

# Cultivating Organizational Commitment Among Outsourced Workers: A Resource-Based View Perspective

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## Abstract

*This study aims to identify and analyze the construction of organizational commitment among outsourced workers through the perspective of Resource-Based View (RBV) theory. Organizational commitment is employees' orientation towards the company, linking one's identity with the organization. It is crucial due to its strong relationship with employee performance and turnover. This research employs a qualitative descriptive method with a case study approach, focusing on outsourced employees at PT. Mitra Karya Prima. Data were collected through semi-structured interviews and processed using qualitative data analysis techniques. The findings indicate that work environment, individual characteristics, and perceived organizational support (POS) are critical to forming individual commitment. These empirical findings are expected to contribute to developing a model for organizational commitment among outsourced employees and provide managerial insights for formulating policies to enhance field workers' commitment to the company.*

**Keywords:** *Organizational Commitment, Knowledge Sharing, Outsourced Employees, Resource-Based View (RBV) Theory.*

## Introduction

Organizational commitment refers to how employees align their identities with the firm. The significance of organizational commitment lies in its strong correlation with employee performance and turnover. Employees with a solid dedication to the firm are more likely to achieve higher performance levels and remain employed longer. Companies in the current intricate and ever-changing business market must maintain flexibility, promptly address client needs, capitalize on company prospects, and withstand unforeseen competition (Russell & Swanson, 2019). Outsourcing is one strategy the corporation employs to attain economies of scale and boost output (Afshari & Gibson, 2015).

A practical approach to strengthen human resources is to promote the dissemination of information among staff. In addition to human resources, knowledge is regarded as the most strategic resource and competitive advantage for enterprises. Knowledge management is considered highly vital and crucial for a group or organization (Welbourne et al., 2017). Liu, et. al. (2018) argue that effective knowledge management is crucial for organizations seeking to gain a competitive edge. Thus, firms possessing distinctive and appealing expertise can penetrate competitive industrial marketplaces. Knowledge sharing is a component of knowledge management. Knowledge sharing is seen as an essential component of knowledge management.

Organizational commitment refers to the degree to which an individual is engaged in their organization and is willing to stay as a member, encompassing loyalty and the individual's readiness to perform at their best for the organization they are employed by (Cheah et al., 2016). Individuals with high commitment prioritize the organization over their interests and actively work towards improving the organization. Conversely, individuals with low organizational commitment primarily behave in their self-interests (Keiningham et al., 2015). Affective commitment pertains to an individual's deep emotional connection with the organization, characterized by solid dedication, active participation in organizational activities, and deriving enjoyment from engagement within the organization (Khaliq et al., 2015). An individual's commitment to an organization is influenced by various aspects, such as feeling indispensable and being motivated to remain in the organization (Liu et al., 2018). Affective commitment can enhance a favorable disposition towards knowledge sharing as employees with strong organizational commitment are less inclined to depart from

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the organization and are more inclined to exert additional efforts in accordance with their capabilities, thereby demonstrating a greater willingness to share knowledge within the organization (Aref, et. al., 2019). The psychological contract is another component that influences knowledge-sharing behavior in the workplace (Allen, 2016).

In a perfect competition scenario, organizations with equal resources and numbers cannot employ different strategies to surpass each other. However, the real-world market could be better competition. Some companies, facing the same external and competitive forces, can outperform each other by implementing distinct strategies. This is achieved through employee organizational commitment, specifically by outsourcing employees. Presently, the significance of the growth of outsourced personnel in Indonesia should be considered. An increasing number of organizations are using the outsourcing system to facilitate the fulfillment of short-term resources. Labor outsourcing, often known as outsourcing personnel, originated in Indonesia during the 1990s and gained momentum with the implementation of the Indonesian Labor Law in 2003. PT. PLN (Persero) implements the outsourcing system according to the 2003 labor law. The scope of work was determined with the permission of the National Electricity Workforce Providers Association (APPELIN) in 2013. By Article 5 of the APELIN decision on the classification of primary and ancillary activities, PT. PJB, a subsidiary of PT. PLN (Persero) implements a labor outsourcing system for Operations and Maintenance Generation support within the company through its business group, PT. Mitra Prima Karya. Outsourcing might involve local or foreign vendors, depending on the specific activity.

