

THE IMPACT OF JOB INSECURITY AND WORKLOAD ON EMPLOYEE WORKSTRESS DUE TO THE EFFECT OF THE COVID-19 PANDEMIC

Ni Komang Evi Octiyana¹, Ni Desak Made Santi Diwyarthi^{2*}

^{1,2}Program Studi Pengelolaan Perhotelan, Politeknik Pariwisata Bali
Jalan Darmawangsa, Kampial, Nusa Dua, Bali, Indonesia

^{2*)} santidiwyarthi@yahoo.com
*Corresponding Author

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Abstract

This study aimed to investigate the impact of job insecurity, workload, and employee work stress, due to the effect of the Covid-19 Pandemic. The study involved 116 employees of Hotel IBSB, and data were collected using questionnaires, observations, interviews, and literature studies. The method was multiple regression analysis method. The findings of this study revealed that both job insecurity and workload have a significant and positive impact on employee work stress. This indicates that as job insecurity and workload increase, the work stress experienced by Hotel IBSB employees also rises. The combined effect of job insecurity and workload on work stress accounted for 57.2% of the variation. To address these issues, the hotel management should focus on fostering a comfortable work environment with effective communication to alleviate uncertainties and concerns related to work. Providing workloads that align with each employee's capabilities, assessing stress-causing factors, and implementing preventive measures are crucial steps to mitigate employee work stress.

Keywords: *employee, impact, insecurity, workload, workstress*

1. INTRODUCTION

One of the industries heavily impacted during this pandemic is the hospitality industry (Breier et al., 2021), (Indonesia, n.d.), (Ayesha, n.d.) The decrease in the number of international tourists has led to a decline in hotel room occupancy rates in Bali (Nuruiddin et al., 2020). Many hotels have been forced to close due to the lack of incoming guests and the decline in food and meeting business (Diayudha, 2020). One of the hotels that experienced a decrease in occupancy during the COVID-19 pandemic is Hotel IBSB. Due to the Covid-19 pandemic, the uncertain work situation and the heavy workload

pressure due to limited manpower have made employees more prone to experiencing stress.

Work stress can arise due to an excessive workload, where the given time is not sufficient (Khasanah et al., 2021). The level of job stress is also influenced by an increased workload (Solon et al., 2021). Employees with an excessive workload tend to feel pressure and fatigue, leading to work-related stress (Fadli et al., 2020). The multitude of tasks assigned by the company, demanding employees to work within specified time limits, can undoubtedly trigger work stress among employees (Biru et al., 2016). According to statements from one

of the employees, the cause of the delay in guest logs and decreased work productivity is due to a lack of manpower. Since the COVID-19 pandemic, many employees feel burdened by increased work demands resulting from staff reductions.

Job insecurity and workload can become sources of stress for employees (Antari, 2021). The COVID-19 pandemic drove anxiety for both employers and employees (Moh Muslim, 2020), and (Fadli et al., 2020). Work-related stress and employees' anxiety about COVID-19 was particularly high-risk, not only concerning their health but also their job status (Fadli et al., 2020), and (Veronika, 2022). On one hand, employees confused about whether to keep their current jobs or seek alternatives with more stability to endure the COVID-19 pandemic. On the other hand, the increasing workload due to employee efficiency made employees feel pressured to work every day. Research by (Naru & Rehman, 2020) indicates that job insecurity and workload have a positive and significant influence on work-related stress among employees. Meanwhile, a study by (Robert & Brown, 2004) shows that there is no direct influence between job insecurity and work stress, but a positive and significant influence exists between workload and work-related stress. Based on these research findings, the researchers are interested in discussing and examining "The Impact of Job Insecurity and Workload at Work among Employees at Hotel IBSB due to the Impact of the COVID-19 Pandemic."

Job insecurity is a state where employees feel threatened, tense, anxious, worried, and uncertain about their future employment, leading to a sense of powerlessness (Rahmah & Wardiani, 2021), and (Bashori & Meiyanto, 2019). Job insecurity is a feeling of powerlessness or a sense of losing control to maintain the desired continuity in consciousness or a threatening work situation (Agustina & Yosintha, 2021). Job insecurity is a

condition in which employees perceive uncertainty regarding their job and the compensation they will receive in the future (Saputra et al., 2016). Job insecurity is an employee's perception of powerlessness to maintain their job due to feelings of threat in their work situation (Khasanah et al., 2021). Job insecurity is a feeling of worry, being threatened, and powerlessness among employees about the future sustainability of their job within the organization or workplace (Kuddus, 2019).

Workload is the excessive amount of work beyond the usual capacity of employees that needs to be accomplished within a specific timeframe (Rahmah & Wardiani, 2021). Workload refers to the demand in a job to work faster, respond more quickly to various tasks, and complete them simultaneously (Ingusci et al., 2021), and (Medysar et al., 2019). Workload is the surplus or insufficient number of tasks or abilities possessed by a worker in relation to the tasks assigned to them, which must be completed within a specific period of time (Abdulah et al., 2021), and (Arifiani et al., 2019).

