



The Influence of Job Insecurity and Job Engagement on Employee Job Performance in The Public Sector of Central Java Province During the Covid-19 Pandemic

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ABSTRACT

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In all sectors, the Covid-19 Pandemic has brought forth devastating effects. The epidemic was contained by the authorities when it first appeared in Indonesia in March 2020. Episodes of restrictions on community activities appear in various versions. Starting with Large-Scale Social Restrictions (PSBB), Transitional PSBB, and Imposition of Emergency Community Activity Restrictions (PPKM), to what is still in effect today, namely the Four-Level PPKM policy. This policy impacts the implementation of activities in organizations, both government and private. Various changes that have occurred as a result of the Covid-19 Pandemic require adaptation to changes in the work system. Changes in the work system and the conditions of the Covid-19 pandemic have had an impact on various employee behaviors. Employees of the Public Sector in the province of Central Java were the subject of this study. Public sector Central Java Province is the work unit with the most employees in Indonesia, with a total of 1,379 employees out of a total of 16,230 employees throughout Indonesia. The selection of the research locus in Central Java Province was based on Indonesia's third-highest number of COVID-19 cases. From the data obtained by filling out the questionnaires, of the 1379 target population, 342 respondents with various sample characteristics were filled in. In this study, general characteristics included include gender, age, length of work, and education. Since the resultant SEM model does not match the data, according to the data analysis findings using PLS, we cannot interpret the model in accordance with the study framework. In order to guarantee that the model fits the data, more analysis is required.

Keywords:

Job Insecurity, Job Engagement, Employee, Job Performance, Mediating

1. INTRODUCTION

In all sectors, the Covid-19 Pandemic has brought forth devastating effects. The epidemic was contained by the authorities when it first appeared in Indonesia in March 2020. Episodes of restrictions on community activities appear in various versions. Starting with Large-Scale Social Restrictions (PSBB), Transitional PSBB, and Imposition of Emergency Community Activity Restrictions (PPKM), to what is still in effect today, namely the Four-Level PPKM policy. This policy impacts the implementation of activities in organizations, both government and private.

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Central Java is the province with the third most cases of COVID-19 after the provinces of DKI Jakarta and West Java with a total of 483,746 confirmed cases or 11% of the national total of 4,233,014 cases with a total of 450,355 recovered cases, 29,997 deaths and 2,269 cases under treatment (data Ministry of Health on October 15, 2021).

The implementation of a work-from-home system, an old concept, is implemented in Indonesia, along with the implementation of a policy limiting social interaction. Implementation of WFH also requires rapid adaptation in the use of technology. The use of ICT, particularly smartphones to do work activities remotely, has been noted in prior literature as a good strategy for managing corporate and employee responsibilities. (AH Pitafi, 2020; A. Silva-C, 2019) It has been demonstrated that using ICT and cell phones in daily job tasks improves collaboration, communication, efficiency, and output. (A. Belzunegui-Eraso, 2020; L. Li, TTC Lin, 2019). Although this technology has shown benefits

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for work processes and progress, complaints of an absence of time and ability to adjust to this new style of operation have been made, which might result in psychological side effects like Anxiety or addiction (Y.-C. Hsieh, 2020). The condition of the Covid-19 Pandemic prompted a transfer of media in implementing the work system at the Public Sector from offline to online. For example, the implementation of training and learning in the context of technical and non-technical activities that were previously carried out face-to-face is now carried out online. Requires the ability of Public Sector employees to apply video conferencing applications such as Zoom meetings, Google Meet, and e-learning. The presence system, originally done with a hand key machine, has switched to using the Kaizala application. These things can cause stress at work.

