



Determinants of Employee Performance during COVID-19 Pandemic in Indonesia

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Abstract

This study examines the impact of job insecurity, job stress and work engagement on job performance among Indonesian workers during the COVID-19 pandemic. The research applies a quantitative approach. A web-based survey collected the data from 146 workers in Indonesia from various sectors. The research hypotheses were tested using Partial Least Square – Structural Equation Modelling (PLS-SEM). The results showed that there are negative relationship between job insecurity and work engagement and also between job stress and job performance. Another result showed that there is positive relationship between work engagement and job performance. This study only conducted in Indonesia during COVID-19 pandemic. The study result will provide an understanding for company of employees' needs of the clarity of their status. Such insight supports the development of employee maintenance in the future, especially among Indonesian workers. The massive implementation of workers layoff because of pandemic have increase the insecurity level for Indonesian workers. This study contributes to the organizational behavior and human resources management literature by testing factors like job insecurity, job stress and work engagement on job performance.

Keyword: job insecurity, job stress, work engagement, job performance

1. INTRODUCTION

The COVID-19 pandemic that has occurred since the beginning of 2020 throughout the world has had a significant impact on various aspects of life. In response to this incident, governments in various countries have imposed schemes for limiting human activities, ranging from social distancing, physical distancing, to regional lockdowns to suppress the spread of the COVID-19 outbreak. The policy changed the socio-economic activities of the community such as restrictions on public transportation, closing shopping and entertainment centre.

The Government of Indonesia also implemented a policy of Large-Scale Social Restrictions (PSBB) on March 31, 2020, through Government Regulation (PP) Number 21 of 2020 concerning Large-Scale Social Restrictions in the Context of Accelerating Handling of

Corona Virus Disease 2019 (COVID-19). What is intended by PSBB in this PP is the restriction of specific activities of residents in an area suspected of being contaminated with Covid-19 in order to prevent the spread of Covid-19. PSBB must include at least the following: a. school and workplace holidays; b. religious activity limitations; and/or c. restrictions on activities in public places or facilities.

The world of business and industry is a sector that has been significantly affected during this pandemic. Activity restrictions that have been implemented by the government have forced many companies to adjust their business activities so that their business does not stop. This situation has a broad impact on the socio-economic conditions of the community, including the decline in company income in the business and industrial sectors as well as the continuity of the work of workers in companies affected by the COVID-19 pandemic.

The Central Statistics Agency (BPS) confirmed that the COVID-19 pandemic had a tremendous impact on the sustainability of micro-small businesses (UMK) and large micro-enterprises (UMB). From the results of a survey conducted from 10-26 July 2020 to 34,559 respondents, BPS found that 84 percent of MSEs and 82 MSEs experienced a decrease in income during the pandemic. On another news website, the Central Statistics Agency (BPS) also states that income per capita community decreased by IDR 286 thousand or 2.53 percent, from IDR 11.3 million last year to IDR 11.01 million in 2020 (CNN, 2020)

The company's income decrease has an impact on the employee's ability to continue working. According to Ngadi et al (2020) of the Indonesian Institute of Sciences' Population Research Centre, there has been a wave of termination of employment (PHK) and a decline in the income of workers/employees/employees during the PSBB period in Indonesia. At the end of April 2020, the percentage of workers/employees/employees laid off in Indonesia was 15.6 percent, with 1.8 percent receiving severance compensation and 13.8 percent receiving no severance pay.

The high number of layoffs in Indonesia triggers work stress and insecurity for workers from various industrial sectors. Griffin & Ronald (2008) defines work stress as a non-specific reaction of a person's physical body to various demands from within and from outside the human body. De Witte et al (2015) define job insecurity as the level of uncertainty felt by employees related to the continuity of work in the current position. In a study conducted by Azmi et al (2016) and Schreurs et al (2012) each showed that there was a negative relationship between stress and work insecurity on employee performance.

