

Effect of Employee Engagement and Job Insecurity on Job Performance of Patra Hotel & Convention Employees in Semarang : Covid-19

Krisnawati Setyaningrum Nugraheni^{1*}, Boge Triatmanto², Yarnest³

¹Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia, Management
Address, City and Postcode, Country

^{2,3}Universitas of Merdeka Malang

*Corresponding Author: krisnawatisetyaningrum18@gmail.com

ABSTRACT

Employees are human resources that play an important role in maintaining customer satisfaction, which is essential to maintaining employee performance. Employee performance is maximized when employees feel safe and not afraid of losing their jobs during the COVID19 pandemic. Employee engagement is positive motivation. and work-related thinking center that is characterized by strength, devotion and absorption. The aim of this study was to determine the effects of employee engagement and job insecurity on employee performance. This research was carried out using quantitative methods. The population of this study were employees who worked at the Patra Hotel & Convention in Semarang, it was found that the sample size was 96 employees, data collection by a survey method with a questionnaire instrument, method of analysis of the data with SPSS, conclusion drawn in this study. Study is that employee engagement has a positive and significant impact on job performance. Job insecurity did not have a significant impact on work performance during the Covid19 pandemic.

Keywords : employee engagement; job insecurity; job performance

1. Introduction

Human resources need to be managed properly by the organization because it has an important role, especially for hospitality organizations. Asset employees who have direct contact with guests. The hotel is fully aware therefore the focus of employee management and development is continuously improved to increase employee productivity and employee engagement. The Covid-19 pandemic began to enter Indonesia in early March 2020, this pandemic hit Indonesia quickly, paralyzing all activities in various sectors. Occupancy fell to 30% in hotels, actions to save the organization need to be done, one of which is employee cost effectiveness. Employees perform shift work which results in non-full salary receipts, salary reductions, delayed salaries or temporary termination of employment. Foreigners who will enter Indonesia are limited, this is done to prevent the transmission of COVID-19. Covid-19 makes employees feel job insecurity due to changes in the organizational environment (Karatepe et al., 2020). Organizational changes such as layoffs, downsizing and mergers as well as threats that trigger stress are job insecurity factors for employees (Shoss, 2017). Carnevale & Hatak (2020) stated that the biggest challenge faced by employees is changing work processes through the digitalization process for the safety and security of employee performance. Job insecurity is an employee's psychological condition indicated by feeling confused or insecure due to changing work environment conditions. In research conducted by (Iqbal & Halilah, 2017; Wang et al., 2015) revealed that job insecurity has a negative and significant effect on performance which results in decreased employee performance. Different results stated by Asfaw & Chang (2019) that job insecurity has an insignificant positive effect on employee performance.

Employee engagement is defined as a positive and satisfying state with the enthusiasm and motivation given. In the results of research conducted by Ismail et al., (2019); P.G.Lewiuci & Ronny H. Mustamu, (2016); Köse & Uzun, 2018; Rabiul & Yean, 2021 employee engagement has a positive

and significant effect on employee performance. Therefore, this study aims to identify the effect of employee engagement and job insecurity on employee performance.

2. Literature Review and Hypotheses

2.1 Employee engagement

Employee engagement is a person's single-mindedness and focused energy for others on the screen, personal initiative, adaptability, effort, and persistence directed towards the organization (Macey, 2009). Employee engagement is a positive motivational and work-related thinking center that is characterized by vigor, dedication, and absorption (Karatepe et al., 2020). It is specified that work performance is effective when employees experience a positive mood and active motivation, which are characterized by affection (commitment), energy (enthusiasm) and cognitive inspiration (acceptance) for the job. This particular psychological condition motivates employees to work hard and perform well. Committed employees go about their work proactively (Schaufeli et al., 2006), are more dynamic (Bakker et al., 2011), are more receptive to new information and work harder. The absolute level of employee engagement can affect performance improvements over time, as individual engagement is expected to limit the ability of employees to invest their efforts in work activities, resulting in better performance over time. It is likely to predict better job performance.