Upon analyzing secondary data on job satisfaction and employee involvement collected from the research site, a noteworthy phenomenon warrants further investigation. PT. Mitra Karya Prima regularly administers Work Engagement Surveys (WES) and Job Satisfaction Surveys (JSS) to uphold staff productivity and provide firm management with evaluation information for policy-making purposes. Based on the company's report, PT. Mitra Karya Prima's employee engagement survey 2019 indicated a 0.04 gain in score compared to 2018. The average score in the 2018 survey was 3.17, while it rose to an average of 3.21 in 2019—the employee satisfaction survey of PT. Mitra Karya Prima indicated a 0.02 improvement from 2018, with the average score rising from 3.12 in 2018 to 3.14 in 2019.

The observed rise in employee job satisfaction poses a research gap as it defies the prevailing idea that permanent employees exhibit lower job satisfaction than outsourced employees. The empirical results of this study are anticipated to enhance the scientific understanding of the process by which commitment is formed in outsourced employees. From a managerial perspective, companies are encouraged to consider these findings when developing policies for field workers to foster their commitment and loyalty to the organization.

The utilization of hired labor through outsourcing or contracting out has been a highly impactful revolution in work organizations across all industrial economies. The global community, both domestically and internationally, widely acknowledges that outsourcing is a business operating model that improves a company's capacity to integrate diverse experiences, essential talents, and highly motivated workers (Abdul-Halim et al., 2016). Outsourcing is when a corporation obtains and manages external suppliers to handle its physical and human resources for production (Butler & Callahan, 2014). This research aims to examine and analyze how organizational commitment is formed in outsourced workers, using the resource-based view theory as a framework.

## Literature Review

### *Resource-Based View Theory*

The Resource-Based View (RBV) theory was initially introduced by Wernerfelt in 1984. The Resource-Based View (RBV) thesis posits that a company's resources and skills are crucial as they are the fundamental building blocks of its competitiveness and performance (Barney, 2001). The RBV theory assumes that a corporation can gain a competitive advantage by effectively managing its resources in alignment with its

capabilities, as stated by Abu Bakar and Ahmad (2010). An organization harnessing its resources effectively can develop a distinctive edge over its competitors (Brahma & Chakraborty, 2011).

These benefits can encompass corporate solid profitability and excellent environmental performance. A corporation can gain a competitive edge over other enterprises by possessing certain benefits. The presence of benefits and effective competition with other firms will enhance the company's value. Resource-based theory examines the resources possessed by a firm and explores how the organization may effectively manage and utilize these resources (Frączkiewicz-Wronka & Szymaniec, 2012). Rugman & Verbeke (2002) posit that, according to the Resource-Based View (RBV), organizations can achieve a competitive advantage and favorable financial performance by possessing, managing, and leveraging significant strategic, tangible, and intangible assets. Establishing a conducive work environment for outsourced personnel will enhance their level of dedication to the firm, thereby bolstering the company's competitive edge. According to Runyan, Huddleston, and Swinney (2007), one possible way to enhance firm performance is to integrate tangible and intangible assets. Investors will assign a high value to organizations that possess extensive intellectual capital. The resource-based view theory explores how organizations can effectively manage and leverage their resources to gain a competitive edge. In order to do so, companies must make use of and enhance their capital resources, including intellectual capital (Szymaniec-Mlicka, 2014).

### *Organizational Commitment*

In recent years, there have been numerous critical evaluations of organizational commitment. One of the primary concerns on organizational commitment is the need for more agreement on the definition of the term (Afshari & Gibson, 2016). The multitude of approaches used to conceptualize and measure organizational commitment has made it challenging to comprehend the findings of research studies (Hoff et al., 2020). According to Alvinus Johansson (2017), organizational commitment refers to the degree to which an employee has faith in and embraces the organization's aims and desires to remain a part of it. The involvement of a local government will foster a strong sense of allegiance and a drive to effectively accomplish the organizational objectives (Aref et al., 2019).

Organizational commitment refers to an individual's level of involvement and desire to stay a part of their company. This includes loyalty and a willingness to work at their best for the organization they are employed (Cheah et al., 2016). Individuals with high commitment prioritize the organization over personal interests and actively work towards improving the organization. Conversely, individuals with low organizational commitment emphasize their interests over the organization (Keiningham et al., 2015). As per Schultz & Schultz (2012), commitment to an organization can be defined as an individual's attitude or orientation that connects their identity with the organization. Sanda (2016) identifies three elements that influence employee commitment: the personal qualities of workers, such as their length of service in the firm, and each employee's unique demands and desires—job features, such as the distinctiveness of tasks and the chance to engage with coworkers. Work experience includes evaluating the organization's track record of dependability and assessing the sentiments expressed by other employees toward the organization.

