees, and assess the role of managerial support and the work environment in mitigating the effects. negative job uncertainty on the welfare of non-permanent employees. This research uses qualitative research methods using observation, interview and documentation data collection techniques. The research results show that job uncertainty is mainly caused by inconsistent contract policies, frequent regulatory changes, and a lack of effective communication from management. The impact of this uncertainty is very significant, especially on employees' psychological well-being, which includes increased levels of stress, anxiety, as well as decreased work motivation and productivity. To overcome this problem, this research proposes several policy recommendations, including the need for more consistent contract policies, a more transparent communication system, and additional welfare support for employees. By implementing these recommendations, it is hoped that the Nias Regency DPRD Secretariat can create a more stable work environment, improve employee welfare, and support the long-term success of the organization.

Keywords: Job Uncertainty, Welfare of Non-Permanent Employees.

1. INTRODUCTION

Human Resources (HR) is the translation of the term "Human Resources," though some experts equate HR with "Manpower" (labor force). Others interpret human resources as personnel or staffing. According to Onsardi (2020) and Zillah et al. (2022), human resources constitute one of the key factors of production in companies, government institutions, and private organizations, playing a crucial role in determining development and the achievement of organizational goals. Human resources, comprising both permanent and non-permanent employees, are strategic elements in the operations of an institution or organization. This is outlined in Law No. 13 of 2003 on Manpower, which elaborates on various types of workers. Law No. 13 of 2003 on Manpower, specifically Article 1, paragraph 16, defines "Industrial Relations" as a system of relationships that develops between parties involved in the production of goods and/or services, consisting of employers, workers/laborers, and the government, based on the values of Pancasila and the 1945 Constitution of the Republic of Indonesia. The government plays a pivotal role in these industrial relations, aiming to create a harmonious work environment as a prerequisite for successful business operations, which in turn stimulates economic growth and improves the welfare of society as a whole (Muhaimin et al., 2023). However, over time, the labor market has become increasingly competitive, with a growing workforce, leading to heightened uncertainty and imbalance in employment status for those filling human resource positions. Job insecurity has emerged as a predominant issue in discussions about the dynamics of industrial relations across various sectors—whether public, governmental, or private. The

Secretariat of the Regional People's Representative Council (DPRD) of Nias Regency plays a central role in supporting the legislative function at the regional level. In carrying out its duties, the Secretariat employs a number of Non-Permanent Employees (PTT), who work under contracts or fixed-term agreements. A particularly noteworthy phenomenon in this context is the job insecurity faced by PTT employees at the DPRD Secretariat. Non-Permanent Employees (PTT) at the Secretariat of the DPRD Nias Regency confront complex and significant challenges. One of the primary issues affecting this group is job insecurity, deeply rooted in the contractual or temporary nature of their employment. This phenomenon has substantial implications for the psychological well-being, work motivation, and job satisfaction of PTT employees, which in turn can impact their productivity and contribution to the essential functions of the DPRD Secretariat. This study focuses on job insecurity, seeking to find a balance between organizational flexibility and job security for both employees and employers. Prudent management of this issue can foster a conducive and supportive work environment for all stakeholders, particularly amid shifting dynamics in the global labor market, political landscape, and policy changes. Effective industrial relations can serve as a critical pillar in enhancing worker welfare; however, job insecurity can undermine the foundation of these relations, leading to negative effects on motivation, job satisfaction, and productivity. The consequences of job insecurity extend beyond individual workers, affecting social and family relationships, creating less harmonious environments, and ultimately diminishing overall quality of life. Therefore, addressing job insecurity through more stable employment policies and providing greater support for employees is essential for improving their well-being.

Based on the aforementioned explanation, the researcher deems it necessary to conduct an in-depth and analytical study on employee resistance. This study, titled "Job Insecurity and the Well-being of Non-Permanent Employees at the DPRD Secretariat of Nias Regency," aims to examine the dynamics of job insecurity and its impact on the well-being of non-permanent employees, particularly within the public, governmental, and private sectors. The focus of this research encompasses several key aspects, including:

1. Job Insecurity as the Central Issue

This research specifically highlights job insecurity as a central issue faced by Non-Permanent Employees (PTT) at the DPRD Secretariat. It focuses on the nature of contractual or fixed-term employment as a key source of uncertainty and its impact on the work life of these employees.

2. Psychological Impact and Work Motivation

This study seeks to understand the impact of job insecurity on the psychological well-being of Non-Permanent Employees (PTT). In this context, it examines how job insecurity can affect work motivation, job satisfaction, and the productivity of PTT employees.

3. Organizational Management and Policy

This study aims to provide insights into effective management strategies for addressing job insecurity. Additionally, it seeks to develop policy strategies that can create a more stable, supportive, and sustainable work environment for Non-Permanent Employees (PTT) at the DPRD Secretariat.