Work stress is a feeling of pressure or strain experienced by employees in facing their job (Rahmah & Wardiani, 2021), (Desak & Santi, 2023a), and (Solon et al., 2021). Work stress is a condition resulting from the interaction between humans and their work, characterized by tension that creates a physical and psychological imbalance and affects the emotions, thought processes, and overall well-being of an employee (Buwana et al., 2022). Work stress is the outcome of the interaction between an individual and their job, caused by incongruence or unclear changes within the organization (Zahra et al., 2023), (Habibi & ., 2018), and (Christy & Amalia, 2018). Work stress is the tension that arises due to various problems, leading employees to feel uncomfortable, anxious, and unable to think clearly. The higher the level of anxiety an employee experiences, the higher their work stress will be (Fadli et al., 2020).

2. RESEARCH METHOD

Data collected at post-pandemic situation, from March to April 2023. Data collection techniques employed in this study included questionnaires using the Likert scale, observation, interviews, and literature review. The data analysis method was multiple regression analysis method. The independent variables are the ones that influence or cause changes or the emergence of the dependent variable. The dependent variables, on the other hand, are the ones that are influenced or resulted from the presence of the independent variables (Fadhilla & Silmi, 2017). There were 116 respondents were surveyed. Older employees tend to have more experience compared to younger ones. However, as someone gets older, their bodily functions and physical condition may decline, making them more susceptible to stress (Zulkifli et al., 2019).

3. DISCUSSION

3.1 Description of the data

Total of 116 employees were selected as respondents using the purposive sampling method, with a sampling error tolerance of 5% or 0.05. 116 respondents were surveyed. Based on the age characteristics of the respondents in this study, the dominant age range was 21-30 years, with 83 individuals (71.55%), while respondents aged 31-40 years accounted for 24 individuals (20.69%). Respondents below the age of 20 were 9 individuals (7.76%), while there were no respondents above the age of 40.

3.2 Analysis

Based on the data from 116 respondents, a total of 78 individuals (67.24%) had been working for 1-3 years. 27 individuals (23.28%) had been working for 4-6 years, while 11 individuals (9.48%) had been working for more than 6 years. Employees with longer work experience tend to have a better understanding of their job descriptions and contribute more to stress prevention efforts compared to those with shorter

work experience, as they have had more time to adapt to their roles (Zulkifli et al., 2019). Older employees tend to have more experience compared to younger ones. However, as someone gets older, their bodily functions and physical condition may decline, making them more susceptible to stress (Zulkifli et al., 2019) and (Medysar et al., 2019).

1) Analysis of Job Insecurity

The data analysis regarding respondents' perceptions of the job insecurity variable at Hotel IBSB were at the "good" category, with an average score of 4.15. The statement with the highest average score for the job insecurity variable (X1) is statement number 2 with a score of 4.31, "Since the COVID-19 pandemic, I feel that I may be asked to switch tasks to a different department/role." The lowest average score is in statement number 1 with a score of 3.80, "The salary system is not as expected."

These results indicate that a significant number of employees at Hotel IBSB feel insecure due to the possibility of job transfers to different departments/roles. This aligns with the observations from this research, where since the COVID-19 pandemic, employees have been assigned to perform dual roles, requiring them to quickly adapt to new environments without neglecting their responsibilities from their previous roles, leading to increased anxiety while performing their duties.

2) Analysis of Workload

The analysis of the workload variable at Hotel IBSB were at the "very good" category, with an average score of 4.29. The statement with the highest average score for the workload variable (X2) is statement number 1 with a score of 4.41. The lowest average score is in statement number 5 with a score of 4.22. These results indicate that a significant number of employees at Hotel IBSB experience excessive workloads, which

are further reinforced by job transfers and dual roles.

Based on the research findings regarding the job insecurity (X1), workload (X2), and job stress (Y) variables at Hotel IBSB, it is revealed that the job insecurity variable (X1) were at the "good" category with a score of 4.15. The statement with the highest average score for job insecurity (X1) is statement number 2 with a score of 4.31, "Since the COVID-19 pandemic, I feel that I may be asked to switch tasks to a different department/role." The lowest average score is in statement number 1 with a score of 3.80, "The salary system is not as expected."

These results indicate that a significant number of employees at Hotel IBSB feel insecure due to the possibility of job transfers to different departments/roles. This aligns with the observations from this research, where since the COVID-19 pandemic, employees have been assigned to perform dual roles, requiring them to quickly adapt to new environments without neglecting their responsibilities from their previous roles, leading to increased anxiety while performing their duties. Clear reasons behind the implementation of job transfers should be provided to avoid perception biases between management and employees and prevent unwanted interpersonal conflicts (Magister Manajemen et al., 2017), and (Ruhyat et al., 2022).

