

Could Resilience, Organizational Supports and Self-Efficacy as well as Motivation Help Decreasing the Job Insecurity and Psychological Health Caused by COVID-19 and Effect to the Employees Performance?

Mely Oktia Darni^{1,*} Rino²

^{1,2} Universitas Negeri Padang

*Corresponding author. Email: mely.darni@gmail.com

ABSTRACT

COVID-19 has dramatically impacting many sectors and millions of people globally, including businesses as well as their employees. Even though the Government has announced offices to allow their employees to work from home, there are still couples of businesses need to run their activities by contacting directly to others. This condition then caused mental health issues to the employees. Anxiety to be infected or even transmitted the virus to their relatives which also could trigger them feeling depressed and stressful. On the other hand, many offices got lower income which made them decided to reduce the operational working hours and also cut their employees' contract. This has created the job insecurity for them. This article explains what factors employees should have to reduce mental health problems caused by COVID-19 and job insecurity they perceived. This article also conducted a literature review of several previous studies and used conservation of resources (COR) theory. It was found by having psychological resilience, organizational supports and self-efficacy can decrease the psychological health caused by COVID-19 as well as job insecurity felt by the employees and effect to the employee performance.

Keywords: *Impact of COVID-19, Job Insecurity, Job Performance.*

1. INTRODUCTION

Corona Virus Disease 19 (COVID 19), a non-natural disaster related to health has been impacting millions of people in the whole world since 2019. 243,745,106 people have been affected with 4,953,505 people died by this virus globally [1]. While in Indonesia, up to 23rd of October 2021, there are 4,238,594 cases with the positive highest age range is between 31-45 years old. It is also recorded that 14,153 people from various provinces are died caused by COVID 19 [2]. These fantastic numbers has showed the heavy implication to the millions of people as well as schools, universities, organizations and industries in many sectors. This situation also influences psychological health, social life and economic crisis.

Based on survey of COVID 19 impact to enterprises in Indonesia, conducted by [3] to 35,992 respondents, showed 28,86% decrease their productivity by cutting their operational working hours, number of employees, along with its machines. Before August 2020, 84,79%

enterprises, running on different business sectors, were temporary closed and decided to take some actions, such as 38,20% of them reduced less working hours for their employees. During July to September 2020, 11,63% employees were cut off where large-medium enterprises were contributing higher than the small-medium enterprises. Operational restructuring and downsizing number of employees as the consequences of pandemic can endanger employees and make job insecurity feeling to them [4] in the end effecting their attitudes and behavior at work [5]. Job Insecurity describes as employees' uncertainty regarding the continuation of their work due to threaten situation [6].

The fear of pandemic situation has also created psychological pressure to employees. Also, Indonesian government already issued a state of emergency and Large-Scale Social Restriction or PSBB on some provinces in Indonesia which first issued by government of DKI Jakarta on 10 April 2020 [7]. It also urged companies to allow their employees to work remotely from home. Nevertheless, possibilities of doing some

works from the office is still permitted with social restriction in order to combat spreading the virus and lower the health risk [8]. Unfortunately this permission has been still made the employees worried to be infected due to lack of personal protective equipment [9]. This, then continuously faced by the employees at their work and created negative psychology perceived by the employee, such as fear or stress, anxiety, depression and traumatic [4], [6], [10], [11], [13]. According to [12] this condition decreased individual intellectual ability, sleep problem, etc. In other word, COVID 19 could pressure and intimidate the employees. The employees will find challenges in executing and performing their job. This might again cause job insecurity and lead to employees' behaviour changes and harm their job performance [5], [13]. Job performance refers to task's completion assigned to an individual [14].

What help employees in decreasing psychological health caused by COVID 19 and the job insecurity effect to the job performance? Based on Conservation of Resources (COR) theory, individuals are able to encourage themselves gaining resources in minimizing the stress they perceived [15]. The resources itself could be obtained from individual characteristics and social supports [5]. In response to the limited research and recommendation of future research mentioned in [16], [17] this paper aims to gather previous studies and provide information on factors that could assist employees decrease their job insecurity and psychological problems caused by COVID 19 and by the end effect to their job performance based on COR theory. Finally, we will explain our findings based on literature reviews and explain our conclusion. The results of this conceptual article would provide important contribution to the theory and practices.