In this study, the problem formulations are as follows:

1. How does job insecurity affect the motivation and performance of Non-Permanent Employees at the DPRD Secretariat of Nias Regency?
2. What effective strategies can mitigate the negative impact of job insecurity on the well-being of Non-Permanent Employees at the DPRD Secretariat of Nias Regency?

3. What is the role of managerial support and the work environment in mitigating the negative effects of job insecurity on Non-Permanent Employees at the DPRD Secretariat of Nias Regency?

The objectives of this research are derived from the previously identified problem formulations, as follows:

1. Analyze the impact of job insecurity on the motivation and performance of Non-Permanent Employees at the DPRD Secretariat of Nias Regency.
2. Identify effective human resource management strategies to mitigate the negative effects of job insecurity on the well-being of Non-Permanent Employees.
3. Assess the role of managerial support and the work environment in mitigating the negative impact of job insecurity on the well-being of Non-Permanent Employees.

2. RESEARCH METHODS

This study employs a qualitative research approach, which is commonly used as a scientific method by researchers in the social sciences, including education. According to Murdiyanto (2020), the qualitative research approach is a process of inquiry and understanding based on methods that explore social phenomena and human issues. Key informants or research informants are individuals utilized to provide information about the situation and conditions of the research setting, and they are those who have a deep understanding of the issues being studied (Hardani, 2020). The researcher gathers information and data from informants regarding the research topic. The criteria for selecting informants in this study are based on several important aspects that the researcher must consider, namely:

1. Key Informant Criteria:
 - a. Non-Permanent Employees (PTT) at the Nias Regency DPRD Secretariat:
 - 1) Having at least 1 year of work experience at the DPRD Secretariat of Nias Regency.
 - 2) Directly experiencing various forms of job insecurity.
 - 3) Willing to provide in-depth information about personal experiences related to job insecurity and its impact on well-being.
 - 4) Coming from various divisions or departments to obtain a more comprehensive perspective.
 - 5) Senior officials or staff at the DPRD Secretariat of Nias Regency.
 - 6) Possessing knowledge and understanding of employment policies, particularly those related to Non-Permanent Employees (PTT).
 - 7) Involved in the formulation or implementation of policies related to PTT.
 - 8) Able to provide insights into the strategies or efforts undertaken by the DPRD Secretariat of Nias Regency to address job insecurity.
 2. Supporting Informant Criteria:
 - a. Member of the Nias Regency DPRD:
 - 1) Possesses a deep understanding of employment conditions at the DPRD Secretariat of Nias Regency.
 - 2) Involved in the oversight and formulation of policies affecting Non-Permanent Employees (PTT).
 - b. Family or Spouse PTT:
 - 1) Able to provide perspectives on the impact of job insecurity on family well-being.

- 2) Directly observing changes in the physical and mental well-being of Non-Permanent Employees (PTT) due to job insecurity.
 - 3) Experts or professionals in the field of employment.
 - 4) Possessing expertise in labor issues, particularly regarding job insecurity.
 - 5) Capable of providing analysis or recommendations on strategies to address job insecurity.
- c. Fellow PTT Colleagues:
- 1) Has experienced similar working conditions and can provide additional insights into forms of job insecurity.
 - 2) Able to offer insights into the collective impact of job insecurity among Non-Permanent Employees (PTT).

Data collection method use, interviews are a data collection technique conducted through direct interactions between the researcher and the interviewees (informants). In this study, interviews are conducted with Non-Permanent Employees (PTT) at the DPRD Secretariat of Nias Regency, management, and other relevant parties. The purpose of these interviews is to obtain in-depth information about the perceptions, experiences, and impacts felt by PTT regarding the job insecurity they face, as well as management's perspective on industrial relations within the institution. Documentation is a data collection technique that involves studying relevant documents related to the research. In this study, documentation may include labor-related regulations or policies, employment data, activity reports, or other documents that support and complement the research data on job insecurity and its impact on the well-being of PTT at the DPRD Secretariat of Nias Regency. Observation is a data collection technique conducted through direct observation of the research subject. In this study, observations are made in the working environment of PTT at the DPRD Secretariat of Nias Regency to observe interactions, work conditions, and activities related to job insecurity and industrial relations. This observation aims to provide a factual representation of the conditions experienced by PTT and the dynamics of industrial relations within the institution.