### **Research Methods**

This form of descriptive qualitative research is employed with case study methods or approaches. This research concentrates extensively on a particular object examined as a case. According to Harison et al. (2017), the case study technique is a form of descriptive methodology that involves conducting thorough, detailed, and comprehensive research on an individual, institution, or unique occurrence within a limited area or subject. The researcher utilized a case study approach to examine a specific incident in this research. The case involves certain employees from PT. Mitra Karya Prima works in a unit that stands out due to its distinct characteristic: it has the lowest regional minimum wage (UMK) among the Jepara and Pacitan Generation Units. In these specific places, the UMK value acquired by the use of outsourced labor is Rp. 2,000,000 (two million rupiahs). The participants are chosen based on their annual individual performance value, which must be at least a B, and their working period must exceed two years. This ensures that the

selected group of employees demonstrates both excellent individual performance and devotion to the organization.

The selection of informants is contingent upon the researcher's discretion in identifying relevant aspects and individuals to be the primary subjects in specific scenarios, and this process persists throughout the investigation. The sampling method used is purposive, meaning that it is based on the specific emphasis of the study at a particular moment (Saunders et al., 2014). This study focuses on outsourcing personnel in the Indonesian electrical business that PT employs. Mitra Karya Prima. Qu & Dumay (2011) define research instruments as tools used by researchers to acquire data. In this example, the researcher used primary and supplementary instruments. The primary tool utilized is the human being, whereas the supplementary tools consist of rules for observation and interview guidelines (Silalahi, 2012).

The core of qualitative research lies in the utilization of methodologies and procedures for analyzing qualitative data (Doz, 2011). Saldaña (2013) asserts that the qualitative data analysis procedure is the most challenging phase in case study research design due to various factors. Unlike quantitative research, which follows a sequential procedure from data collecting to data analysis and generating conclusions, qualitative research involves a simultaneous and interconnected approach to the entire research process (Doz, 2011). In Yin's (2018) study, many strategies for data analysis in the data analysis stage include pattern matching, explanation building, time-series analysis, logic models, and cross-case synthesis.

## Results and Discussion

The research data is analyzed by using coding techniques to the interview results, incorporating pertinent theories and literature. This approach allows for a more comprehensive comprehension of the commitment-building process among outsourcing workers. The initial methodology employed is a first-order analysis, which entails a thorough coding of the interviews and meeting transcripts. First-order ideas facilitate the identification of essential components of the informants' system of meaning, but they do not reveal more profound patterns or connections within the data. In order to identify the underlying themes that can be used as the foundation for building this case study, we employ a more organized second-order analysis to examine the data from a more abstract theoretical perspective. During the third phase of the analysis, we classify it into three stages of organizational commitment construction processes among outsourcing workers: the input, process, and output stages. This approach comprises straightforward activities to analyze the connections between primary concepts and secondary themes that can be condensed into simplified complementary groups.

The primary conclusions drawn from the interview data indicate that participants strongly desire to secure high-quality employment within their work environment. Power generation unit workplaces are typically situated in remote and distant locales, away from other industrial sites. Working with a guaranteed level of income will enable outsourcing workers to adequately support their families, regardless of their employment position. This corresponds to the environmental condition category in Meyer's (1997) commitment formation model, where factors such as family responsibilities, unemployment rate, and the challenge of obtaining suitable employment serve as antecedents or inputs for the development of organizational commitment. In addition, Meyer (1997) identifies personal traits as additional antecedents, such as workers' expectations, demography, and the values or norms upheld by the workers.

"I am highly content as it is exceedingly challenging to secure employment in my locality, and the remuneration is meager if one works outside due to the extensive demands." "Here, I am near my family." (Source 2).

"I am pleased to become a member of MKP." Indeed, I am content as this job provides me with the opportunity to work and meet the financial requirements of my family, which has been challenging due to the scarcity of job opportunities. I express gratitude for being able to join MKP.

The resource-based view lays significant emphasis on the strategic value of resources in order to attain a competitive advantage. The emergence of commitment among outsourcing workers in this study is

influenced by their perceptions of the work environment, timely salary, and their relationships with supervisors and colleagues. These factors are considered criteria for good Perceived Organizational Support (POS) provided by the company, as expressed by informants. One informant stated, “The work, the salary, the environment, the coordinator, Mr. Galih is flexible, not too strict, and can lead well.” Informant 6.