2.2 Job insecurity

Job insecurity can arise due to the psychological state of employees who feel ambiguous, confused and insecure due to changes in work environment conditions that endanger the sense of belonging to the organization. Aguiar-Quintana et al. (2021) stated that there are several factors influencing job insecurity, including demographics, job characteristics, environmental conditions, role ambiguity, place of control, and the value of the job itself: feelings of fear or worry and anxious feelings and cognition are the perceptions that employees have the possibility of losing their job in the future. Job insecurity reflects a threat to the continuity and stability of work as it is currently experienced. , the economic and political changes over the past few decades that have unsettled many about their future jobs (Shoss, 2017).

Job insecurity as a subjectively experienced threat, job insecurity results from objective threats from individual cognitive processes. Over the years, researchers have shown great interest in identifying individual differences and work contexts that can protect against the negative effects of job insecurity. Employee behavior (Greenhalgh and Rosenblatt, 2010). For example, job insecurity seems to have a more negative correlation with job performance for workers with low self-efficacy than for workers with high self-efficacy. Job insecurity affects performance as these outcomes will be useful in designing and conducting management interventions. It is not uncommon for this type of situation to be accompanied by the condition that the person has a high level of adequacy and connectedness with the organization in which they work. On the one hand they want to continue to exist in the organization where they work, but on the other hand they feel that their position (work and existence in the organization) is threatened. According to Iqbal & Halilah (2017) there are several things that become problems in job insecurity, including the following: 1. Work conditions are everything that is around the individual in question, whether it interacts directly or indirectly with the worker concerned. This includes work environment workloads (quantitative and qualitative), and high-risk work 2. Role conflict. Another problem that arises is the unclear role in work so that they do not know what management expects from the employee. 3. Career development. Unclear career paths, job performance appraisals, often cause anxiety about job continuity, boredom, and demotivation so that employees are no longer productive, job insecurity has an impact on the emergence of work stress which has a detrimental effect on health.

2.3 Job Performance

Performance is an important factor in seeing the development of a company, the performance of the employees is important because when the performance of individuals and groups within a

company deteriorates, this has an impact on the achievement of the organizational goals of the company. The competence factor, consisting of potential competencies and real-life competencies, has an influence on the provision of services, then the motivation factor is formed from the attitude of an employee in dealing with work situations. Targeted work, quality of work through execution of the work according to the operating and test manual, punctuality in which the work is completed on schedule, presence, punctual appearance, the self-work according to the schedule. Working hours and ability to work, especially advising employees. Supervisors, respect for employees and good cooperation with employees (Kim et al., 2019) Employee performance implies the attitude of employees in accordance with company goals. This can be interpreted as performance resulting from the function of a certain activity or the result of activities in a certain period of time. The existence of employees in an organization largely determines the success and sustainability of all organizational activities in order to achieve the company's goals. , the management must motivate the employees to work professionally so that the employees can perform in line with expectations and organization.

2.4 Hypothesis

- H1. Employee engagement have a positif and signifikan effect on job performance
- H2. Job insecurity have a negatif and signifikan effect on job performance

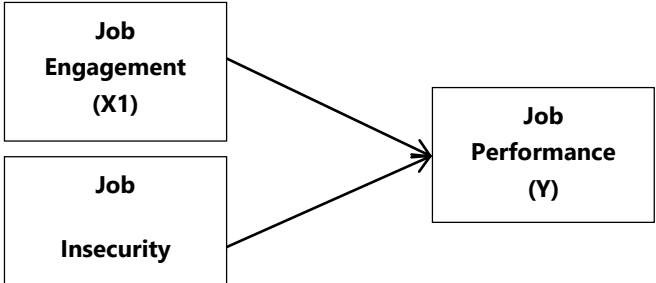


Figure 1. Conceptual framework

3. Methods

The research method used is quantitative research methods. The population in this study were employees who worked at the Patra Hotel & Convention in Semarang as many as 100 respondents. The samples collected were 96 respondents. Data collection uses a questionnaire that is distributed through the hotel's HR manager. Data collected from respondents will be kept confidential. The sampling method used is the simple random sampling method (Rabiul & Yean, 2021). The questionnaire scale uses a 5-point Likert scale. This study uses quantitative methods with descriptive analysis and regression analysis using IBM SPSS Statistics 25 (Anwar Sanusi, 2016; Hair et al., 2010).