There are two reasons why job uncertainty might spread among employees (Mauno et al., 2014). First, when companies undergo changes brought on by quantitative changes in the workforce (such as downsizing, mergers, and layoffs), groups are impacted, and their perceptions of job insecurity are influenced. Second, specific threats or pressure that staff members from various work units may interpret similarly or collectively. The biggest source of stress for employees, however, is job insecurity (Jordan et al., 2002; Gaunt & Benjamin, 2007). Workers may get emotionally exhausted and perform less well on tasks as a result of new occupational pressures that may arise during a pandemic, such as job instability (Bakker & Demerouti, 2007; Hakanen et al., 2006). Research in this area is predicated on the idea that employees of various generations would have varied levels of job engagement and performance depending on how they perceive their level of job insecurity. Therefore, this study aims to confirm that, through moderating the generation effect, job insecurity, as experienced by Public sector workers in Central Java Province, significantly influences job engagement, and job performance.

II. LITERATURE REVIEW

Job Insecurity

Job security has been defined as the anxiety that employees feel about losing their jobs and being unemployed (De Witte, 1999). Job instability is a serious problem that interferes with employee psychological health and saps motivation, claim Nella et al. (2015) and Inoue et al. (2018). While some authors (Mohr, 2000) define job insecurity as employees' perception that they may lose their jobs during times of crisis, other authors (Van Vuuren & Klandermans, 1990; Heaney et al., 1994; Davy et al., 1997; De Witte, 1999; and Sverke et al., 2002) define it as employees' expectation that they will keep their jobs.

Job Engagement

Schaufeli et al. (2002) state that job engagement is a fulfilling and positive condition characterized by employee absorption and excitement. Because they improve organizational

effectiveness, establish a more productive work environment, and reduce employee turnover, employees with high job engagement can have a major influence on performance (Caplan & Whitemore, 2013). Positivity at work is typically regarded as a sign of high workplace engagement.

H1: Job Insecurity positively impacts on Job Performance

H2: Job Insecurity positively impacts on Job Engagement

H3: Job Engagement positively impacts on Job Performance

Job Performance

The technical core (task performance), civic climate (contextual performance), learning process (learning performance), and inventive behavior (innovation performance) are the four unique structures that Han et al. (2007) show may be used to analyze work performance. Task performance is more specifically described by Qin and Jiang (2011) as an employee's actions or results that assist attaining organizational goals at the technical core level while adhering to the instructions and responsibilities outlined in the job description.

Relationship between Job Insecurity and Job Engagement

Regarding job security and involvement, Lo Presti and Nonnis (2012) proposed that higher perceived job insecurity reduces emotional commitment and makes it inconsistent. Greenhalgh and Rosenblatt (1984) reported that employees with higher job insecurity tend to reduce engagement and make less effort to achieve organizational goals because they spend less time and energy on their work. Similarly, Wang et al. (2015) found that work uncertainty had a negative association with job participation and performance, which is noteworthy

Relationship between Job Insecurity and Job Performance

According to two distinct meta-analyses, job insecurity negatively affects employee performance, work satisfaction, job participation, organizational trust, and commitment (Sverke et al., 2002; Cheng & Chan, 2008).

Relationship between Job Engagement and Job Performance

Numerous research, like those by Bakker, Demerouti, & Ten Brummelhuis (2012) and Kaya et al. (2010), have demonstrated a clear link between job engagement and performance. For reviews, see Simpson (2009) and Kristen et al. (2011).

H4: Job Engagement has a mediating effect on the Job Insecurity and Job performance

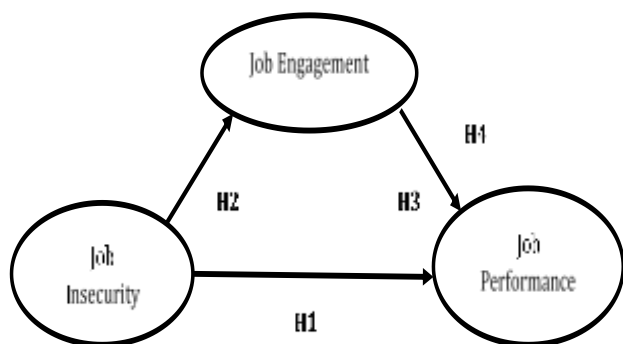


Figure 1. Conceptual Framework

III. RESEARCH METHODS

Employees of the Public Sector in the province of Central Java were the subject of this study. Public Sector Central Java Province is the work unit with the most employees in Indonesia, with a total of 1,379 employees out of a total of 16,230 employees throughout Indonesia (simple. Public Sector.go.id data as of September 2, 2021). The selection of the research locus in Central Java Province was based on Indonesia's third-highest number of COVID-19 cases.