Data Analysis Techniques in this study use the first stage in qualitative data analysis, according to Miles and Huberman, is data reduction. Data reduction involves simplifying and refining the collected data to match the research needs and make it easier to extract meaningful information. Data obtained from interviews, customer satisfaction surveys, direct field observations, and other sources are often complex in nature. All data are then categorized into essential, less essential, and non-essential information. Data deemed non-essential are discarded, leaving only important and less important data. Researchers may also eliminate less important data, retaining only crucial information. This reduced data becomes more straightforward, tailored to the research needs, and is considered representative of the overall dataset. Consequently, it is easier to process in the subsequent stages to produce clear, comprehensive information that addresses the research problem. After completing the data reduction stage, the next step is data presentation or data display. In this phase, the researcher presents the reduced or simplified data from the previous stage. The presentation can take various forms, such as graphs, charts, diagrams, or other visual formats, making the data more accessible and easier to communicate to others. Additionally, the presented data contains clear information that allows readers to easily grasp the insights. The purpose of data presentation in qualitative analysis is to display the data in an organized, systematic, and structured manner, often with specific relationships or patterns. This step transforms raw data into structured information, ready for interpretation.

The final stage in qualitative data analysis, according to Moleong (2022), is conclusion drawing. Once the data has been organized, categorized, and presented using specific techniques or patterns, researchers can draw conclusions from the information. These conclusions provide insights that are then incorporated into the research report, typically in the conclusion section, allowing readers to find the key takeaways of the study. Conclusion drawing is only possible after the diverse data have been simplified, organized, or displayed through certain media, making it easier to comprehend (Fiantika et al., 2022). After the data reduction process, the selected data is coded to identify significant themes or categories that emerge from interviews, observations, and documentation. Data coding is conducted carefully and systematically, either manually or using qualitative data analysis software, to ensure consistency in the identification of themes and categories (Cresswell, 2014). The coding process involves assigning specific labels or codes to relevant segments of data. For example, data related to "job insecurity" is given a distinct code, as are themes such as "policy ambiguity" and "workplace health effects." Each code is developed from the reduced data and then grouped into broader categories that represent the main issues of the study (Saldaña, 2016). These codes are then used to organize the data and facilitate further analysis. For instance, the theme of "job insecurity" is linked to the psychological contract theory, where uncertainty in employment relationships can lead to stress and dissatisfaction among non-permanent employees. Similarly, the theme of "physical health consequences of uncertainty" is connected to organizational justice theory, which suggests that perceived injustice in task distribution can trigger conflict and reduce employee motivation (Rousseau, 2001; Greenberg, 1987). This coding process not only serves as a tool for organizing data but also acts as the initial step in deeper interpretation. By identifying key themes through coding, researchers can connect empirical findings with relevant theoretical frameworks, offering a deeper understanding of the impact of job insecurity at the DPRD Secretariat of Nias Regency. This process enables a systematic presentation of data and rich analysis, ultimately enriching the research findings and making a significant contribution to the existing literature (Miles & Huberman, 1994; Saldaña, 2016).

3. RESULTS AND DISCUSSION

3.1. Result

a. Data Collection

The interview data was collected through in-depth interviews with various informants at the DPRD Secretariat of Nias Regency, including the Acting Secretary of the DPRD and Non-Permanent Employees. The questions focused on their perceptions of job insecurity, management strategies, and the role of managerial support and the work environment.

b. Data Reduction and Data Coding

The data reduction process in qualitative research is a crucial step that involves filtering, simplifying, and focusing on the most relevant data aligned with the research objectives. In this study, data reduction was carried out through three main stages: open coding, axial coding, and selective coding. These stages were applied systematically to each question and informant response, allowing the identification of significant themes or categories relevant to the research focus. The data reduction process consists of the following three key stages:

1. Open Coding

In this stage, each response from the informants is broken down into smaller units, such as sentences or phrases, which are then coded based on emerging themes. These codes reflect the key

issues identified from the informants' responses. The steps include breaking down the informants' responses into meaningful sentences or phrases, assigning initial codes based on keywords or key concepts identified in the statements, and then recording and analyzing these codes to identify recurring patterns or themes across the data.

2. Axial Coding

After the initial codes are identified, axial coding is conducted to connect the codes and identify relationships between the categories that have been formed. At this stage, the researcher begins to examine how certain codes can be combined into larger, more meaningful themes. The steps include analyzing the codes from the open coding stage to find connections between them. For example, the code "job stability and insecurity" may be related to the code "task stability, status insecurity" and could be combined into a broader theme, such as "job insecurity." This process also involves identifying sub-categories that support the main theme, such as "the impact of insecurity on job stability" as a sub-category of "job insecurity."