4. Results

Table 1. Regression Results

	B	Beta	t	Sig
(constant)	30,937		3,893	0,000
Employee Engagement	0,539	0,546	3,788	0,000
Job Insecurity	0,008	0,259	1,799	0,907
R Square		0,537		
Uji F		23,388		
Sig		0,000		

Source : SPSS (2021)

Based on the table above, testing the research hypothesis can be described as follows :

- a. Effect employee engagement on job performance

H1 : diterima, hubungan antara variabel employee engagement terhadap kinerja karyawan berpengaruh positif dan signifikan. Hasil pengujian berdasarkan nilai t variabel employee engagement dan kinerja karyawan sebesar 3,788 dengan signifikan $0,000 < a$ significant level value of 0,05.

b. Effect job insecurity on job performance

H2 : ditolak, hubungan antara variabel job insecurity terhadap kinerja karyawan tidak berpengaruh signifikan. Hasil pengujian berdasarkan uji t antara variabel job insecurity dan job performance diketahui nilai t sebesar 1,799 dengan dengan signifikan $0,907 > a$ significant level value of 0,05.

5. Discussion

Job insecurity does not have a significant impact on job performance; it can be interpreted that job insecurity does not have a significant impact on the job performance of Patra Hotel and Convention employees. These results are in line with research by Asfaw and Chang (2019), which found that job insecurity did not have a significant impact on employee performance. About losing your job can improve performance. Job insecurity has a positive and significant impact on employee engagement, meaning that if an employee is afraid of losing their job, they will try to increase their engagement in the company and in their job. Employee engagement has a positive and significant effect on employee performance, that is, the more employees are involved in the company, the higher the performance, because they feel connected. and loyal to the company. In the research of Aktar and Pangil, 2017; Azka et al., 2011; Ismail et al., 2019; PG Lewis and Ronny H. Mustamu, 2016) found that employee engagement has a positive and significant impact on employee performance.

6. Conclusions

From the research and discussion results described, it can be concluded that job insecurity is the result of the mental state of employees because they feel ambiguous, confused and insecure about the sense of belonging to the organization with the changing conditions in the work environment for which it threatens Research by (Iqbal and Halilah, 2017; Wang et al., 2015) found that job insecurity has a negative and significant impact on performance, leading to a decrease in employee performance. The results of Asfaw and Chang (2019) confirm that job insecurity has a positive and significant impact on employee performance; Employee engagement is one of the variables that influence employee performance. improve your performance better.Gröbelna, 2019; Hewagama et al., 2020; Sahani, 2021; Wang et al., 2015, showed in their study that employee engagement has a positive and significant impact on employee performance, so it can be said that increasing employee engagement can improve their performance.

Acknowledgements

We gratefully thank the Program Talenta Inovasi Indonesia Direktorat Jenderal Pendidikan Tinggi, Riset, dan Teknologi Kementerian Pendidikan, Kebudayaan, Riset, dan Teknologi for financial support.

References

- Aguiar-Quintana, T., Nguyen, H., Araujo-Cabrera, Y., & Sanabria-Díaz, J. M. (2021). Do job insecurity, anxiety and depression caused by the COVID-19 pandemic influence hotel employees' self-rated task performance? The moderating role of employee resilience. *International Journal of Hospitality Management*, 94(June 2020). <https://doi.org/10.1016/j.ijhm.2021.102868>
- Aktar, A., & Pangil, F. (2017). The Relationship between Employee Engagement, HRM practices and Perceived Organizational Support: Evidence from Banking Employees. *International Journal of Human Resource Studies*, 7(3), 1. <https://doi.org/10.5296/ijhrs.v7i3.11353>
- Anwar Sanusi. (2016). *Metode Penelitian Bisnis* (Vol. 6). Salemba Empat.
- Asfaw, A. G., & Chang, C.-C. (2019). The association between job insecurity and engagement of employees at work. <https://doi.org/10.1080/15555240.2019.1600409>, 34(2), 96–110. <https://doi.org/10.1080/15555240.2019.1600409>