“I am content, sir. Praise be to Allah.” It is in close proximity to my residence. Fortunately, Alhamdulillah's welfare is still secure. According to Informant 4, strategically, it is located nearby.

“Extremely content.” The solidarity and salary of the buddies are always punctual. That is everything—informant 5.

According to Runyan, Huddleston, and Swinney (2007), organizations possess capital resources that enable them to compete. These resources include physical resources (such as equipment, technology, and geographic location), organizational resources (such as structure, planning, control, coordination systems, and group relationships), and human resources (such as employees' experience, skills, and intelligence). According to Pranita (2017), there are four factors involved in the development of employee organizational commitment: Individual factors, including age, gender, education level, work experience, and personality traits; Work-related aspects, such as the extent of job responsibilities, work challenges, conflicts in roles, and the level of difficulty in the job; Organizational features, such as the size of the organization, its structure, the presence of labor unions, and the degree of control exerted by the organization over its employees; Professional experience. Their job experience dramatically influences the employee's dedication to an organization. Employees with several years of experience and those with decades of experience exhibit varying levels of dedication. Pawirosumarto, Nugraha, and Rawalasi (2020) claim that organizational commitment is evidenced by employees' comprehensive grasp of the attitudes associated with their jobs and subsequent recognition of their engagement with the organization, enabling them to fulfill their responsibilities effectively. This aligns with the results obtained from the interview:

“I aspire to have a long-term career at MKP until my retirement.” Informant 2 expressed contentment with their current position, citing their familiarity, understanding, and overall comfort as reasons for not considering other employment opportunities.

“However, I am already content with the current salary.” During my tenure at MKP, I acquired substantial experience, making it an ideal environment for personal growth and learning. According to Informant 4, the corporation continues to utilize our services. Thus, there is no reason why we should not be involved.

A study by Ahmed Siddiqui (2021) demonstrates that heightened contract activity within government agencies increases employees' intention to leave their positions. According to Asatiani, Penttinen, and Kumar (2019), current research on organizational commitment is primarily on core staff. In addition, a study conducted by Cem Ersoy and colleagues in 2011 discovered that three psychological factors, namely perceived job alternatives, motivation, and drive for achievement, had a more significant impact on the relationship between outsourced employees and Organizational Commitment than core employees. According to Fu and Deshpande (2014), outsourcing employees who do not align well with the organization are less prone to leaving the firm than core employees. Individuals with lower educational attainment and qualifications typically have a lesser impact on their professional development inside the organization where they are employed. They have a restricted range of career prospects and are less likely to transfer to other organizations (Deng et al., 2021). Work engagement is considered a significant predictor of commitment, as it is believed that higher levels of engagement positively affect both organizational commitment and employee job satisfaction (Sanda, 2016).

The employee satisfaction survey conducted by PT. Mitra Karya Prima showed a 0.02 gain in achievement compared to 2018. The average score in the 2019 survey was 3.14, while it was 3.12 in the 2018 survey. Out of the seven components evaluated in the assessment of employee satisfaction, six components showed an improvement, while only one component, namely leadership, witnessed a decline. The leadership aspect decreased by 0.05, from 3.21 in the 2018 survey to 3.16 in 2019. The 2019 employee satisfaction survey revealed a change in the aspect with the lowest score. Compensation and welfare had the lowest score of



3.07, although, in the previous year's survey, it ranked as the second lowest element. Based on the 2018 and 2019 employee satisfaction surveys, it is evident that the issues of career and development and remuneration and wellbeing consistently receive the lowest scores. These areas require additional attention from the company's management. The low score of the compensation and welfare aspect in PT. Mitra Karya Prima's employee satisfaction survey is consistent with the research findings of Afshari & Gibson (2020) on field workers. Their study revealed a significant relationship between organizational commitment and transactional leadership in providing work equipment that meets field conditions. The statement aligns with the interview results, indicating a desire for continuous improvement in MKP. In order to prioritize effectively, it is crucial to place greater emphasis on supplying footwear for the future. This is because personal protective equipment (PPE) tends to have a limited lifespan in the field, sometimes lasting less than a year, and often even less than that owing to challenging field conditions. Shoes and clothes become soiled with oil. According to Informant 2, enhancing personal protective equipment (PPE) is essential.