3. Selective Coding

The final stage is selective coding, where the researcher selects the main themes to focus on in the final analysis. At this stage, the researcher focuses on one or several themes that are most significant and relevant to the research objectives, integrating the findings from the previous stages into a coherent narrative. The steps include selecting the most relevant main themes from the axial coding results for further analysis. For example, the theme "job insecurity" may be chosen as the primary theme most impacting employee well-being. Each main theme is then analyzed in depth by connecting it to relevant theory and literature, supported by the coded empirical data.

c. *Research Results*

1. Job Uncertainty and Its Influence on the Motivation and Performance of Non-Permanent Employees

"My working conditions are quite stable in terms of duties and responsibilities but there is uncertainty regarding my employment status"

(Informant 1 question 1)

Relevance: Describes the uncertainty of employment status that affects a sense of security.

"Yes, I feel that my job is uncertain because there is no guarantee that the contract will be renewed every year. This caused stress and concerns regarding my financial security and the future of my career."

(Informant 1 question 2)

Relevance: Explain how job uncertainty affects stress and anxiety.

"I feel that this job is very uncertain. This uncertainty makes me often feel anxious and unable to plan for the future well, especially in terms of finances and career development.

"(Informant 2, Questions 2)

Relevance: Demonstrate how job uncertainty affects anxiety and future planning

"The uncertainty in this job affects me significantly. I feel less motivated because there is no guarantee of job stability and this also affects my performance at work."

(Informant 3, Questions 2)

Relevance: Describes the impact of job uncertainty on motivation and performance.

"Yes, job uncertainty affects my mental health. I often feel anxious and worried about my future in this company, which sometimes makes it difficult for me to focus on my work."

(Informant 4, question 2)

Relevance: Explain the impact of job uncertainty on mental health and the ability to focus.

Statements from various sources consistently indicate that there is no job security for them at the DPRD Secretariat of Nias Regency. This lack of job security has an impact on their mental health.

2. Management Strategies to Reduce the Negative Impact of Job Uncertainty

Management should enhance open and transparent communication regarding contract status and employment policies. Informant 1 emphasized the importance of open communication and job security, which can help reduce employee anxiety and increase their sense of security. Clear and regular communication about policy changes, contract renewals, and company expectations can help alleviate uncertainty and provide employees with a better understanding of their position within the organization. Management strategies should be regularly evaluated to identify areas in need of improvement. Supporting informants highlighted the importance of evaluating strategies to ensure their effectiveness. For example, while open communication is considered a positive step, there is still a need for greater transparency regarding contract status and employment policies. Therefore, management must continuously assess and refine their strategies to ensure they meet employee needs and respond to the changing dynamics of the organization. A management approach that emphasizes open communication, job security, opportunities for training and development, and support for work-life balance can significantly reduce the negative impacts of job insecurity. Additionally, ongoing evaluation and refinement of implemented strategies are key to ensuring their effectiveness in improving employee well-being and performance. In this way, the organization can create a more stable, supportive, and productive work environment.

Interview Quotes

"Management can provide better support by enhancing open communication, offering clearer job security, and providing more opportunities for training and development."

(Informant 1, Question 14)

Relevance, Proposing management strategies to mitigate the negative impact of job insecurity.

"I believe this strategy is quite effective in helping non-permanent employees feel supported and valued. However, there are still some areas that need improvement, particularly in terms of transparent communication about contract status and employment policies."

(Supporting Informant, Question 14)

"The Secretary of the DPRD can improve employee well-being by providing job security, supporting work-life balance, and offering opportunities for skill development."

(Informant 4, Question 15)

Relevance: Proposing measures to improve well-being through management strategies.

3. The Role of Managerial Support and the Work Environment in Mitigating the Negative Effects of Job Uncertainty

Managerial support refers to the actions and approaches taken by management within an organization to assist, facilitate, and motivate their employees. This support encompasses various aspects, such as providing clear direction, offering necessary resources, delivering training and development, and fostering a positive and conducive work environment.

Interview Quotes

"My direct supervisor provides excellent support. They always give clear guidance and assist me in carrying out my tasks. I feel comfortable discussing any problems I encounter." **(Informant 2, Question 12)**

Relevance: Highlights the role of direct supervisor support in addressing job insecurity.

"My direct supervisor offers strong support, including clear instructions and help when I face difficulties. They are also open to discussions and suggestions, which makes me feel supported in my work." **(Informant 3, Question 12)**

Relevance: Describes supervisor support as a crucial factor in employee well-being.

"A supportive work environment and good relationships with colleagues make me feel comfortable, even though job insecurity sometimes becomes a concern." **(Informant 4, Question 7)**

Relevance: Demonstrates how a positive work environment can help mitigate the negative effects of job insecurity.

3.2. Discussion

a. Working Conditions

The working conditions of Non-Permanent Employees at the DPRD Secretariat of Nias Regency reflect a significant level of uncertainty, which affects their well-being and motivation. Non-Permanent Employees often face challenges related to contract uncertainty, impacting various aspects of their work life.