- Azka, G., Tahir, M. Q., M, A. K., & Syed, T. H. (2011). Transformational leadership, employee engagement and performance: Mediating effect of psychological ownership. *African Journal of Business Management*, 5(17), 7391–7403. <https://doi.org/10.5897/ajbm11.126>
- Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2011). Key questions regarding work engagement. *European Journal of Work and Organizational Psychology*. <https://doi.org/10.1080/1359432X.2010.485352>
- Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID-19: Implications for human resource management. *Journal of Business Research*. <https://doi.org/10.1016/j.jbusres.2020.05.037>
- Greenhalgh, L., & Rosenblatt, Z. (2010). Evolution of research on job insecurity. *International Studies of Management and Organization*. <https://doi.org/10.2753/IMO0020-8825400101>
- Grobelna, A. (2019). Effects of individual and job characteristics on hotel contact employees' work engagement and their performance outcomes: A case study from Poland. *International Journal of Contemporary Hospitality Management*, 31(1), 349–369. <https://doi.org/10.1108/IJCHM-08-2017-0501>
- Hair, Joseph F., C. Black, W., J. Babin, B., & Anderson, R. E. (2010). *Multivariate Data Analysis Seventh Edition*. <https://doi.org/10.1016/j.ijpharm.2011.02.019>
- Hewagama, G., Boxall, P., Cheung, G., & Hutchison, A. (2019). Service recovery through empowerment? HRM, employee performance and job satisfaction in hotels. *International Journal of Hospitality Management*, 81(March), 73–82. <https://doi.org/10.1016/j.ijhm.2019.03.006>
- Iqbal, M., & Halilah, I. (2017). Pengaruh Job Insecurity Terhadap Turnover Intention. *Jurnal Riset Bisnis Dan Investasi*, 3(1), 98–108.
- Ismail, H. N., Iqbal, A., & Nasr, L. (2019). Employee engagement and job performance in Lebanon: the mediating role of creativity. *International Journal of Productivity and Performance Management*, 68(3), 506–523. <https://doi.org/10.1108/IJPPM-02-2018-0052>
- Karatepe, O. M., Rezapouraghdam, H., & Hassannia, R. (2020). International Journal of Hospitality Management Job insecurity, work engagement and their effects on hotel employees' non-green and nonattendance behaviors. *International Journal of Hospitality Management*, 87(February), 102472. <https://doi.org/10.1016/j.ijhm.2020.102472>
- Kim, M., Lee, J., & Kim, J. (2019). *The Role of Grit in Enhancing Job Performance of Frontline Employees: The Moderating Role of Organizational Tenure*. 15, 61–84. <https://doi.org/10.1108/s1745-354220190000015004>
- Köse, A., & Uzun, M. (2018). The Relationship between Work Engagement and Perceived Organizational Justice. *Educational Administration: Theory and Practice*, 24(3). <https://doi.org/10.14527/kuey.2018.012>
- Macey, W. H. (2009). *Employee engagement: tools for analysis, practice, and competitive advantage*. 203.
- P.G.Lewiuci & Ronny H. Mustamu. (2016). Pengaruh Employee Engagement terhadap Kinerja Karyawan pada Perusahaan Keluarga Produsen Senapan Angin. *Agora Journal*, 4(2), 101–107.
- Rabiul, M. K., & Yean, T. F. (2021). Leadership styles, motivating language, and work engagement: An empirical investigation of the hotel industry. *International Journal of Hospitality Management*, 92(September 2020), 102712. <https://doi.org/10.1016/j.ijhm.2020.102712>
- Sahni, J. (2021). Employee Engagement Among Millennial Workforce: Empirical Study on Selected Antecedents and Consequences. *SAGE Open*, 11(1). <https://doi.org/10.1177/21582440211002208>
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701–716. <https://doi.org/10.1177/0013164405282471>
- Shoss, M. K. (2017). Job Insecurity: An Integrative Review and Agenda for Future Research. *Journal*

of Management, 43(6), 1911–1939. <https://doi.org/10.1177/0149206317691574>
Wang, H. J., Lu, C. Q., & Siu, O. L. (2015). Job insecurity and job performance: The moderating role of organizational justice and the mediating role of work engagement. *Journal of Applied Psychology*, 100(4), 1249–1258. <https://doi.org/10.1037/a0038330>