The results of the research on the workload variable (X2) were at the "very good" category with a score of 4.29. The statement with the highest average score for the workload variable (X2) is statement number 1 with a score of 4.41, "I feel that my workload has increased significantly beyond my capabilities since the COVID-19 pandemic." The lowest average score is in statement number 5 with a score of 4.22, "I feel burdened when I have to perform tasks beyond my responsibilities and working hours."

These results indicate that a significant number of employees at Hotel

IBSB experience excessive workloads, which are further reinforced by job transfers and dual roles. When employees are burdened with responsibilities beyond their capabilities and expertise, they may struggle and perceive their work as unpleasant. This discomfort with one's job can lead to increased job stress (Fadli et al., 2020).

3) Work Stress

Work stress at Hotel IBSB was also categorized as very high, with a score of 4.40. The highest average score for the work stress variable (Y) is found in statement number 1 with a score of 4.61 "The number of employees working is insufficient/not proportional to the workload since the COVID-19 pandemic." The lowest average score is in statement number 3 with a score of 4.16 "Since the COVID-19 pandemic, I feel conflicts frequently occur while working." This is consistent with the observations from this research, where since the COVID-19 pandemic, the number of employees working has decreased due to reduced work percentage, unpaid leave, and work from home, causing the working employees to struggle in coping with the increased workload. Stress can occur in every individual/human and at any time, as stress is an unavoidable part of human life. People tend to experience stress when they struggle to reconcile their desires with the existing reality, both within themselves and externally (Christy & Amalia, 2018).

The results of this study indicate that job insecurity and workload have proven to have a significant positive effect on employee job stress at Hotel IBSB due to the impact of the COVID-19 pandemic. This is evidenced by the results of the partial significance test (t-test) on the job insecurity variable (X1) showing a significance value of $< \alpha = 0.000 < 0.05$, thus, the first hypothesis (H1) is accepted, and it can be concluded that job insecurity has a significant positive effect on employee job stress at Hotel IBSB due to the impact of the COVID-19 pandemic.

Similarly, the results of the partial significance test (t-test) on the workload variable (X2) show a significance value of $< \alpha = 0.000 < 0.05$, therefore, the second hypothesis (H2) is accepted, and it can be concluded that workload has a significant positive effect on employee job stress at Hotel IBSB due to the impact of the COVID-19 pandemic.

Based on the results of the simultaneous significance test (F-test), the work stress variable (Y) has a significance value of $< \alpha = 0.000 < 0.05$. Therefore, the third hypothesis (H3) in this study is accepted, and it can be concluded that job insecurity and workload have a significant positive effect on employee job stress at Hotel IBSB due to the impact of the COVID-19 pandemic. Overall, the research questions have been answered in accordance with the hypotheses proposed. Job insecurity and workload have a strong influence on job stress. This can be seen from the coefficient of determination (R2) analysis. Job insecurity and workload contribute 57.2% to job stress, while the remaining 42.8% is influenced by other variables not used in this study.

The findings of this research were supported by studies conducted by (Naru & Rehman, 2020), (Dawam & Setiawan, 2022), (Khasanah et al., 2021), and Kurniadi et al. (2016), which state that job insecurity and workload have a significant positive effect on employee job stress. Job insecurity and high workload can be sources of stress for employees (Antari, 2021), and (Ruhyat et al., 2022). Job insecurity and workload are two main factors causing job stress (Naru & Rehman, 2020). The uncertainty regarding the end of the COVID-19 pandemic creates uncertainty for employers and employees (Moh Muslim, 2020), and (Desak & Santi, 2023b). Therefore, to reduce job stress at Hotel IBSB, the management needs to pay attention to and evaluate factors related to job insecurity and workload, create good communication, and provide a

comfortable work environment to minimize and prevent job stress.

4. CONCLUSION

Job insecurity has a positive and significant effect on employee job stress at Hotel IBSB due to the impact of the COVID-19 pandemic. This means that an increase in job insecurity leads to an increase in job stress. Workload also has a positive and significant effect on employee job stress at Hotel IBSB due to the impact of the COVID-19 pandemic. An increase in workload results in an increase in job stress. Both job insecurity and workload have a positive and significant effect on employee job stress at Hotel IBSB due to the impact of the COVID-19 pandemic.

The management of Hotel IBSB should pay more attention to human resources by implementing stress prevention measures and evaluating the factors that can influence employee job stress. They should also prepare appropriate stress management actions to prevent undesirable consequences such as decreased performance and productivity, as well as the occurrence of turnover intention.

The coefficient of determination (R2) is 0.572 or 57.2%, indicating that there are still other variables that can influence employee job stress. Therefore, future research is expected to include additional variables that are deemed influential, such as work environment and job satisfaction.

Job insecurity and workload provided factors influencing work stress. Recommendations concerning the finding of this research are, enhance communication within organizational, workload management, training and development, recognition and rewards, and job redesign.

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