2. LITERATURE REVIEW

2.1. Employee Performance

The quality of work executed by the employees will show the development and progress of an organization. It influences by some factors and conditions which both coming from within the employees or outside of the employees. According to Mathis and Jackson in [18] performance is principally shows what is being done or not done by the employees. While, employees performance is the result of employee work in carrying out overall management processes within employees by showing concrete evidence and an achievement . Performance also defines as the execution of the tasks assigned to the employee [14]. It is also said that performance is a description of an organization of a program or an activity in carrying out the mission and goals of the organization that can be achieved in a strategic plan.

Related to the current situation, organizations need to adopt a best practice approach and create a safe and

secure place to lead employees to improve their performance as well as higher levels of service quality.

2.2 Job Insecurity

Job insecurity is the perception of probability that workers think they might lose their jobs during a crisis [13]. According to [6], [19], [20] employees' feelings about work that are risky and allow them to lose their jobs in the future is referred to job insecurity. We could conclude that job insecurity could be described when employees is concerned of losing job during the crisis. Job insecurity is one of the main causes of stress in the work environment that is detrimental to employees [21]. The current COVID-19 pandemic situation has also caused increased stress for employees and created a sense of job insecurity for employees. One of them is workers who work in the tourism sector who provide services directly to consumers.

The risks of work during the COVID-19 pandemic also work wonders to operate. Job insecurity can cause pressure for employees that can make employees want to change professions and even change places of work. According to [14] job insecurity has a negative impact on employees. In his research it was also found that job insecurity has mental and emotional consequences and behaviors that have a significant impact on employee work outcomes. Job insecurity can be a trigger for threatening stress and a possible cause of missing something expected.

People who have experienced job insecurity cannot take advantage of instrumental strategies because of a sense of uncertainty about whether jobs will exist or not [22]. He also argues that job insecurity is not something that can be seen socially but rather an internal experience of a lack of institutionalized response and support. Of course, the experience felt subjectively is a job insecurity that should be reported directly by employees. Job insecurity and employee job performance have a significant influence is also founded [23]. Job insecurity may lead to employees' behavior changes and harm their job performance [5], [13].

2.3. Conservation of Resources Theory

Conservation of Resources theory implies resources that human have in protecting their current resources and finding new resources [15], [24]. It is believed that every human is motivating in shield their resources. People will face stress when they are not having resources in [15]. Furthermore, it is also mentioned when they have personal resources, such resilience, intrinsic motivation and self –stem as well as social resources, such supports from family, colleagues and supervisors, those people could lower negative effect o their work.

There are number of basic principles of the COR theory as could be seen as below according to [24]:

Name	Descriptions	Example Studies
Principle 1	Resource loss is more salient than resource gain.	R. T. Lee & Ashforth (1996)
Principle 2	People must invest resources to gain resources and protect themselves from losing resources or to recover from resource loss.	Halbesleben, Harvey, & Bolino (2009); Halbesleben & Wheeler (2008); Ng & Feldman (2012); Vinokur & Schul (2002)
Corollary 1	Individuals with more resources are better positioned for resource gains. Individuals with fewer resources are more likely to experience resource losses.	Demerouti, Bakker, & Bulters (2004); Mäkikangas, Bakker, Aunola, & Demerouti (2010); Whitman, Halbesleben, & Holmes (2014)
Corollary 2	Initial resource losses lead to future resource losses	Demerouti et al. (2004)
Corollary 3	Initial resource gains lead to future resource gains	Hakanen, Peeters, & Perhoniemi (2011); Halbesleben & Wheeler (in press); Mäkikangas et al. (2010); Xanthopoulou, Bakker, Demerouti, & Schaufeli (2009)
Corollary 4	Lack of resources leads to defensive	Halbesleben (2010);

	attempts to conserve remaining resources	Halbesleben & Bowler (2007); Halbesleben & Wheeler (2011)
--	--	---

Employees were satisfied with the support of their organization during the pandemic COVID 19, their psychological intimidation related to limited resources impacted by COVID 19 could be lowered [5]. Few samples of psychological resources in the organizational literature based on study by [24] are rewards, resiliencies, emotional intelligence, social supports, etc.