In various literatures such as that conducted by Amin et al (2018) and Wang et al (2014) it was also found that high levels of stress and employee work insecurity also have a negative influence on employee work engagement with their work. Temporary in research conducted

by Christian et al (2011) and Wang et al (2014) it was found that when workers do not feel attached to their work, they tend not to exert their abilities optimally, causing their performance to be less good. Thus, this study will examine Indonesian workers' job insecurity, job stress and job engagement impact on performance during COVID-19 pandemic.

1.1. Job Insecurity

Job insecurity can be defined as a threat to the continuity and stability of work (Shoss, 2017). Job insecurity can also be interpreted as the level of uncertainty that employees feel related to the continuation of work in their current position (De Witte et al, 2015). Jiang (2017) states job insecurity as the perception of instability or future risk of one's job, regardless of the actual objective level of job insecurity.

This is a subjective perception resulting from the evaluation of the work environment both internally and externally. Consequently, the same objective situation may result in different interpretations of insecurity for each employee. Effective strategies can help employees overcome job insecurity so they can stay engaged and productive in their jobs, especially under difficult conditions (Darvishmotevali & Kilic, 2017).

1.2. Job Stress

Job stress can occur when a person cannot coordinate available resources and job demands with personal abilities (Chen, 2009). Griffin & Ronald (2008) define work stress as a non-specific reaction from a person's physique to various demands both from within and from outside the human body.

Based on the above description, it is possible to conclude that stress is a condition that affects a person's condition both physically and mentally, as well as emotions, thought processes, and a person's condition in which he is forced to respond beyond his ability to adapt to an external demand (environment). Too much stress might impair a person's capacity to deal with their surroundings.

1.3. Work Engagement

Work engagement is a positive state for fulfilling work-related motivation characterized by passion, dedication, and absorption (Bakker et al, 2008). Work engagement can also be interpreted as employee involvement both physically and emotionally within the organization. Employee enthusiasm and involvement in work can build an energetic and effective relationship between employees and their work. Little & Little (2006) defines work engagement as an employee's ability and willingness to lead their organization to success by

involving themselves in various work activities. This is an ongoing process and shows the positive aspects of employees. Measure (2004) states that work engagement is a person's involvement and commitment to their work. Highly engaged workers value everything positively about the company and care about the company's values and rules.

1.4. Job Performance

Performance is an important concept in organizational management because every organization really needs good employee performance in achieving its goals. Performance management functions to support overall organizational goals by linking each employee's and manager's work to the organization's mission. Performance includes the results achieved by a person or group in carrying out their duties both in quantity and quality in accordance with the responsibilities given to them (Schermerhorn et al, 2005 and Wu, 2011). Robbins (2005) and Wu (2011) describe performance as describing performance as the amount of effort a person will use in his work.

1.5. Hypotheses Development

a. Job Insecurity and Work Engagement

Previous studies had uncovered evidence that job insecurity has a negative impact on employee engagement with the organization. In his research, Wang et al (2014) discovered that feelings of anxiety, anger, and frustration were frequently detected in job insecurity, preventing them from feeling attached to the organization. Furthermore, Vander Elst et al (2011) and De Spiegelaere et al (2014) concluded that workers' feelings of insecurity can lead to a decrease in employee engagement. The following hypotheses can then be advanced:

Hypothesis 1 : Job insecurity is negatively related to work engagement

b. Job Insecurity and Job Stress

The results of research conducted by Safaria et al (2010) found that there is a significant relationship between job insecurity and job stress. The findings in the study stated that there was an increase in work stress along with the increase in employee job insecurity. Based on the following explanation, the following hypothesis can be formulated:

Hypothesis 2: Job insecurity is positively related to job stress

c. Work Engagement and Performance

Low employee performance levels are related to low employee engagement with their work. In research conducted by Christian et al (2011) and Wang et al (2014) It was found

that when workers do not feel attached to their work, they tend not to exert their abilities optimally, causing their performance to be less good.

It is further explained in the research conducted by Demerouti & Cropanzano (2010), Lack of a sense of attachment of workers to their work causes workers to not be able to identify their jobs properly and allocate the resources they have to support their performance.

