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International Conference of Psychology

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The Influence of Resilience and Peer Support on Contextual Performance of Outsourced Employees in Online Transportation Companies

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ABSTRACT

This study aims to empirically investigate the impact of resilience and co-worker support on the contextual performance of outsourcing employees at an online transportation company in Yogyakarta. The correlational quantitative approach method was employed to examine this relationship. The population of interest consisted of all outsourcing employees at the online transportation company in Yogyakarta, totaling 116 employees. The study employed a measuring instrument consisting of three scales: peer support, resilience, and contextual performance. The analysis technique utilized was multiple linear regression through the use of specific software. The analysis yields that both co-worker support and resilience had a highly significant effect, as indicated by a regression coefficient of R=0.418, F=11.951 with p=0.000 (p<0.01). Furthermore, the variables of co-worker support and resilience accounted for 17.5% of the effective contribution to the contextual performance. Therefore, the research conclusions indicate that co-worker support and resilience from challenges substantially impact the outsourcing employees' overall contextual job performance at the Yogyakarta online transportation company.

Keywords: contextual performance, peer support, resilience.

Introduction

The advancement of technology has opened up new avenues for business opportunities in the community. Entrepreneurs who possess innovative ideas and successfully implement them can contribute towards poverty reduction and the country's economic growth. Online transportation companies have gained immense popularity among the various creative companies that are highly sought after, particularly in Indonesia. These companies provide a platform for entrepreneurs to facilitate buying and selling processes through applications. The growing number of online transportation users has increased demand for more positions within the company. To address the issue of the increasing number of workers to align with the required qualified human resources requirements, the company may collaborate with outsourcing firms.

Outsourcing companies have emerged as a prevailing trend or model that facilitates employers in avoiding the effortful tasks of searching, selecting, and training workers to meet the specific requirements of their organizations. The evaluation of employee competence within a company is generally based on their work outcomes. Particularly during the ongoing pandemic, companies impose stringent demands on both the quality and quantity of work. The changes in work patterns and habits have necessitated employees to adapt to technological constraints while working from home (WFH), leading to a decline in performance. Moreover, employees encounter difficulties in coordinating with their superiors and co-workers due to the absence of direct

interaction. Additionally, the company's limited scope of daily activities and operations contributes to employee burnout, adversely affecting their overall performance.

Abbas, Hameed, and Waheed (2011) assert that employee performance significantly impacts productivity and company performance. According to Mathis and Jackson (2011), employee performance refers to the contribution made by employees to the organization. When employees perceive support from the organization and have access to adequate work resources, they reciprocate this support by positively influencing their work and the organization as a whole (Kotzé & Nel, 2019). Evaluating employee performance involves assessing the quality and quantity of work results employees achieve in fulfilling their assigned responsibilities (Mangkunegara, 2013). When assessing an individual's performance, various factors, such as the quantity and quality of results, punctuality, attendance or absenteeism, and cooperation ability, can be considered (Mathis & Jackson, 2011). This evaluation process helps determine the level of employee performance within the company.

Providing assistance to other co-workers in a contextual manner goes beyond the scope of one's job description, constituting what is known as contextual performance. Koopmans et al. (2011) define contextual performance as encompassing tasks that extend beyond one's designated work duties, including taking initiative, being proactive, cooperating with others, and demonstrating enthusiasm. The employees' existence as valuable human resources plays a crucial role in achieving organizational goals. The attainment of these goals relies on employees' ability to fulfill their job responsibilities and their willingness to go above and beyond their job description (Riggio, 2009). Contextual performance, which is not formally required in the workplace, contributes to maintaining an organizational, social, and psychological environment (Borman & Motowidlo, 1997). These behaviors, flourished and reflected within employees, are categorized as non-task or contextual performance. Moreover, Borman and Motowidlo (1997) argue that contextual performance is essential for maximizing work productivity and enhancing the organization's effectiveness and efficiency. Borman et al. (2001) further delineate aspects of contextual performance, including 1) enthusiasm, 2) voluntary, 3) cooperating, 4) complying with regulations, and 5) supporting and holding onto organizational goals.