2.4 Factors Decrease Job Insecurity and Psychological Health Caused by COVID-19

Pandemic COVID 19 has broken many business sectors in many aspects; especially industrials provided services like hotels, public transportation, etc. The situation could direct to several changes in many levels, from individual to organizations. A study of COVID 19 implication to hospitality workforce based on literature review, has concluded tentatively that there might be behavioral changes in many hospitality stakeholders, but it still put in a big question mark [4]. Based on the explanation of the COR theory, employees are strongly encourages in identified and developed their resources; social supports and individual characteristics. Few factors to be encouraged to employees in downsizing the negative impact of job insecurity are:

2.4.1. Resilience

According to the COR theory, employees could handle their job stressor when they have adequate personal and social resources [13]. Resilience itself could be defined as an individual feature resource that can buffer negative impact of perceived stress. It is an important individual attribute that could help employee in managing different situation which have uncontrolled changed in life. Employees who have strong psychological resilience will respond quicker to change by using their resilience as a psychological resource, comparing to whom only have low psychological resilience [25].

A research study in China during the pandemic COVID 19 which investigates the relationship between psychological resilience and mental health found that psychological distress among the population during the COVID 19 pandemic is negatively correlated. It is one of the important resources for psychological intervention in public health emergency [26]. Besides, in tourism sector, employees' level of resilience could act as a positive mechanism to moderate the stress effect

from their job insecurity which then has an in line influence as expected on performance outcome [27].

2.4.2. Organizational Support

To achieve the organization goals, employees' performance outcome is considered important. Provision of support especially during the pandemic COVID 19 which caused psychological problems and mental health which could lead to job insecurity or even the opposite relation, the organization condition might influence the achieved target of the employees. The work environment could have an indirect effect on the employee performance outcomes including productivity [28].

Organization, indeed, need to provide encouragement to the employees to ensure sustainable development of the organization. In some cases, during the COVID 19 Pandemic, supports from the organization could also be seen as a part of corporate social responsibility (CSR) [5]. Furthermore, it is also said that CSR and contribution of the organization to resolving urgent global environmental and social dares could be offered by the organizations to their employee. When the employees faced psychological problems during the COVID 19 and burden themselves to job insecurity, organizational supports is very influential and urgent. This will mean deeply for the employees, so they will put more efforts in contribute more to the organization.

The theoretical tenets of COR theory as mentioned previously stated loss and actual loss of resources develop stress implies which say that employees in organizations can experience of losing valued resources, but then higher level inducements from their organizations are likely to be stronger than other whom do not get the inducements [25]. In addition to that, he also find that social exchange theory, which he used for strengthening his argument, is also said that encouragement from the organization to the employees will create a trust relationship between two of them.

Furthermore, study conducted by [5] showed employees' satisfaction with the organization's COVID 19 response has provided significant influences to relation of job insecurity to the job performance. On the other hand, resilience as employees' individual characteristic has a positive impact to the job performance and moderated negative impact of relationship between job insecurity and depression [13].

2.4.3. Self-Efficacy

Self-efficacy is referred to individual ability to belief that he could do the task [31]. Bandura in [29] classified self-efficacy in to two, which are high self-efficacy and

low self-efficacy. Believe in ourselves is urgently required for every employee ideally. When the employee gives up and refuses a new task instructed by his supervisor describes before starting to do the task describes his low self-efficacy. On the other hand, when the employee is faced to a pressure which he might not find previously, for example, he is able to balance it well; this shows high self-efficacy.

Research showed that the experiencing in the current situation like pandemic COVID 19 will upgrade the self-efficacy which later guide to work engagement in precautionary action [30]. To develop self-efficacy, employees are encourage to practices, seeing other competencies and motivate through appropriate social approach. Organization has a crucial role in motivating the employees to develop their self-efficacy since this attribute will sustain the organizational mandate.

