

THE RELATIONSHIP OF PERCEPTIONS OF INJUSTICE AND RETALIATION IN OUTSOURCING WORKERS IN BEKASI CITY

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ABSTRACT

Outsourcing is a company that takes a tender for work to a shareholder or company that has funds, where the company that takes the tender does work that is not the main job in the company and the wage system or rewards that the worker gets depends on the agreement with the company that gets the tender (not from companies that have funds) (Novalius, 2019). However, there are problems that arise with the outsourcing system, including the company not providing job guarantees to workers and providing cheap wages, companies have the freedom to recruit or unilaterally terminate employment contracts for workers in certain situations to avoid losses. This triggers a perception of injustice by workers. The aim of this researcher is to determine whether or not there is a relationship between perceptions of injustice and retaliation among outsourced workers in the city of Bekasi. The type of research used is quantitative with correlational methods. The subjects used were 118 employees with outsourcing status in Bekasi City. Pearson product moment correlation technique. Based on the results of the correlation test that has been carried out between the retaliation variables and perceptions of injustice, there is a relationship. This correlation is positive, a positive value of the correlation coefficient indicates that there is a unidirectional relationship between the two variables. This means that if the perception of injustice is high, then retaliation will also be high, and vice versa, if the perception of injustice is low, then retaliation will also be low.

Keywords: Perception of Injustice, Retaliation, Outsourced Workers.

INTRODUCTION

Outsourcing is a company that takes a tender for work to a shareholder or company that has funds, where the company that takes the tender does work that is not the main job in the company and the wage system or rewards that the worker gets depends on the agreement with the company that gets the tender (not from a company that has funds) (Novalius, 2019). According to Royen (2009) Outsourcing is the authority given to a company engaged in providing services, and a process carried out by an outside party (outsourcing company) and management is not carried out by the company but from the outsourcing or outsourcing company. The problems that occur in implementing the outsourcing system can be seen in the work contract agreement given by the company to the workers. They are contracted to have almost the same workload, possibly even heavier than permanent workers, but the rights are related to salary and certain facilities are differentiated (Latupono, 2011).

Outsourcing contract workers is a form of slavery that still occurs today and is also a form of human trafficking (Johan et al., 2020). The outsourcing system has a discriminatory impact on outsourcing workers, namely; firstly, there is discrimination regarding age and marital status, secondly discrimination in salary or income, and thirdly discrimination regarding the prohibition of participating in labor union organizations (Saefuloh, 2011). If a company carries

out unilateral layoffs of outsourced workers, these employees do not receive adequate severance pay, and there is even no legal protection for outsourced workers to claim their rights in court (Latupono, 2011). The rise of companies using outsourcing systems is based on the company's strategy solely for efficient production costs (Saefuloh, 2011). In this case, outsourcing contract workers experience a perception of injustice.

The perception of injustice felt by labor workers is related to injustice related to the production work they do, where they feel they do not receive justice in terms of wages commensurate with the energy they expend, where workers receive low wages (Rahayu, 2018). Perceptions of justice will be seen from the attitudes and behavior of the worker, where the worker wants to be paid a fair salary from a company (Muslim, 2017). The injustice felt by workers also occurs in one of the companies in Batam, where the treatment of Indonesian workers with foreign resources (SDA) is very different, natural resources are treated very well to the point of being given better positions and welfare, while Indonesian workers only have the status of contract workers with minimal rewards (Liputan6, 2020). The collection of several news stories provides a picture of company injustice towards workers.

The description of the employee's assessment of the fairness that workers receive from the company where they work, there are 4 factors that become part of the employee's assessment of the company's treatment, including: workers who judge that they are treated fairly or unfairly, comparing one worker with another worker (which is a reference for self-comparison in terms of effort and work rewards), an input (input) of a worker which is assessed from the success of the business and its inherent characteristics, and the last one is the worker's outcome, which is something that the worker receives from the work he does. (allowances, awards and rewards), Rewards are satisfaction that describes the specifics of a worker regarding his work (Hasbi & Piartrini, 2016). Meanwhile, according to Kwenin, the rewards received by workers are very important in the workers' perception that these workers have great qualities for the company where they work (Hasbi & Piartrini, 2016). Outsourced workers receive compensation that is not commensurate with what they do, causing injustice to what they receive.