Research Procedures

1. Research design

This study's research methodology is a quantitative one. Quantitative research techniques, as defined by Sugiyono (2016:7), are those that are used to analyze certain populations or samples and are grounded on positivism. In most cases, sampling is done randomly, research tools are used for data collection, and data analysis is quantitative and statistical to test the established hypotheses.

2. Population and Sample

The research is limited to the scope of the Public Sector of Central Java Province, with a population of all ASNs within the Public Sector Central Java Province, including 35 Regencies/Cities with a total of 1,379 employees. The survey was carried out using the self-enumerated method or self-filling by the respondents. Coordination with the leadership of the Central Java Province Public Sector needs to be carried out to support an increase in the response rate

3. Data collection technique

Questionnaires are arranged according to the variables to be examined in the study. Questions are presented in the form of an electronic questionnaire that the respondents can fill in independently

4. Data analysis

a. Data Quality Test Analyst Validity test

The validity test is intended to determine whether the instrument used measures what it is supposed to measure. The correlation technique that will be used to test the validity of the statement items in this study is the Pearson Product Moment correlation. Suppose the value of the correlation coefficient of the item statement being tested is greater than

the critical $r_{0.3}$. It can be concluded that the item statement is a valid construct.

Reliability Test

Reliability, according to Sugiyono (2005), is the consistency of a set of measures or measuring tools when the measurements are taken using the measuring tool frequently. Cronbach's Alpha coefficient was used to assess reliability. If the reliability coefficient is positive and higher than 0.7, the questionnaire is considered trustworthy.

b. Normality Test and Multicollinearity/Descriptive Analysis

To give a broad overview of the respondents' attributes, such as gender, education, marital status, and duration of service, a descriptive analysis was carried out.

c. Inferential Analysis

Inferential analysis using Structural Equation Modeling (SEM). The program that will be used to assist the analysis is Listel 8.70 with the help of Smart PLS.

d. Hypothesis testing

Structural Equation Modeling and multi-group analysis will be used to examine the five hypotheses (Bagozzi & Yi, 1988).

IV. RESULTS AND DISCUSSION

Descriptive Analysis

From the data obtained by filling out the questionnaires, of the 1379 target population, 342 respondents with various sample characteristics were filled in. In this study, general characteristics included include gender, age, length of work, and education.

• Gender

Based on gender, around 60.23% of those who completed this study were male PUBLIC SECTOR Central Java Province employees, and the remaining 39.77% were female respondents.

• Age and Generation

Based on age and Generation, the study's findings revealed that 50.87% of survey respondents were over 41 and fell into the Generation X and Baby Boomer categories. In contrast, the remaining respondents, who had a response rate of 49.13%, belonged to Generation Y, millennials, and Gen Z.

• Education

Based on education, around 44.22% of those who completed this study were Central Java Province Public sector employees with D-IV/S1 education. This education group was larger than the other groups. In contrast, 19.6% of people had a diploma I–III, 14.6% had only completed high school, and 21.6% had a master's degree or above.

• Time spent working

According to the respondents' length of service, those with more than ten years of service exceeded those with fewer than five years at 75.4%, those with five to ten years of service came in second at 9.9%, and those with less than five years of service came in third at 14.6%.