Influential factors contributing to contextual performance are interpersonal support, organizational support, and awareness initiatives (Borman et al., 2001). These factors have been identified as influential factors in employee behavior to enhance optimal performance beyond their designated roles. Among the external factors that impact employee performance, peer support has been highlighted by Wibowo (2013). Co-worker support entails peers' mutual assistance in fulfilling their tasks during challenging situations, involving sharing knowledge and expertise and providing encouragement and support (Zhou & George, 2001). Also, employees may acquire task-relevant knowledge and expertise from supportive co-workers (Perry-Smith, 2006).

According to Sarafino (1998), co-worker support involves the provision of comfort, care, appreciation, or assistance from one person or group to another. In the workplace, peers can serve as a crucial source of social support, particularly when employees are engaged in tasks that require interaction or collaboration with their co-workers (Amarneh et al., 2010). Hammer et al. (2004) identify several indicators of peer support, including (1) receiving help and support from co-workers, (2) feeling accepted within the workgroup, (3) receiving attention from co-workers, (4) being motivated by peers, and (5) feeling comfortable with one's co-workers.

Companies that continue improving their quality will expect excellent effort from their employees, necessitating peer support and one's own resilience. This assertion is consistent with Kusumaputri and Riyanti's (2018) statement that the crucial attitude for employees facing challenging working conditions is resilience in the workplace. The term resilience at work is commonly used to describe an individual's ability to endure and flourish in stressful situations (McEwen, 2011). Resilience is an individual's ability to maintain psychological stability in the face of

stress (Pidgeon & Keye, 2013) and is considered a crucial soft skill for employees. Notably, possessing high levels of resilience can serve as an external facilitator in enhancing employee productivity.

According to Connor and Davidson (2003), resilience refers to an individual's capacity to effectively cope with stress, pressure, anxiety, and depression. Then, Connor and Davidson (2003) further categorize resilience into five dimensions, explicitly (1) personal competence, high standards, and tenacity, (2) confidence, (3) positive acceptance of change and secure relationships with others, (4) control, and (5) spirituality. Orthman, Ghazali, and Ahmad's (2013) research findings indicate a positive correlation between resilience and organizational performance. Furthermore, Mulqueen (2014) suggests that resilient individuals tend to exhibit better performance, demonstrate commitment to their organization, achieve work-life balance, and effectively manage change with reduced psychological distress. Based on the studies mentioned earlier, it can be inferred that an individual's level of resilience significantly influences their work outcomes and productivity.

The preceding explanation and prior research indicate that there exists a correlation between co-worker support, resilience, and performance. Given the significance of comprehending factors that influence employee performance, researchers have concentrated on investigating the connection between co-worker support and resilience concerning performance. This investigation aimed to examine the interplay between peer support and resilience in relation to performance.

Method

The research methodology employed in this study was a non-experimental quantitative approach utilizing survey research methods. The entire population of interest consisted of outsourced employees who worked as admins at one of the online transportation companies in Yogyakarta. To ensure maximum representation, a saturated sampling technique was utilized. Data collection was conducted through the distribution of research questionnaires online via Google Form links or in the form of survey sheets containing measuring instruments for all 116 subjects.

The instruments utilized in the study include the contextual performance scale, peer support scale, and resilience scale. The contextual performance scale was developed by researchers based on Borman et al.'s (2001) theory, which encompasses aspects such as (1) enthusiasm, (2) voluntary participation, (3) cooperation, (4) obeying regulations, (5) supporting and holding onto organizational goals. The peer support scale, on the other hand, adopts Kotarumalos Scale (2018) from Sarafino's (2012) theory, which includes (1) emotional, (2) informational, (3) instrumental, (4) friendship, and (5) judgment aspects. Lastly, the resilience scale was created based on Connor and Davidson's (2003) theory, which includes (1) personal competence, high standards, and tenacity, (2) confidence, (3) positive acceptance of change and secure relationships with others, (4) control, and (5) spiritual aspects.

Data analysis for this study utilized Microsoft Excel and SPSS (Statistical Package for Social Science) version 23.0. The collected data was inputted and processed through the SPSS program, employing multiple regression test analysis to determine the potential simultaneous and partial effects of peer support and resilience on contextual performance. Following the completion of the analysis, the researchers will be able to draw conclusions regarding the study conducted on the employees.