2.4.4. Motivation

According to [31] motivation is the key for an organization to be able to successfully maintain the continuity of work in the organization to survive. Motivation can be in the form of guidance and direction for resources through rewards to meet the needs of life so that employees are inspired and interested in working in the desired way. Motivation can also define as a process of generating behavior, maintaining the ability to behave and channeling that behavior into specific actions. Thus, in work, motives (needs and desires) are the impetus for someone to act. Motivation is a process in which hierarchical needs encourage a person to carry out a series of activities in his actions that aim to achieve certain results in fulfilling his life needs.

Motivation is figuring a need inside the employees and helps them to reach it in a smooth process. Motivating the staff leads to broaden their skill to meet the organizational demands [31].

Someone who has high work motivation will try to get his job done well. Work motivation creates enthusiasm and encouragement in work, therefore work motivation drives a person to work and show the best performance. A study conducted by [32] found that productivity and level of satisfaction of the employees as an employee performance are declining due to unmotivated. It was also suggested that organization need to find out what are items that could motivate the employees in order to have a high level of performance.

3. CONCLUSION

The unseen COVID-19 virus has spread out rapidly and affected many sectors at every levels. This virus has even claimed the lives of very large numbers. This rises off course concerned to every level of environment, from individual to the organizations, from employees to the companies generally. For some reasons, this situation put more threaten to the employees who are

forced to continue working and serving other directly. The fear of being infected by the virus or even spreading the virus out to the relatives became a burden. Even though there have been efforts such as issuing a policy regarding working from home permits both from the government and also the offices in order to stop the covid-19 virus dissemination, most of the employees still felt the psychological health pressure for them. They still found that the situation haunts them. They feel anxiety, depressed and stress during this COVID-19 pandemic. This later might influence their performance as well as the organizations'. On the other hand, the pandemic situation they faced has pushed their offices to take actions which may not meet their expectations. Worrying about their job contract termination which later may make them lost their job is one of the crucial impact employees have to face. They found that their job insecurity is increased day by day.

In order to cope with the situation, employees need to put more efforts. They need to know factors they could build to strengthen themselves. Three of them are psychological resilience, organizational supports and self-efficacy. These factors has been reviewed and proved from the previous studies conducted by many researchers. They also affirmed by conservation of resources theory which stated that everyone has resources to sustain the others. By having those three factors, it is believed the psychological impacts and the job insecurity founded by the employees can be lower. Therefore the employees need to find internal resources of them. They need to negotiate and ensure within themselves that they are able to cope the situation.

Hereinafter, in practical, recommendation of this article can be taken as well for the leader of the companies. Managers should be able to find opportunities to provide motivation to the employees to construct and upgrade their psychological resilience and self-efficacy. Managers can also take obvious actions related to organizational supports provided for the employees during the pandemic COVID-19. Eventually, the managers need to seek effective strategies to help employees facing the emergency situation. In addition, consideration taken by the managers during the emergency situation related to business operation impacting directly to employees shall be done fairly. Looking at the unpredictable situation like COVID-19, managers can develop a contingency strategy with the details of implementations process involving the employees in case the same situation appears in the future. The theory behind analysis of factors that can demote the psychological health issues and job insecurity caused by COVID-19 has been clarified. This means this article has reinforced the theoretical implication.