The rise in employee job satisfaction data of PT Mitra Karya Prima presents a research gap as it contradicts the findings of Vrangbaek, Petersen, and Hjelmar (2013) in their literature review. Their study revealed that outsourcing has predominantly negative effects and diminishes job satisfaction. The empirical findings of this study are anticipated to make a scientific contribution to the model of commitment formation for outsourcing employees. Additionally, they are expected to serve as a managerial consideration for companies when formulating policies to encourage outsourcing workers to remain with the company and maintain organizational commitment. The organization will get its competitive edge when it possesses superior resources. These benefits can encompass solid corporate profitability and a favorable company atmosphere. Certain advantages a corporation possesses might enhance its competitive edge against other enterprises. The company's competitive edge and achievements will enhance its overall value. Resource-based theory examines the assets possessed by a firm and how the company can effectively handle and exploit these assets (Frączkiewicz-Wronka & Szymaniec, 2012). Rugman & Verbeke (2002) posit that, according to the Resource-Based View (RBV), a corporation can outperform its competitors and generate favorable financial results by possessing, controlling, and exploiting significant strategic, tangible, and intangible assets.

According to Runyan, Huddleston, and Swinney (2007), one possible way to enhance firm performance is to integrate tangible and intangible assets. Investors will highly prioritize organizations with superior capabilities, particularly regarding intellectual capital. The resource-based view theory explores how organizations can effectively leverage and exploit their available resources to gain a competitive edge. In order to obtain this advantage, companies must strategically employ and enhance their capital resources, including intellectual capital (Szymaniec-Mlicka, 2014). The organization will attain its competitive edge once it possesses superior resources. Intellectual resources are highly valued and contribute significantly to developing a competitive advantage. According to the Resource-Based View (RBV) paradigm, a corporation is perceived as a combination of various resources and competencies.

According to Aragón-Correa and Sharma (2003), having resources and capabilities different from competitors can give a company a competitive advantage. Efficient resource management by the company can lead to a competitive advantage, resulting in increased value for the company. The RBV theory assumes that organizations can gain a competitive advantage by effectively managing their resources in line with their capabilities (Kraaijenbrink et al., 2010). Hence, it is challenging to forecast the specific impact of particular resources on performance without considering their interrelationship with other assets. Commitment is a measure of the employees' strength, level of involvement, and devotion to the organization.

Competitive advantage is established by utilizing employees' organizational commitment, particularly in outsourcing. Organizational commitment is a valuable yet intangible asset that can enhance a company's performance and provide it with a lasting competitive edge. In order to attain a lasting competitive edge, a corporation cannot have its resources spread out among many enterprises and easily transferable within an industry or group. As described above, organizational commitment is a Resource-Based View (RBV) framework component. It pertains to the connection between a company's resources and capacity to utilize them to attain exceptional performance effectively.

## Conclusion

The conclusion of this study demonstrates that the formation of organizational commitment among workers who outsource their work has impacted conceptualization, operationalization, and commitment to the job itself. Based on secondary data obtained from the research site about organizational commitment and employee work engagement, a phenomenon was discovered that is highly intriguing and should be investigated further. PT carries out work Engagement Surveys (WES) and Job Satisfaction Surveys (JSS) regularly. Mitra Karya Prima. These surveys are carried out to guarantee that employees are productive and provide assessment material for the company's management while formulating corporate policies. Important factors that contribute to the establishment of individual commitment include the conditions of the environment, the traits of the individual, and the point of sale.

The view of a fundamental theoretical model that is constructed on the resource-based view (RBV) theory represents the foundation upon which organizational commitment is developed. When it comes to achieving a competitive edge, the resource-based view places a significant amount of focus on the value strategy of their resources. Because a competitive advantage is a limited resource, challenging to copy, and irreplaceable, RBV theory states that a corporation must refrain from buying or taking a sustainable competitive advantage from other organizations. This is because the advantage is of irreplaceable value. The resource-based perspective proposes that resources or assets exist in bundles and that these bundles affect performance with uncertainty regarding the causal relationship between the two. According to the resource-based perspective theory, the majority of the work assigned to employees according to their expectations significantly impacts the level of engagement and loyalty they exhibit. A significant amount of focus is placed on the value strategy of resources to obtain a competitive advantage, according to the resource-based view of the organization. According to this notion, a company's internal resources are more significant than external resources when it comes to retaining a competitive advantage—every business endeavors to achieve a competitive advantage to ensure its continued existence in the business world.

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