Hypothesis 3: Work engagement is positively related to employee performance

d. Job Stress and Performance

Based on research conducted by Azmi et al (2016) it was found that there is a negative and significant relationship between work stress and performance, which means that the higher the employee's work stress, the lower the performance and vice versa. Consistent with research conducted by Azmi et al (2016) research conducted by Al Rub (2004) regarding the relationship between work stress and performance also found that job stress affects performance. The results of the research analysis found that employees with moderate levels of stress had lower performance than employees with high or low levels of work stress. However, stress that is managed properly will actually be one of the factors that can improve employee performance as in the results of research conducted by Lepine et al (2005). Based on the following explanation, the following hypothesis can be formulated:

Hypothesis 4: Job stress is negatively related to employee performance

Hypothesis 5: Job stress moderates the relationship between work engagement and employee performance

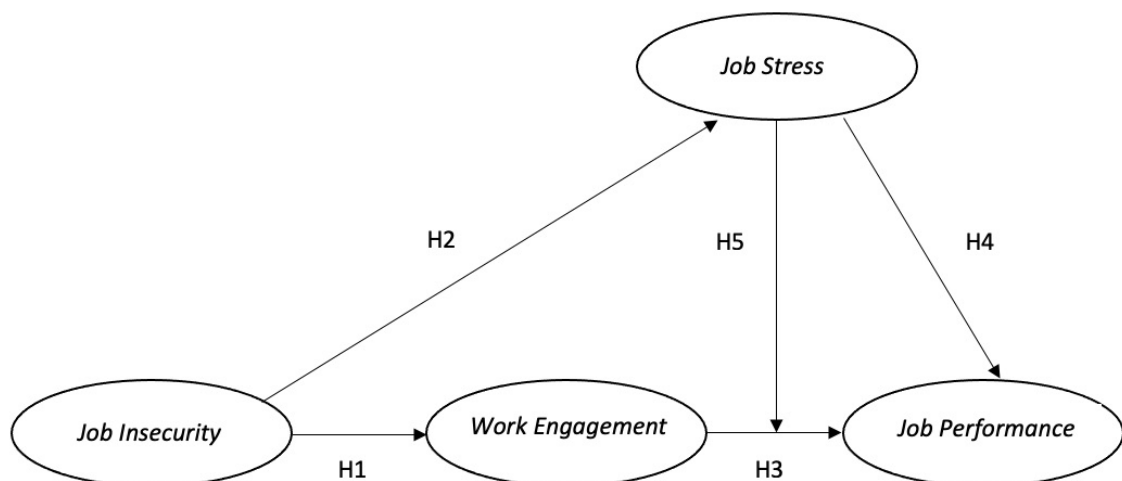


Figure 1. Theoretical Framework

2. METHOD

2.1 Sample and data collection

A total 150 responses collected for this study from various respondents through web-based questionnaires. 4 responses were excluded due to missing data, so only 146 responses can be used to be research samples with a response rate of 97.3 per cent. Demographic variables used in this study were gender, age, educational level, marital status, income and tenure with the organization.

Respondents for this study came from various sectors of public and private organizations. The majority of respondents came from the private sector at 82.19 per cent. 82.19 per cent of respondents labeled themselves as staff or non-management and the rest came from the first line manager, middle manager and top manager levels. Respondents consisted of 58.22 per cent for women and 41.78 per cent for men. 54.79 per cent respondents' ages ranged from 20-30 years. Educational qualifications ranging from high school to PhD, the largest number of respondents came from bachelor qualifications at 69.18 per cent. The highest rate for marital status characteristic came from married respondents at 50 per cent. Respondents with income range IDR 2.000.000-4.000.000 have the biggest rate response at 27.40 per cent. The largest number for tenure of respondents in the organization came from range 1-5 years at 47.95 per cent.

