

## The Impact of Workload and Job Insecurity toward Employee Work Stress Due to Covid-19 Pandemic

Ni Desak Made Santi Diwyarthi<sup>1</sup>, Kadek Dwika Prawira<sup>2</sup>

Politeknik Pariwisata Bali , Indonesia

Email ; santidiwyarthi@yahoo.com <sup>1</sup>, dwikadecka@yahoo.co.id <sup>2</sup>

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**Abstract:** *This study aimed to investigate how job insecurity and workload, both individually and in combination, affected employee work stress at LA Hotel Seminyak during the pandemic. The data for this research were collected through various methods, including observation, interviews, documentation, and questionnaires. A total of 31 respondents participated in the study, and a saturated sampling technique was used. The data analysis involved classical assumption testing, multiple linear regression analysis, t-tests, F-tests, and the determination of the coefficient of determination. The findings of this study revealed that job insecurity, when considered individually, had a positive and statistically significant impact on employee work stress. Similarly, workload, when examined in isolation, also had a positive and significant effect on employee work stress. When both job insecurity and workload were considered together, they collectively had a significant influence on employee work stress. The coefficient of determination test indicated that job insecurity and workload together accounted for 76.0% of the variance in work stress, while the remaining 24.0% was attributed to other variables not addressed in this study.*

**Keywords :** *Work Stress , Job Insecurity, Employee*

### Introduction

During the global Covid-19 pandemic, many hotels were forced to terminate their employment relationships with their staff, leading to feelings of job insecurity among the employees. The reduced workforce and the uncertainty associated with their jobs caused significant work-related stress. During the period from 2019 to 2021, LA Hotel Seminyak experienced a reduction in its workforce, resulting in layoffs or job terminations due to the Covid-19 pandemic. These layoffs had a direct impact on increasing the workload of the remaining employees, as they had to take on all the tasks that were previously handled by a larger workforce. This situation led to a sense of burden and stress among the employees. Work-related stress typically arises from tension that affects a person's emotions, thought processes, and physical condition (Siagian, as cited in Supit, 2019).

Observable symptoms during observations of employees at LA Hotel Seminyak during the Covid-19 pandemic included frequent complaints about their daily tasks, as these tasks couldn't be completed within the allotted time due to the limited number of employees at the hotel. Some employees expressed

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dissatisfaction with their current jobs but continued to work because they needed to support their livelihoods during the pandemic. These negative sentiments among employees contributed to work-related stress. The causes of work-related stress, according to Griffin and Luthans (as cited in Budiasa, 2021), can be attributed to factors such as job type, workload, participation, career development, working relationships, organizational culture, and personal issues. Additionally, Rivai (as cited in Suryani and Agus, 2018) suggests that work-related stress can be triggered by self-doubt, which can affect emotions.

One aspect that can lead to work-related stress is job insecurity, which was prevalent among LA Hotel Seminyak employees during the Covid-19 pandemic. Job insecurity is characterized by feelings of uncertainty about one's job and concerns about one's future employment during times of instability or change (perceived impermanence) (Smithson and Lewis, as cited in Udayani and Sunariani, 2018). Research by Saputri et al. (2020) indicates a positive and significant relationship between job insecurity and work-related stress because high levels of job insecurity among employees can influence the occurrence of work-related stress. However, a study by Rikardo and Susanti (2020) yielded different results, suggesting that job insecurity does not have a direct impact on work-related stress.

Workload also plays a significant role in work-related stress. When the workload increases, it can lead to heightened work-related stress because it can induce feelings of worry and pressure in performing one's tasks. An employee's perceived workload is considered a stress source (Kurniawati et al., as cited in Nurul et al., 2021). The layoffs during the Covid-19 pandemic had a direct impact on increasing the workload of employees at LA Hotel Seminyak, as the remaining staff had to take on additional responsibilities. This included handling tasks in other departments that required assistance. Additionally, issues like internet disruptions and elevator breakdowns in the hotel further hindered and increased the workload of employees. Consequently, this situation triggered work-related stress among employees, as the workload became excessive and exceeded individual capabilities, leading to suboptimal job performance. Research by Panggabean (2018), Qastalano (2019), and Hastutiningsih (2018) shows a significant influence of workload on work-related stress. However, Hatmawan (2015) found in their research that workload had a negative impact on work-related stress.

This study aimed to investigate how job insecurity and workload, both individually and in combination, affected employee work stress at LA Hotel Seminyak during the pandemic. The data for this research were collected through various methods, including observation, interviews, documentation, and questionnaires. A total of 31 respondents participated in the study, and a saturated sampling technique was used. The data analysis involved classical assumption testing, multiple linear regression analysis, t-tests, F-tests, and the determination of the coefficient of determination.

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The findings of this study revealed that job insecurity, when considered individually, had a positive and statistically significant impact on employee work stress. Similarly, workload, when examined in isolation, also had a positive and significant effect on employee work stress. When both job insecurity and workload were considered together, they collectively had a significant influence on employee work stress. The coefficient of determination test indicated that job insecurity and workload together accounted for 76.0% of the variance in work stress, while the remaining 24.0% was attributed to other variables not addressed in this study.