REFERENCES

- [1] Worldometer, "Weekly Trends COVID-19 Coronavirus Pandemic," *worldometers.info*, 2021.
<https://www.worldometers.info/coronavirus/> (accessed Oct. 23, 2021).
- [2] S. T. P. COVID19, "Data Sebaran COVID 19," *covid19.go.id*, 2020. <https://covid19.go.id/>.
- [3] B. P. Statistik, "Analisis Hasil Survey Dampak COVID 19 Terhadap Pelaku Usaha," Jakarta, 2020. doi: 3101040.
- [4] T. Baum, S. K. K. Mooney, R. N. S. Robinson, and D. Solnet, "COVID-19's impact on the hospitality workforce – new crisis or amplification of the norm?," *Int. J. Contemp. Hosp. Manag.*, vol. 32, no. 9, pp. 2813–2829, 2020, doi: 10.1108/IJCHM-04-2020-0314.
- [5] T. Vo-Thanh, T. Van Vu, N. P. Nguyen, D. Van Nguyen, M. Zaman, and H. Chi, "How does hotel employees' satisfaction with the organization's COVID-19 responses affect job insecurity and job performance?," *J. Sustain. Tour.*, vol. 29, no. 6, pp. 907–925, 2020, doi: 10.1080/09669582.2020.1850750.
- [6] L. Greenhalgh and Z. Rosenblatt, "Job Insecurity: Toward Conceptual Clarity," *Acad. Manag. Rev.*, vol. 9, no. 3, pp. 438–448, 1984, doi: 10.5465/amr.1984.4279673.
- [7] Y. Nurhanisah and C. Devina, "Penerapan PSBB di Sejumlah Wilayah Indonesia," *www.indonesiabaik.id*, 2020.
<https://indonesiabaik.id/infografis/penerapan-psbb-di-sejumlah-wilayah-indonesia>.
- [8] P. R. Indonesia, "Peraturan Pemerintah Republik Indonesia Nomor 21 Tahun 2020," Jakarta, 2020.
- [9] M. Devnani, "Factors associated with the willingness of health care personnel to work during an influenza public health emergency: An integrative review," *Prehosp. Disaster Med.*, vol. 27, no. 6, pp. 551–566, 2012, doi: 10.1017/S1049023X12001331.
- [10] I. M. Agung, "Memahami Pandemi Covid-19 Dalam Perspektif Psikologi Sosial," *PsikobuletinBuletin Ilm. Psikol.*, vol. 1, no. 2, pp. 68–84, 2020, [Online]. Available: <http://ejournal.uin-suska.ac.id/index.php/Psikobuletin/article/view/9616/5058>.