Results

The present study examined a group of 116 outsourced employees who held administrative positions at a prominent online transportation company in Yogyakarta. In order to gain a comprehensive understanding of the participants, their demographic characteristics were analyzed and presented in Table 1.

Table 1.
Characteristics of respondents

Characteristic	Frequency	Percentage	Mean	SD
Gender				
Man	29	25%	1.25	.435
Woman	87	75%		
Age				
21-30	87	75%	1.285	.524
31-40	25	21.6%		
41-50	4	3.4%		
Length of Work				
<2 years	62	53.4%	1.81	.922
2-3 years	14	12.1%		
3-5 years	40	34.5%		

Source: Data processing (2022)

According to the data presented in Table 1, it can be observed that the female gender is predominant, with 87 respondents (75%), while the male gender accounts for only 29 respondents (25%). Additionally, most respondents fall within the age range of 21-30 years (SD = 0.524). In terms of length of work, the highest percentage of respondents had worked for less than 2 years (53.4%), followed by those who had worked for 3-5 years (34.5%), and the lowest percentage had worked for 2-3 years (12.1%).

The study applies multiple regression analysis methods (two predictors) to test the hypothesis in this study. However, before conducting the hypothesis test, it was necessary to perform an assumption test, including a normality test, a multicollinearity test, and a heteroscedasticity test. The normality test, which utilized the Kolmogorov-Smirnov test, was the first assumption test conducted to determine whether the residual values of the variables used were normally distributed or not, as shown in Table 2.

Table 2.
Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
N		116
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	4.01950952
Exact Sig. (2-tailed)		.200

Based on the outcomes of the normality test, it is evident that the significance value (p) is 0.200 (p > 0.05). Consequently, it can be inferred that the data distribution in this particular study can be considered normally distributed, thereby satisfying the prerequisites for the regression model. A reliable regression model should not exhibit any correlations among the independent variables. Therefore, the subsequent step involves conducting a multicollinearity test to assess this

assumption. The outcomes of the multicollinearity test can be observed by examining the values of the Variance Inflation Factor (VIF) and tolerance value, as presented in Table 3 below.

Table 3.
Multicollinearity Test Results

Variable	Tolerance	VIF	Remark
Co-Worker Support	.760	1.316	No multicollinearity
Resilience	.760	1.316	No multicollinearity

In this test, the VIF value must be <10, and the tolerance value should be >0.1. Referring to Table 2, it is evident that the variables of co-worker support and resilience have a 1.316 (<10) VIF value and a 0.760 (>0.1) tolerance value. Therefore, the investigation deduces that both independent variables do not exhibit multicollinearity. The subsequent step is the assumption test, precisely the heteroscedasticity test, as presented in Table 4.

Table 4.
Heteroscedasticity Test Results

Variable	Sig. (p)	Remark
Co-Worker Support	.587	no heteroscedasticity
Resilience	.324	no heteroscedasticity

Based on the results of the heteroscedasticity test, it is evident that the co-worker support variable exhibits a significance value of 0.587 >0.05. Similarly, the resilience variable also demonstrates a significance value of 0.324 >0.05. These findings indicate that neither of these variables display heteroscedasticity.

The subsequent step involves conducting a hypothesis test once all the assumption tests have been satisfied. Multiple linear regression analysis techniques were employed in this study to test the hypothesis to determine the impact of co-worker support and resilience on contextual performance.

Table 5.
Multiple Linear Regression Analysis

R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.418[a]	.175	.160	4.05492	11.951	.000[b]

Based on the outcomes of the calculation earlier, co-worker support and resilience variables simultaneously have a positive impact on contextual performance, as evidenced by an (R) value of 0.418 and an F value of 11.951 with p=0.000 (p<0.01). The results support the major hypothesis of the study, which suggests that peer support and resilience simultaneously significantly influence the contextual performance of outsourced employees who work as admins in an online transportation company in Yogyakarta. However, it is essential to note that the degree of the simultaneous influence of co-worker support (X1) and resilience (X2) variables on contextual performance (Y) was 17.5%, with the remaining 82.5% influenced by variables not investigated in this study.