Table 1
Demographic characteristics of the respondents

Demographic	Frequency	% of total <i>n</i>
<i>Gender</i>		
Male	61	41.78
Female	85	58.22
<i>Age</i>		
< 20	2	1.37
20-30	80	54.79
31-40	49	33.56
41-50	7	4.79
>50	8	5.48
<i>Education</i>		
High School Graduated	11	7.53
Diploma	22	15.07
Bachelor	101	69.18
Master	12	8.22
PhD	0	0
<i>Marital Status</i>		
Single	72	49.32
Married	73	50
Divorced	1	0.68
<i>Income in IDR</i>		
2.000.000-4.000.000	40	27.40
4.000.0001-6.000.000	39	26.71

6.000.0001-8.000.000	25	17.12
8.000.000-10.000.000	13	8.90
>10.000.000	29	19.86
<hr/>		
<i>Experience in Years</i>		
<1	27	18.49
1-5	70	47.95
6-10	32	21.92
11-15	10	6.85
16-20	1	0.68
>20	6	4.11

Note : $n = 146$

Source : Primary Data (2021)

2.2 Measurement of variables

All items in variable measurement are measured with an interval scale, namely a 5-point Likert scale starting from a scale of 1 = strongly disagree to a scale of 5 = strongly agree. The measurement of *Job Performance* in this study adapted from Shin & Hur (2020) with three items. The Cronbach's alpha reliability of these three items measuring job performance was 0.92. An example item includes "This employee (I) adequately completed his/her (my) assigned duties".

Job insecurity was measured using indicators adapted from Shin & Hur (2020) with four items. The Cronbach's alpha reliability of these four items measuring job insecurity was 0.74. An example item includes "There is a risk that I will lose my present job in the near future". Measurement of the *job stress* variable uses indicators adapted from Schwepker & Ingram (2016) with four items. The Cronbach's alpha reliability of these four items measuring job stress was 0.79. An example item includes "I feel fidgety or nervous because of my job". The measurement of the *work engagement* variable use indicators adapted from Schaufeli & Baker (2006) dan Shin & Hur (2020) with nine items. The Cronbach's alpha reliability of these nine items measuring work engagement was 0.90. An example item includes "I feel strong and vigorous at my job".

3. RESULTS AND DISCUSSION

3.1 Result

The analysis test in this study was using Structural Equation Modeling (SEM) conducted with SmartPLS 3. SEM is composed of the measurement model and the structural model (Hair et al., 2014).

Table 2
Descriptive Statistics

No.	Constructs	Mean	SD	1	2	3
1	Job Insecurity	2.63	0.57			
2	Job Stress	2.21	0.87	0.31**		
3	Work Engagement	3.92	0.63	-0.16	-0.24**	
4	Job Performance	4.41	0.64	-0.05	-0.30**	0.55**

**Correlation is significant at the 0.01 level

Notes : $n = 146$

Source : Processed Primary Data (2021)

a. Descriptive statistics

Table 2 displays the descriptive statistics and correlation matrix for the variables. The findings show that job stress is highly associated to job insecurity. Meanwhile, the findings indicate a negative link between workplace engagement and job performance and job insecurity. Work engagement and job performance have a negative link with job stress. Furthermore, the findings indicate that there is a favorable association between work engagement and job performance. As a result, correlations between variables are in the projected directions.

b. Measurement Model

1.) Reliability Test

In this study, the reliability test is used to determine which indicators are appropriate for assessing each variable. A high factor loading value suggests that the indicator can explain the variables it measures. Indicators with loading factors less than 0.70 will be removed from the model. This study's indicators are job insecurity (JI), job stress (JS), work engagement (WE), and job performance (JP). According to the analysis, numerous items have a factor loading value of less than 0.70; thus, these indicators will be eliminated, and the model will be re-estimated to assess the reliability of individual items. Table 3 displays the results of the outer loading re-estimation.

Table 3
Re-estimated Outer Loading

	Job Insecurity	Job Stress	Work Engagement	Job Performance
J12	0.731			
J13	0.835			
J14	0.855			
JS1		0.835		
JS2		0.741		

JS3	0.797	
JS4	0.769	
WE2		0.859
WE3		0.796
WE4		0.878
WE5		0.854
WE6		0.851
JP1		0.876
JP2		0.960
JP3		0.944

Source : *Processed Primary Data (2021)*

2.) Internal Consistency and Validity Test

This study applied two criteria to test the reliability of the instrument, which are composite reliability value and Cronbach's Alpha. Those two criteria are applied to measure each indicator in the reflective construct. A reliable construct have composite reliability and Cronbach's alpha values are above 0.7 (Hair et al., 2014).