1. **Contract Uncertainty:** The majority of Non-Permanent Employees at the DPRD Secretariat of Nias Regency have annual contracts that are frequently renewed without clear guarantees about their future. This uncertainty revolves around several key elements:

- **Contract Duration**

Annual contracts without the certainty of renewal create concerns about job security. This leads to financial and emotional instability, as employees are unable to predict whether they will have a job in the coming years. Without guarantees of contract renewal, employees are unable to plan their long-term finances securely, resulting in financial stress as they constantly worry about job continuity and its impact on their income. A study by Harahap (2018) found that uncertainty in contract duration can affect employee job satisfaction and productivity. Uncertainty about future employment can also lead to prolonged stress and anxiety. Employees who are unsure about their contract renewal may experience emotional instability due to their inability to foresee their future employment status. This impacts their overall quality of work life, as highlighted by Sari (2019), who found that job insecurity often leads to high stress levels and a decline in work-life quality.

- Impact on Emotional Well-Being

Contract uncertainty has the potential to cause prolonged stress and anxiety, which in turn affects the emotional well-being of employees. Non-permanent employees frequently experience extended periods of stress due to uncertainty about their future. This uncertainty can lead to constant worries about potential job loss, further increasing their stress and anxiety levels. Sari's (2019) research indicates that job insecurity can result in high stress levels and a decline in the quality of work life. Employees' emotional well-being, including their job satisfaction and happiness, can decrease when they feel insecure about their job status. This decline in work-life quality occurs because employees do not feel stable or fully accepted in their work environment, which can impact their motivation and commitment to their job. Contract uncertainty can also affect job satisfaction, as employees feel undervalued or unstable. Harahap (2018) found that uncertainty in contract duration can reduce job satisfaction because employees feel insecure and unappreciated by the organization. Stress and uncertainty can lower employee motivation, ultimately impacting their productivity. Employees who are constantly concerned about their future employment may be less motivated to contribute fully to their work. Keterkaitan dengan Kesejahteraan Finansial dan Psikologi. Uncertainty surrounding contract renewals not only directly affects working conditions but also has a profound impact on employees' financial and psychological well-being. The lack of clarity regarding contract extensions presents significant challenges for employees in managing their finances. Job instability means that employees cannot be certain about their future income sources, which directly influences their long-term financial planning. Employees who are unsure whether their contracts will be renewed often struggle with financial management. They may feel compelled to save more in preparation for potential job loss, which can limit their ability to meet basic needs or make long-term investments. Wulandari (2019) confirms that job insecurity is often linked to financial instability, affecting employees' ability to confidently plan for the future. This can also result in difficulties in covering everyday expenses, such as healthcare costs, children's education, or other financial obligations. Job insecurity affects employees' ability to plan for their future effectively. Without the certainty of a contract renewal, employees may be unable to make long-term financial decisions, such as purchasing a home, applying for loans, or planning for retirement. This can add to financial stress and negatively impact their quality of life.

- Emotional Instability

Prolonged job uncertainty can lead to significant emotional instability. Employees who are unsure whether they will have a job in the future often experience stress, anxiety, and even depression. Research by Putri (2017) indicates that job insecurity is frequently associated with higher stress levels, which can result in psychological issues such as anxiety and depression. This uncertainty adds to the emotional burden employees feel, making them feel pressured and insecure, which negatively affects their overall mental well-being.

- Decreased Job Satisfaction

Stress caused by job insecurity can lead to a decline in employee job satisfaction. Employees who experience high levels of stress may feel less satisfied with their jobs, which in turn can result in decreased motivation and productivity. This decline in job satisfaction can lead to reduced performance and commitment to their work.

- Poor Mental Health

Employees' mental health can be significantly affected when they face job uncertainty. Prolonged anxiety can disrupt their ability to focus on their work and may lead to sleep disturbances, fatigue, and other mental health issues.

2. Motivation and Job Satisfaction

Work motivation refers to the internal or external drive that encourages an individual to achieve specific goals in their job. High work motivation is typically associated with increased productivity, commitment, and dedication to tasks. However, in the context of job insecurity, employee motivation can experience a significant decline. Uncertainty about the future of one's job, such as the lack of contract renewal assurance or unclear career prospects, can diminish employee motivation. When employees feel that their efforts may not be valued or that their future is uncertain, they may be less driven to work hard. Harahap (2018) found that uncertainty regarding job status can reduce employee commitment and enthusiasm for their work. They may feel that their efforts do not guarantee sufficient rewards or job security, leading to decreased motivation and even apathy toward their duties. A decline in motivation caused by job insecurity can have long-term effects on employee performance. Employees who are uncertain about their future may avoid taking on more responsibility or showing initiative in their work. This can hinder innovation, creativity, and overall contributions to the organization. Employees may also become more susceptible to burnout, which further exacerbates the decline in motivation and commitment. Job satisfaction refers to the positive or negative feelings employees have toward their job, reflecting their level of satisfaction with various aspects of work, such as working conditions, salary, relationships with colleagues, and job stability. Job satisfaction tends to decrease when employees feel insecure about their job status. Job insecurity creates an environment where employees feel threatened and uncertain about their future, which can significantly reduce their satisfaction with their work. Research by Iskandar (2020) indicates that job insecurity can lower job satisfaction and increase employees' desire to seek more stable employment opportunities. This uncertainty can affect various aspects of job satisfaction, such as a sense of belonging to the organization, satisfaction with management, and confidence in having a long-term career within the company.