Table 6.
Partial Test

Type	Standardized Coefficients Beta	T	Sig.
(Constant)		4.605	.000
Co-Worker Support	.212	2.162	.033
Resilience	.271	2.762	.007

In Table 6, the results of further analysis of the minor hypotheses indicate that co-worker support has a coefficient value of β=0.212 and a t-value of 2.162 with a significance level of 0.033 (p<0.05). The findings suggest that co-worker support substantially impacts the contextual performance of outsourced employees who operate as admins at one of Yogyakarta's online transportation providers. In other words, the first minor hypothesis has been accepted. Further investigation of the second minor hypothesis revealed that resilience had a coefficient of β= 0.271 and a t-value of 2.762 with a significance level of 0.007 (p<0.01). These results imply that the resilience variable substantially impacts the contextual performance of outsourced personnel working as admins for one of Yogyakarta's online transportation providers. As a result, the second minor hypothesis can be accepted.

Discussion

The regression analysis results revealed a significant impact of co-worker support and resilience on the contextual performance of outsourced employees working as admins at an online transportation company in Yogyakarta. This yield implies that the combined influence of co-worker support and resilience can accurately predict the level of contextual performance among these employees. Notably, peer support and resilience substantially contributed 17.5% towards enhancing contextual performance. In other words, higher levels of peer support and resilience correspond to higher levels of contextual performance, while lower levels of co-worker support and resilience result in lower contextual performance among employees.

The research findings indicate a strong correlation between resilience and contextual performance. It suggests that employees with higher resilience tend to exhibit higher levels of contextual performance, while those with lower resilience demonstrate lower levels of contextual performance. This deduction implies that outsourced employees working as admins at online transportation companies in Yogyakarta should be encouraged to develop their resilience skills to enhance their ability to work contextually. By doing so, they can contribute to creating a more comfortable and supportive organizational, social, and psychological environment. These findings align with a study conducted by Murthy (2017), which highlights the impact of employee resilience on their contextual performance. Employees with high resilience are more adept at performing in a contextual manner. Therefore, resilience should be considered a crucial attribute for employees in any company. The issue of employee engagement remains a significant concern in various sectors, including corporate, consulting, and academic fields (Meintjes & Hofmeyr, 2018).

The presence of resilience abilities among outsourced personnel is essential in its own right. Outsourced employees, essentially contract workers who can be terminated at any moment, possess a unique trait of resilience that sets them apart from permanent employees. Firdaus' research (2021) confirms a noticeable difference in the performance of permanent and contract employees (outsourcing), with the latter group exhibiting better overall performance on average. This ability to adapt and thrive in uncertain work environments is a valuable asset for outsourced employees.

This study partially demonstrates the impact of resilience and peer support on employees' contextual performance. Contextual performance encompasses behaviors that directly contribute to achieving organizational goals within the social and psychological context of the workplace (Rotundo & Sackett, 2002). It is further emphasized by Borman and Mototwidlo (2014) that contextual performance involves employee activities that may not be directly related to the technical core of the organization but play a crucial role in supporting the work environment, such as offering social or psychological support to co-workers. This statement aligns with the concept of co-worker support as described by Sarafino (1998), which refers to the provision of comfort, care, appreciation, or assistance to other people or another group.

According to the results of this study, it is suggested that contextual performance can be influenced by factors beyond co-worker support and resilience, with 82.5% of these factors remaining unexplored. Hence, this yield presents an opportunity for future researchers to investigate deeper into these other factors and their impact on employee contextual performance.

However, it is important to note that this study has limitations, such as a small sample size that may not accurately represent Yogyakarta's broader population of employees. As such, forthcoming researchers who would conduct research related to contextual performance should consider incorporating additional independent variables and approaches to enrich the development of science and contribute to industrial and organizational psychology.

Conclusion

According to the conducted research, it can be deduced that a correlation exists between peer support and resilience with contextual performance. In other words, when employees receive higher levels of support from their co-workers and possess greater resilience, their contextual performance tends to be higher. Conversely, when co-worker support and resilience are lacking, the contextual performance of employees tends to be lower. The study found that peer support and resilience accounted for a significant contribution of 17.5% to the overall contextual performance.

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