## **Methodology**

The sample size chosen for this study utilizes a saturated sampling technique. According to Sugiyono, as cited in Maharani (2019), saturated sampling refers to a sampling method where all members of the population are included as samples. In this research, the entire population, consisting of all 31 employees at LA Hotel Seminyak, was considered the sample. Independent variables, also known as predictor variables, are those that researchers believe will influence the dependent variable (Hardani et al., 2020). In this study, the independent variables are job insecurity (X1) and workload (X2).

The validity test is a procedure used to determine and assess the accuracy and consistency of a measurement instrument for measuring something that should be measured, as described by Sugiyono, as cited in Rosita et al. (2020). The validity of the research instrument was assessed using SPSS Statistics 26. If the validity score for each response received after distributing the statement questionnaire is greater than 0.3, then that particular questionnaire item is considered valid (Sugiyono, as cited in Rosita et al., 2020).

The reliability test is a method used to determine whether the questionnaire used in data collection for research can be considered reliable or not, as explained by Dewi and Sudaryanto, as cited in Rosita et al. (2020). In this study, the reliability test was conducted using Alpha Cronbach with the assistance of SPSS Statistics 26. According to Putri, as cited in Rosita et al. (2020), if a variable demonstrates an Alpha Cronbach value  $> 0.60$ , it can be concluded that the variable is reliable or consistent in measurement.

## **Results and Discussion**

The smallest coefficient value obtained from an indicator variable is 0.780, while the largest coefficient value is 0.927. The overall values of all 31 statements, which serve as indicators for the three research variables, are considered valid as they have coefficients above 0.3. These research variables, namely job insecurity, workload, and work stress, are considered reliable because each of them has an

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alpha value greater than 0.60. Therefore, it can be concluded that all items related to the three research variables meet the data reliability assumption.

The majority of respondents are male, totaling 20 individuals with a percentage of 64.5%, while female respondents amount to 11 individuals, representing 35.5% of the total. In terms of age, the majority of respondents fall into the 21-30 age group, comprising 12 individuals with a percentage of 38.7%, while the smallest group consists of respondents aged 41-50, totaling 5 individuals with a percentage of 16.1%. When considering respondents' highest level of education, the majority have completed either high school (SMA/SMK) or a diploma, with 11 individuals each, making up 35.5% of the total. The smallest group of respondents holds a Bachelor's degree, consisting of 10 individuals with a percentage of 29.0%. The majority of respondents have worked for less than 1 year, totaling 11 individuals or 35.5%, while those who have been employed for 4-5 years make up 9.7% of the total.

The results of this research indicate that job insecurity and workload have been shown to have a positive and significant partial effect on employee work stress during the Covid-19 pandemic at LA Hotel Seminyak. This is evidenced by the t-test results for the job insecurity variable, with a calculated t-value  $>$  the critical t-value ( $8.575 > 2.045$ ), and a significance value  $< \alpha = 0.000 < 0.05$ . Similarly, the workload variable shows a calculated t-value  $>$  the critical t-value ( $8.439 > 2.045$ ) and a significance value  $< \alpha = 0.000 < 0.05$ . Furthermore, when considered simultaneously, job insecurity and workload have been proven to have a positive and significant impact on employee work stress, as indicated by the F-test results, with a calculated F-value  $>$  the critical F-value ( $44.215 > 4.18$ ) and a significance value  $< \alpha = 0.000 < 0.05$ . The  $\beta$  values for job insecurity and workload are 0.355 and 0.296, respectively, which means that an increase in job insecurity and workload leads to an increase in work stress. The coefficient of determination test results show that job insecurity and workload contribute to work stress by 76.0%, while the remaining 24.0% is influenced by other variables not considered in this study. These findings align with previous research conducted by Bashori (2017), Saputri et al. (2020), and Medysar (2019), which found that job insecurity has a positive and significant impact on employee work stress. Additionally, studies by Tato (2021), Qastalano (2019), and Hastutiningsih (2018) have indicated that workload has a positive and significant influence on employee work stress.

## **Conclusion**

Job insecurity has a positive and significant partial effect on employee work stress during the Covid-19 pandemic at LA Hotel Seminyak. This is evidenced by the t-test results for the job insecurity variable, with a calculated t-value  $>$  the critical t-value ( $8.575 > 2.045$ ), and a significance value  $< \alpha = 0.000 < 0.05$ . Workload has a positive and significant partial effect on employee work stress during the Covid-19 pandemic at LA Hotel Seminyak. This is evidenced by the t-test results for the workload

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variable, with a calculated t-value  $>$  the critical t-value ( $8.439 > 2.045$ ), and a significance value  $< \alpha = 0.000 < 0.05$ . Job insecurity and workload jointly influence employee work stress during the Covid-19 pandemic at Liberta Hotel Seminyak. This is supported by the results of the F-test, with a calculated F-value  $>$  the critical F-value ( $44.215 > 4.18$ ) and a significance value  $< \alpha = 0.000 < 0.05$ . Based on the coefficient of determination test results, job insecurity has an influence of 76.0% on employee work stress, while the remaining 24.0% is influenced by factors outside the scope of this study.

Based on the conclusions of this research, here are some recommendations for the hotel management: The hotel management is advised not to conduct premature layoffs of employees during the Covid-19 pandemic. The hotel management is also recommended to utilize the available facilities to their maximum capacity and consider hiring new trainees. To reduce employee work stress, the hotel management can organize positive activities that foster a sense of camaraderie among the staff.

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