Table 4
Construct Reliability

	Cronbach's Alpha	Composite Reliability
Job Insecurity	0.739	0.849
Job Stress	0.796	0.866
Work Engagement	0.902	0.927
Job Performance	0.918	0.949

Source : *Processed Primary Data (2021)*

Table 4 showed the final results of the composite reliability test and Cronbach's alpha after re-estimating. It demonstrated that all variables fulfilled composite reliability, with Cronbach's alpha values more than 0.70. As a result, the indicators employed in this research variable were thought to be reliable.

3.) Validity Test

Testing validity at the data were used the average variance extracted (AVE). The value of AVE 0.5 is regarded to meet the validity.

Table 5
Construct Validity

	Average Variance Extracted (AVE)
Job Insecurity	0.654
Job Stress	0.618
Work Engagement	0.719
Job Performance	0.860

Source : *Processed Primary Data (2021)*

Table 5 demonstrated that the AVE value of all variables after re-estimating met the condition of having an AVE value greater than 0.50. The second requirement is that the square root value of the AVE for each variable be greater than the correlation value with other variables. It is deemed to have excellent discriminant validity if the AVE square root value of each construct is bigger than the correlation value between the constructs and other constructs in the model.

Table 6
Discriminant Validity

	Job Insecurity	Job Stress	Work Engagement	Job Performance
Job Insecurity	0.809			
Job Stress	0.415	0.786		
Work Engagement	-0.356	-0.338	0.848	
Job Performance	-0.198	-0.318	0.515	0.928

Source : Processed Primary Data (2021)

Table 6 shows that in the comparative value of the root AVE, each of these values is bigger than the correlation between other factors. It is possible to conclude that all latent variables have good discriminant and construct validity.

c. Structural Model

Structural model test evaluate a significant value for the path relationship between latent variables using the bootstrapping function in SmartPLS 3. Structural model test conducted a hypothesis test that will be evaluated through the path coefficient value or t-value for each path to test the significance between constructs.

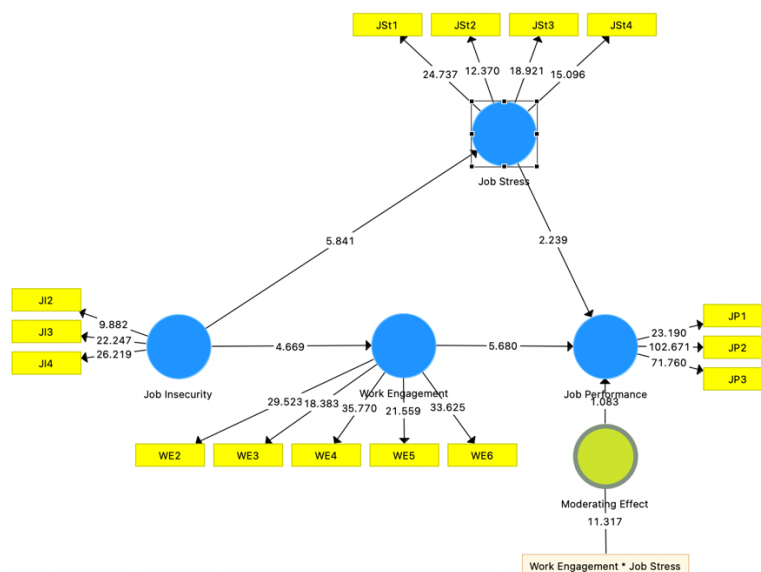


Figure 2. Structural Model

Table 7
Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Insecurity -> Job Stress	0,415	0,428	0,069	6,035	0,000
Job Insecurity -> Work Engagement	-0,356	-0,365	0,071	5,014	0,000
Job Stress -> Job Performance	-0,159	-0,167	0,070	2,275	0,023
Work Engagement -> Job Performance	0,446	0,450	0,076	5,890	0,000
Moderating Effect -> Job Performance	0,070	0,074	0,064	1,090	0,276