Job insecurity not only lowers job satisfaction but can also increase turnover or employees' intent to leave. Employees who feel insecure are more likely to actively seek other jobs that offer greater stability and certainty. This can increase employee turnover, which can negatively impact the organization through the loss of talent, higher recruitment costs, and disruptions in productivity. Job insecurity has a significant impact on employee motivation and job satisfaction. When employees feel that there is no guarantee about their future in the organization, their motivation to contribute fully and their satisfaction with their work tend to decrease. To address this issue, organizations need to create a more stable and supportive work environment through clear policies, transparent communication, and adequate welfare support. By doing so, organizations can enhance employee motivation, job satisfaction, and retention.

3. The Impact of Job Uncertainty

Job insecurity among non-permanent employees has a significant impact on various aspects of their well-being. This uncertainty not only affects professional aspects such as

productivity but also has a profound negative effect on employees' psychological and emotional well-being.

- Increased Stress

Job insecurity is one of the primary factors that contribute to employee stress. When employees are uncertain about their future employment, their stress levels tend to increase due to ongoing concerns about job continuity and financial stability. Sari (2019) indicates that job insecurity can lead to heightened stress levels, which ultimately affect overall performance and well-being. One major source of stress is the financial uncertainty caused by job insecurity. When employees are unsure if they will have a job in the future, they may struggle with managing their finances, leading to prolonged anxiety and stress. Wulandari (2019) confirms that job insecurity is often associated with financial instability, which is one of the main causes of stress among non-permanent employees.

- Decreased Productivity

Job insecurity also negatively impacts employee productivity. Employees facing job uncertainty tend to lose focus and motivation, resulting in a decline in their performance. Harahap (2018) found that uncertainty about future employment can reduce commitment and work enthusiasm, ultimately leading to decreased productivity. Stress caused by job insecurity can disrupt employees' focus and concentration. They may spend more time worrying about their future rather than completing their tasks. This can result in a decline in work quality and delays in task completion. Iskandar (2020) found that job insecurity can reduce work efficiency and overall productivity.

- Emotional Instability

Job insecurity affects not only employees' professional lives but also has a significant impact on their emotional well-being. Employees who lack clear assurance about their contract's future often experience anxiety and emotional instability. Putri (2017) found that job insecurity frequently leads to anxiety and depression, negatively impacting employees' quality of life and mental health. Employees facing job insecurity often experience heightened levels of anxiety. This anxiety may stem from uncertainty about income, career stability, and the ability to meet basic needs. If left unaddressed, this anxiety can develop into more serious mental health issues, such as depression. Sari (2019) confirms that job insecurity can reduce work-life quality, as employees feel unsafe and constantly worry about their future. Job insecurity can also lead to a decline in overall psychological well-being. Employees experiencing emotional instability may suffer from decreased life satisfaction and happiness, along with increased feelings of isolation or lack of social support. Wulandari (2019) also found that the psychological well-being of employees facing job insecurity tends to decline, which can affect their relationships with colleagues and their ability to work effectively within a team.

4. Factors Causing Job Uncertainty

Based on interviews with non-permanent employees at the DPRD Secretariat of Nias Regency, several key factors contribute to job insecurity. These factors include inconsistent contract policies, regulatory changes, and a lack of effective communication from management. Each of these factors has a significant impact on job stability, emotional well-being, and employee job satisfaction.

- Inconsistent Contract Policies

Job insecurity caused by inconsistent contract policies is one of the main drivers of dissatisfaction among non-permanent employees. Yearly contract renewals without any guarantee of extension for the following year create an unstable work environment. This instability not only affects employees' financial well-being but also leads to significant emotional instability. Employees without certainty about contract extensions often face challenges in long-term financial planning. They may delay important financial decisions, such as purchasing a home, saving for children's education, or making other investments, due to uncertainty about their future income. Sari (2019) revealed that uncertainty surrounding contract renewals can lead to prolonged financial stress, which ultimately impacts employees' emotional well-being and work motivation. Uncertainty about future employment can also cause emotional instability, as employees constantly worry about their job status. Sari (2019) noted that this uncertainty frequently leads to anxiety and insecurity, which negatively impacts job satisfaction and employees' overall quality of life. The lack of clarity regarding contract renewals makes employees feel undervalued and out of control regarding their careers, which can reduce their commitment and loyalty to the organization.