The persistence of outsourcing workers in the workplace is due to the hope of increasing rewards or salaries in the coming year and other reasons also because the location of the workplace is not far from the home where the worker lives. Perceptions of unfairness or unfairness of company actions related to distributive justice and procedural justice will cause emotions, unpleasant feelings, and tension in workers at work, and these workers will experience emotional reactions (anger) as a result (M Palupi et al., 2014). Retaliation behavior will increase if the factors of procedural justice cannot be fulfilled properly (Susanto, 2013). In previous research, telling people to achieve justice in a company has the main obstacle, namely retaliation (retaliation). Retaliation (retaliation) a worker's fear of discrimination carried out by the company prevents worker justice in the workplace (Bergman et al., 2002). Retaliation is negative employee behavior towards a company that occurs due to the perception of injustice felt by workers due to certain policies of the company where they work (Kusumawati & Putra, 2015). Working position in the company is also a trigger for retaliation. Retaliation behavior carried out by workers can be detrimental to the company itself.

Based on the results of the researcher's interviews, as many as 7 out of 10 subjects carried out retaliation, such as conveying complaints and company policies that burdened the workers themselves. The retaliation often carried out by outsourcing workers was giving themselves a day off by pretending to be sick. The retaliation carried out by workers is in accordance with

what was expressed (Murphy et al., 2013) where decisions made by the company influence workers to behave unethically by diverting or forgetting their responsibilities as workers for fraudulent behavior carried out by the company. The remaining subjects interviewed were more resigned to the situation they were facing, or accepted the situation because of their own economic needs. Several of the subjects interviewed thought positively and were optimistic about what they had done for their company and felt that they would receive treatment that was in line with the wishes of outsourcing workers in the future. One of the reasons why workers persist in the outsourcing system is the difficulty of getting a new job even though the worker feels injustice in the rewards they get, as well as the worker's lack of confidence in the skills they have, being comfortable with the work environment, and hoping that the rewards will increase in the future. and the company location is close to home or more strategic.

After conducting interviews with several outsourcing workers, data was obtained that there was injustice and a feeling of wanting retaliation against the company. This is called in the data attached below, outsourcing employees who have been interviewed say that when they receive treatment that is not in accordance with the expectations of workers given by the company. Researchers interviewed several subjects, almost all workers perceived injustice from the companies where they worked, both workers who worked in public, PT. Finance and other companies that used outsourcing services. However, there are differences of opinion regarding the retaliation carried out by these workers even though they received injustice from the company. Workers feel that everything they do for the company is not in accordance with what the outsourced workers expect.

METHODOLOGY

Based on the problems studied by researchers, this research uses a correlational and quantitative approach. Harahap & Lubis, (2019) stated that quantitative research is research related to data such as numbers, more detailed data using statistical analysis, examining populations and samples, using data collection techniques, research instruments, analyzing data from research reports in accordance with the rules of writing works. scientific. Meanwhile Zaluchu, (2020) said quantitative research is research using survey, comparative causal, correlational, evaluation and systematic observation methods.

The population is the totality of possible results, the results of quantitative calculations or measurements which are the characteristics of the variables studied and all members of a complete and clear collection whose characteristics will be studied (Harahap & Lubis, 2019). The research population in this study has workers who work in companies under the auspices of outsourcing companies and is not limited to characteristics such as education level, gender and the company where the subject works. Harahap & Lubis, (2019) said that sampling is a process where part of the population being studied is taken. The samples taken by researchers in the research were workers who worked under the auspices of an outsourcing company in the city of Bekasi. The technique used in sampling was purposive sampling, selected based on the willingness of potential subjects to become respondents, who in this case were workers from various companies in Bekasi.

The scale used is a 10-item retaliation scale with a value of $\alpha = 0.898$ and 14 itemS perception of injustice scale with a value of $\alpha = 0.961$. The analysis technique used for the correlation or relationship between the retribution variable and the perception of injustice in outsourced workers is using the Pearson product moment correlation technique. This is for the reason that the correlation technique is used to determine whether or not there is a relationship between the independent variable retaliation and the dependent variable perception of injustice. Pearson

product moment correlation is carried out on data that is considered to have passed all assumption tests.