Source : Processed Primary Data (2021)

Table 7 showed the critical ratio (C.R.) value of job insecurity on job stress is 6.04 ($\beta=-0.415$, $t\text{-value}>1.96$, $p\leq 0.05$). It indicates that job insecurity significantly has a positive effect on job stress. The C.R. value of job insecurity on work engagement is 5.01 ($\beta=-0.356$, $t\text{-value}>1.96$, $p\leq 0.05$). It showed that job insecurity has a negative and significant effect on work engagement. The C.R. value of job stress on job performance is 2.27 ($\beta=-0.159$, $t\text{-value}>1.96$, $p\leq 0.05$). It demonstrated that the job stress also significantly has a negative effect on job performance. Meanwhile, the C.R. value of work engagement on job performance is 5.89 ($\beta=0.446$, $t\text{-value}>1.96$, $p\leq 0.05$). It indicates that work engagement has a positive and significant effect on job performance. The C.R. value of moderation effect test is 1.09 ($\beta=0.070$, $t\text{-value}<1.96$, $p\geq 0.05$). It indicates that job stress does not have a significant effect in moderating the relationship between work engagement and job performance.

3.2 Discussion

This study confirms the finding that job insecurity reduces employee engagement with their work. Feelings such as anxiety, anger and frustration can lead to feelings of insecurity that cause employees not to feel attached to the work they currently have (Wang et al., 2014; Vander Elst et al., 2011 and De Spiegelaere et al., 2014). Feelings of not being attached to the work that employees currently have can cause employees to not be able to apply their abilities and resources to be able to carry out their work well (Christian et al., 2011; Wang et al., 2014 and Demerouti & Cropanzano, 2011). This is confirmed by the results of this study that the more attach employees to their work, the higher the performance will show. In this study it was also found that the greater the work insecurity felt by an employee, the greater the work stress. This is in line with research conducted by Safaria (2010). High work stress can

reduce an employee's performance. The greater the work stress felt by an employee, the greater the decrease in performance experienced by the employee. The results of this study are in line with research conducted by Azmi et al (2016) and Al Rub (2004).

4. CONCLUSION AND IMPLICATIONS

This study contributes to strengthening the theory that work insecurity can reduce employee's attachment to their current job so that it can reduce performance both individually and in companies (Wang et al., 2014; Vander Elst et al., 2011; De Spiegelaere et al., 2014; Christian et al., 2011 and Demerouti & Cropanzano, 2010). The results of this study also strengthen the general theory in organizational behavior that job stress can reduce employee performance.

The findings in this study provide insight to companies regarding employee management during the COVID-19 pandemic. Employees who do not have job security for a certain period of time tend to feel work insecurity. Feelings of work insecurity felt by employees can lead to increased work stress and decreased employee engagement with the company. Both of these things can have an impact on decreasing performance both individually and in companies. In order to reduce the feeling of insecurity felt by employees, the company must be able to provide clear policies regarding the current status of employees. The company is expected to provide clarity regarding the status of employees so that employees can immediately find another job if the company decides to terminate the employment relationship with the employee. Companies must also always monitor the performance of employees who are maintained to anticipate increasing feelings of insecurity and employee work stress caused by conditions of great environmental uncertainty such as a decline in economic growth as a result of the COVID-19 pandemic which will have an impact on the company's development.

This study has several limitations such as the conditions and location of the study. First, the research was only conducted in Indonesia and in certain situations, namely COVID-9. This can reduce the generalization of research results to situations and research locations from other countries. Further research can be carried out in different situations and locations to broaden insight into the phenomenon under study. Second, this study only discusses the effect of proposed antecedents to one dependent variable that is job performance. For future research, it is possible to test other dependent variables such as job satisfaction, absenteeism and turnover.

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