- Regulatory Changes

Frequent changes in government regulations and internal policies are another factor contributing to job insecurity among non-permanent employees. Regulatory changes can directly affect employees' job status, particularly when related to budgeting, organizational structure, or employment policies. Changes in government policies regarding employment, budgets, or resource allocation can create uncertainty for non-permanent employees. For example, changes in budget regulations may lead employees to fear that their positions could be eliminated or not renewed due to financial constraints. Iskandar (2020) highlighted that frequent regulatory changes can cause significant uncertainty, given their direct impact on employees' job status. This uncertainty is exacerbated when regulations are altered without proper notice or consultation with affected employees. In addition to changes in government regulations, shifts in internal organizational policies can also create uncertainty. For instance, changes in contract policies, performance evaluations, or organizational restructuring can affect decisions regarding employee contract renewals. Employees who feel excluded from the decision-making process may feel that they lack control over their job security, increasing their sense of uncertainty and insecurity.

- Lack of Communication from Management

A lack of effective communication from management is another frequently cited factor contributing to job insecurity. Poor or insufficient communication regarding contract status, new policies, or organizational changes can worsen uncertainty and decrease job satisfaction. Poor communication not only exacerbates uncertainty but can also lower job satisfaction. Employees who feel inadequately informed may feel undervalued or neglected, which can reduce their motivation and commitment to their work. Wulandari (2019) found that a lack of effective communication from management can diminish employees' sense of ownership over their work, ultimately leading to higher turnover rates. The factors contributing to job insecurity at the DPRD Secretariat of Nias Regency include inconsistent contract policies, frequent regulatory changes, and a lack of effective communication from management. These three factors significantly affect the financial, emotional, and professional well-being of non-permanent employees. To mitigate this uncertainty, organizations should consider implementing more stable policies, improving communication processes, and involving

employees in decision-making processes that affect them. By doing so, organizations can create a more stable work environment and support employee well-being.

5. Organizational Policies and Efforts to Address Uncertainty

In addressing job insecurity, organizations need to adopt various policies aimed at creating a more stable work environment and supporting employee well-being. These policies include improvements in contract policies, enhanced transparency in communication, and the provision of welfare support for employees. By implementing these measures, organizations can help reduce uncertainty, increase motivation, and improve job satisfaction for non-permanent employees.

- **Contract Policies and Renewals**

One of the key steps organizations can take to reduce uncertainty is to improve contract policies. Uncertainty regarding contract renewals is often a major source of anxiety and instability for non-permanent employees. Therefore, it is crucial for organizations to provide greater clarity about contract renewals, such as by extending contract durations or providing early notification about renewal status. Research by Harahap (2018) shows that clearer and more stable contract policies can reduce uncertainty and improve employee well-being. By offering more certainty regarding contract renewals, organizations can help reduce stress and anxiety caused by job insecurity. For example, organizations could adopt two-year contract policies or provide guarantees of contract renewal based on employee performance. This not only provides employees with a sense of security but also enhances their loyalty and commitment to the organization. Consistent and fair policies regarding contract renewals are also essential. When employees feel that contract renewal policies are applied fairly and transparently, they are more likely to feel secure and valued. Iskandar (2020) notes that consistent policies can help reduce uncertainty caused by unpredictable regulatory changes or internal policy shifts.

- **Information and Communication About Contract Status**

A major factor contributing to uncertainty is the lack of effective communication regarding contract status and organizational policies. To address this, organizations need to enhance transparency in communication, particularly regarding contract status and policies related to non-permanent employees. Transparency can be improved by enhancing internal communication systems, such as through official announcements, internal newsletters, or digital information platforms accessible to all employees. Putri (2017) suggests the implementation of better communication systems, such as official announcements or internal information platforms, to ensure employees receive accurate and timely information. With better communication systems, employees do not need to rely on rumors or unofficial information, which are often inaccurate. Management should take a proactive approach in providing information about contract status and new policies to employees. This includes giving early notifications about policy changes, contract renewals, or other issues relevant to employees' job status. Nurlaili (2021) suggests that proactive and transparent communication from management can reduce uncertainty and build employee trust in the organization.

- **Support for Employee Well-Being**

Well-being support is a critical aspect of reducing the impact of job insecurity on employees. Job insecurity is often associated with stress and anxiety, which can affect both the physical and mental health of employees. Therefore, organizations need to provide

additional support to ensure employee well-being, particularly for those in non-permanent positions.