RESULTS AND DISCUSSION

Based on the results of the normality test that has been carried out, a significance value (p) of 0.977 for the Retaliation scale and 0.968 for the Perception of Injustice scale can be obtained. This shows that $p > 0.05$. This means that the data from the two variables in the study are normally distributed. Based on the results of the linearity test that has been carried out, a significance value (p) of 0.000 is obtained. This shows that $p < 0.05$, which means the relationship between the two variables is linear. The final assumption test is the homogeneity test of the two variables using the Education factor. The results obtained were a significance value (p) of 0.689 for the Retaliation variable and 0.247 for the perception of injustice variable. These results show that $p > 0.05$, which means that the data for the two variables between the dependent variable and the independent variable are homogeneous. Thus, the assumption test requirements have been met, then categorization of correlation test subjects can be carried out.

The correlation test results show that the correlation coefficient value is $r = 0.465^{**}$ with a significance level (p) of 0.000 ($p < 0.01$). Two asterisks (**) indicate a significant correlation at a significance figure of 0.01 and have a one-tailed possibility. The possibility of a positive value in the coefficient indicates a significant positive relationship between Retaliation and Perception of Injustice. Therefore, it can be interpreted that there is a significant relationship between retaliation and perceptions of injustice among outsourcing workers in Bekasi City. A positive relationship indicates that the higher the Retaliation, the higher the perception of injustice. Conversely, if retaliation is low, then the perception of injustice is also low.

Researchers also conducted regression test research and used a simple linear regression test, to find out how much influence retaliation has on perceptions of injustice. Based on the results of the regression test, the R square value was 0.216, which means that retaliation influenced perceptions of injustice by 22%, while the rest was influenced by other factors that were not studied. The significance results show a value of 0.000, meaning (p) < 0.05 , so it can be concluded that retaliation and perceptions of injustice jointly influence each other. Furthermore, the constant result obtained is 0.465, indicating that every increase in one level of retaliation will increase the perception of injustice by 47%.

The results of this research can be seen that the subjects involved in this research were 118 subjects, on average the respondents were workers who had graduated from school or had a high school diploma, namely 66.10% of the total sample used. This may happen because the average worker from Bekasi City is dominated by workers who are high school graduates. However, the researcher did not reduce his aim in this research because this research did not only look at perceptions of injustice based on gender groups, but rather looked at it as a whole. The subjects taken were active workers and worked under outsourcing in Bekasi City in 2020. When testing assumptions, it was discovered that what the researchers obtained could be said to be good. Because the data obtained by researchers shows normal data, this is because it explains that the data distributed shows that group data can be distributed normally. The data obtained also shows linear results, this indicates that it is suitable for analysis in correlation and regression tests. Then, in the homogeneity test, the data obtained with homogeneous results, meaning that the sample used shows the same population group.

The significant relationship between the two variables shows that the two variables used in this research, namely perceptions of injustice and retaliation, can be used to explain the relationship

between workers in worker satisfaction with the rules (treatment) and rewards received by Bekasi city workers. The results of the categorization test are known to be dominated by workers who are high school graduates who are at a moderate level of perceived injustice, amounting to 30.51% of the samples taken.

In accordance with the results obtained and data in the field, suitability can be seen. Retaliation has a relationship with perceptions of injustice. Workers who feel they are getting wages and careers that are in line with what they give to the company will have a perception of fairness. For example, if workers receive wages or rewards that are commensurate with the hours they work, these workers will perceive that they receive justice from the company or that they are treated fairly among fellow employees regardless of their work status. The implementation of this research was carried out during the world conditions during the Covid-19 pandemic with changing conditions in society which required a new way of life (new normal) where more activities were carried out at home and activities were reduced outside the home or meetings with other people were reduced. This is what causes researchers to have difficulty in collecting data in this research. So this research has weaknesses regarding more specific retaliation behavior, such as what workers do to companies at work or at companies that directly provide work contracts, namely outsourcing. Therefore, this research only looks broadly, generally, generally or universally at the context of all outsourcing workers in Bekasi City and has not looked at the direction or location of the companies where the respondents or subjects work.

CONCLUSION

The research results show that there is a significant relationship between Retaliation and Perceptions of Injustice in Outsourcing workers. This relationship is positive, which means that the higher the Perception of Injustice, the higher the Retaliation. Likewise, the lower the perception of unfairness, the lower the retaliation for outsourcing workers. From the results of research conducted by researchers, the results showed that the level of retaliation from workers was at a moderate level, almost all subjects carried out retaliation because they felt and had a perception of injustice.

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