- [11] G. Giorgi *et al.*, “COVID-19-Related Mental Health Effects in the Workplace : A Narrative Review,” *Int. J. Environ. Res. Public Health*, no. December 2019, pp. 1–22, 2020, doi: 10.3390/ijerph17217857.
- [12] A. Marchand, A. Drapeau, and D. Beaulieu-Prévost, “Psychological distress in Canada: The role of employment and reasons of non-employment,” *Int. J. Soc. Psychiatry*, vol. 58, no. 6, pp. 596–604, 2012, doi: 10.1177/0020764011418404.
- [13] T. Aguiar-Quintana, H. Nguyen, Y. Araujo-Cabrera, and J. M. Sanabria-Díaz, “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,” *Int. J. Hosp. Manag.*, vol. 94, no. June 2020, 2021, doi: 10.1016/j.ijhm.2021.102868.
- [14] M. Darvishmotevali and F. Ali, “Job insecurity, subjective well-being and job performance: The moderating role of psychological capital,” *Int. J. Hosp. Manag.*, vol. 87, no. January, p. 102462, 2020, doi: 10.1016/j.ijhm.2020.102462.
- [15] S. E. Hobfoll, “Conservation of Resources: A New Attempt at Conceptualizing Stress,” *Am. Psychol.*, vol. 44, no. 3, pp. 513–524, 1989, doi: 10.1037/0003-066X.44.3.513.
- [16] P. Caligiuri, H. De Cieri, D. Minbaeva, A. Verbeke, and A. Zimmermann, “International HRM insights for navigating the COVID-19 pandemic: Implications for future research and practice,” *J. Int. Bus. Stud.*, vol. 51, no. 5, pp. 697–713, 2020, doi: 10.1057/s41267-020-00335-9.
- [17] M. K. Shoss, “Job Insecurity: An Integrative Review and Agenda for Future Research,” *J. Manage.*, vol. 43, no. 6, pp. 1911–1939, 2017, doi: 10.1177/0149206317691574.
- [18] N. Aslami, S. R. A. Salim, and Y. Absah, “The Effect Of The Non-Physical Work Environment And Job Insecurity On The Performance Of Outsourcing Employee Business Support Through The Motivation As Intervening Variable at PT Telekomunikasi Selular Branch Medan,” vol. 46, no. Ebic 2017, pp. 376–383, 2018, doi: 10.2991/ebic-17.2018.58.
- [19] C. Blackmore and J. R. C. Kuntz, “Antecedents of job insecurity in restructuring organisations: An empirical investigation,” *NZ. J. Psychol.*, vol. 40, no. 3, pp. 7–18, 2011.
- [20] B. Piccoli, A. Callea, F. Urbini, A. Chirumbolo, E. Ingusci, and H. De White, “Job insecurity and performance: the mediating role of organizational identification,” *Emerald Publ. Ltd.*, vol. 46, no. 8, p. 17, 2017, doi: DOI 10.1108/PR-05-2016-0120.
- [21] B. H. J. Schreurs, I. J. Hetty, V. A. N. E. Ik, H. Günter, and D. A. N. F. Germeys, “A Weekly Diary Study On The Buffering Role Of Social Support In The Relationship Between Job Insecurity And Employee Performance,” *Hum. Resour. Manage.*, vol. 51, no. 2, p. 21, 2012, doi: 10.1002/hrm.21465.
- [22] S. A. Burgard, J. E. Brand, and J. S. House, “Perceived job insecurity and worker health in the United States,” *Soc. Sci. Med.*, vol. 69, no. 5, pp. 777–785, 2009, doi: 10.1016/j.socscimed.2009.06.029.
- [23] T. Staufienbiel and C. J. König, “A model for the effects of job insecurity on performance, turnover intention, and absenteeism,” *J. Occup. Organ. Psychol.*, vol. 83, no. 1, pp. 101–117, 2010, doi: 10.1348/096317908X401912.
- [24] J. R. B. Halbesleben, J. P. Neveu, S. C. Paustian-Underdahl, and M. Westman, “Getting to the ‘COR’: Understanding the Role of Resources in Conservation of Resources Theory,” *J. Manage.*, vol. 40, no. 5, pp. 1334–1364, 2014, doi: 10.1177/0149206314527130.
- [25] Y. Shin, W. M. Hur, T. W. Moon, and S. Lee, “A motivational perspective on job insecurity: Relationships between job insecurity, intrinsic motivation, and performance and behavioral outcomes,” *Int. J. Environ. Res. Public Health*, vol. 16, no. 10, 2019, doi: 10.3390/ijerph16101812.
- [26] L. Ran, W. Wang, M. Ai, Y. Kong, J. Chen, and L. Kuang, “Psychological resilience, depression, anxiety, and somatization symptoms in response to COVID-19: A study of the general population in China at the peak of its epidemic,” *Soc. Sci. Med.*, vol. 262, no. July, p. 113261, 2020, doi: 10.1016/j.socscimed.2020.113261.
- [27] R. Kurniawati, “Tourism and resilience: individual, organizational, and destination perspectives,” Routledge, 2018. doi: 10.1080/13032917.2018.1481918.
- [28] N. Rivai, E. Masdupi, and S. Syahrizal, “Effect of Emotional Intelligence, Work Environment, and Work Stress on Work Productivity,” vol. 64, no. 2006, pp. 502–510, 2019, doi: 10.2991/piceeba2-18.2019.29.

- [29] T. Sugmawaty, Dwi & Afrianty, “Pengaruh Self Efficacy Terhadap In-Role Performance Karyawan Dengan Motivasi Kerja Sebagai Variabel Moderator,” vol. 61 No.4, no. 4, pp. 20–28, 2018.
- [30] M. Yıldırım and A. Güler, “COVID-19 severity, self-efficacy, knowledge, preventive behaviors, and mental health in Turkey,” *Death Stud.*, vol. 0, no. 0, pp. 1–8, 2020, doi: 10.1080/07481187.2020.1793434.
- [31] P. A. Omolo, “Effect of motivation on employee performance of commercial banks in Kenya: A case study of Kenya Commercial Bank in Migori County,” *Int. J. Hum. Resour. Stud.*, vol. 5, no. 2, p. 87, 2015, doi: 10.5296/ijhrs.v5i2.7504.
- [32] N. T. Marewo, C. Mutongi, T. Nyoni, and S. P. Nyoni, “The Impact of Employee Motivation on Employee Performance,” *Int. J. Adv. Res. Innov. Ideas Educ.*, vol. 6, no. 6, pp. 1487–1502, 2020.