One form of well-being support that can be provided is access to health facilities, such as health insurance, counseling services, or workplace wellness programs. Research by Adi (2022) emphasizes the importance of well-being support in managing stress and improving job satisfaction. Comprehensive wellness programs can help employees manage stress and maintain their health, which in turn can boost productivity and job satisfaction.

b. Recommendations to Reduce Job Uncertainty

The job insecurity faced by non-permanent employees at the DPRD Secretariat of Nias Regency can be addressed through various policies and strategies aimed at enhancing job stability, transparency, and well-being support.

1. Improvement in Contract Policies

One of the key recommendations is to develop more consistent contract policies that provide greater certainty regarding contract renewals. Uncertainty surrounding contract renewals often becomes a major source of anxiety and instability for non-permanent employees. To address this, organizations must ensure that their contract policies are fair, consistent, and transparent. One way to provide greater security to employees is by offering longer contract durations, such as two or three years, instead of yearly contracts. Harahap (2018) suggests that longer and more stable contract policies can help reduce anxiety caused by job insecurity, while also improving employees' emotional stability and job satisfaction. In addition to extending contract durations, it is essential to offer clarity regarding contract renewals well before the existing contract expires. Early notification about the decision to renew or not can give employees ample time to plan their future, reduce uncertainty, and build trust in the organization.

2. Enhancing Transparency in Communication

Uncertainty caused by ineffective communication from management can be addressed by improving transparency in conveying information related to contract status and organizational policies. Implementing better communication systems will ensure that employees receive accurate, complete, and timely information about their employment status. One approach is to establish more formal and regular communication mechanisms, such as official announcements via email, internal newsletters, or digital information platforms accessible to all employees. Nurlaili (2021) recommends adopting more transparent and routine communication systems to ensure that employees receive the necessary information without relying on rumors or unofficial sources. In addition to written communication, management should regularly hold meetings with employees to discuss contract status, policy changes, and other relevant issues. These meetings will not only ensure that employees receive timely information but also provide an opportunity for them to ask questions and receive clarification directly from management.

3. Enhancing Employee Well-Being Support

Job insecurity often negatively impacts employees' physical and mental well-being. Therefore, it is essential for organizations to provide adequate well-being support to help employees cope during uncertain times. Comprehensive well-being support will not only help reduce stress and anxiety but also boost productivity and job satisfaction. Job insecurity at the DPRD Secretariat of Nias Regency can be addressed through various policies and strategies focusing on improving contract policies, increasing communication transparency,

and providing comprehensive well-being support. By implementing these recommendations, organizations can create a more stable work environment, support employee well-being, and enhance motivation and job satisfaction. These measures will not only reduce the uncertainty faced by employees but also contribute to improving the organization's performance and long-term success.

4. CONCLUSION

This study has identified various factors contributing to job insecurity among non-permanent employees at the DPRD Secretariat of Nias Regency and examined the impact of this insecurity on employee well-being. Additionally, the study offers several policy recommendations and actions that organizations can implement to reduce uncertainty and improve employee well-being.

1. Factors Contributing to Job Insecurity

Job insecurity at the DPRD Secretariat of Nias Regency is primarily caused by inconsistent contract policies, frequent regulatory changes, and a lack of effective communication from management. Uncertainty regarding contract renewals and the lack of transparency in decision-making processes concerning employees' job status lead to anxiety and emotional instability. Additionally, sudden regulatory changes and unclear communication further exacerbate the uncertainty experienced by employees.

2. Impact of Job Insecurity

The impact of job insecurity on non-permanent employees at the DPRD Secretariat of Nias Regency is significant, particularly regarding their psychological well-being and work productivity. Job insecurity leads to increased stress levels, anxiety, and a decline in work-life quality. Employees facing uncertainty tend to experience reduced motivation and job satisfaction, which ultimately negatively affects their performance and loyalty to the organization.

3. Managerial Support

Managerial support plays a crucial role in mitigating the negative effects of job insecurity, especially for non-permanent employees (NPE). This support can enhance employees' psychological well-being, job satisfaction, and productivity. Effective managerial support includes open communication, providing feedback, career development opportunities, and adequate resources. This research emphasizes that supportive management can help employees cope with job stress and uncertainty, fostering a more positive and productive work environment.

Overall, this study highlights the importance of clear policies, effective communication, and adequate well-being support in reducing job insecurity among non-permanent employees. By implementing the recommendations proposed, the DPRD Secretariat of Nias Regency can create a more stable work environment that supports employee well-being, ultimately increasing motivation, productivity, and loyalty to the organization. These efforts are essential for ensuring long-term success and achieving the organization's overall objectives.

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