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Measurement models

Measurement model evaluated, it is necessary to test the validity and reliability of a construct. The first step to testing validity is to assess convergence validity, looking at the outer loading values (figure 2) and AVE. Hair et al. (2014) state that acceptable outer loading values are more than 0.7 and AVE is more than 0.5. He explains that indicators with outer loading between 0.40 and 0.70 can be considered for removal from the model only if removing the indicator increases the composite reliability or Average Variance Extracted (AVE) value above the recommended threshold value. Meanwhile, indicators with very low outer loading (below 0.40) should be removed from the model. Then check the composite reliability. According should be above 0.7, and the AVE of each variable, more than 0.5, where in this study, the CR value ranged from 0,842 to 0,913 and the AVE ranged from 0,641 to 0,777.

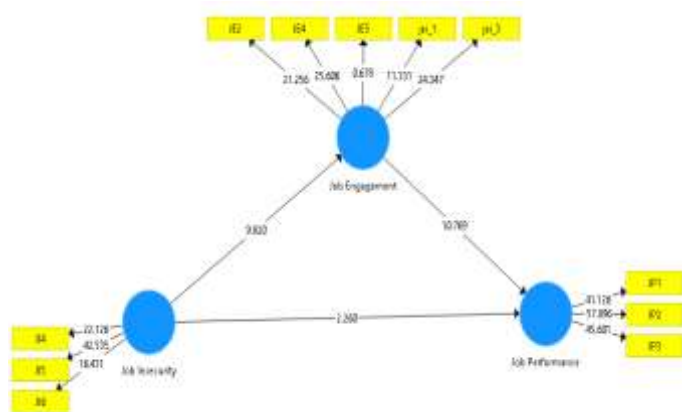


Figure 2. Model Measurement with outer loading

Source: Output Smart-PLS 3.3.9

Table 2. Constructs validity and reliability

	Cronbach's Alpha	Rho A	Composite Reliability	AVE
Job Insecurity	0,720	0,729	0,842	0,641
Job Engagement	0,645	0,773	0,780	0,662
Job Performance	0,857	0,857	0,913	0,777

Source: Primary data processing, 2023

Table 3. Testing Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Engagement -> Job	0,519	0,519	0,048	10,769	0,000

Performance					
Job Insecurity -> Job Engagement	0,478	0,484	0,049	9,820	0,000
Job Insecurity -> Job Performance	0,374	0,375	0,052	7,202	0,000

Source: Primary data processing, 2023

Hypothesis Testing

The research hypothesis was tested by running a bootstrapping procedure with a repeat of 5000 times. If the value of p-values is less or equal to 0.05 or t-statistics is greater than or equal to 1.96, then the hypothesis is supported. Table 3 shows that H1, Job Insecurity has a positive significant influence on job performance (H1 is received), seen from a p-value greater than 0.05 and a t-statistic value less than 1.96. Hypothesis 2 (H2), Job Insecurity had a positive and significant effect on Job engagement (p-value of 0.000 and t-statistic of 9,820). Hypothesis 3 (H3), job engagement has a significant impact on job performance (p-value 0.00 and t-statistic of 10,769). Hypothesis 4 (H4) The mediating effect of job engagement on the job insecurity and performance has a significant impact

V. DISCUSSION

The influence of Job Insecurity on Job Performance

The first objective of this study is to test and explain the influence of job insecurity on Public Sector employees' job performance in Public Sector. The research result indicated that job insecurity has a positive and significant relationship with the Public Sector employees job performance. Pandemic Covid-19 would be a risk and insecure for employees' future work; however, employees are performing well. Also, based on the employees' good performance, the organization still provides employees to retain working in the Public Sector. The result of this study is consistent with the previous study of Probst et al. (2020), which indicated that job insecurity had a positive influence on employees' job performances. Employees still maintain their good performance. However, Pandemic COVID-19 has forced numerous industries to lay off their staff, leaving many without jobs. Additionally, the Covid-19 scenario has hurt employee productivity and increased their fear of losing their current positions. As a result, this could be contrasted with the sentiments of work instability experienced by genuine employees during the Covid-19 pandemic. With the whole range of employee experiences, it would be possible to increase dedication and maintain good performance, which would be advantageous

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for the company. The desire of employees to perform well may also help a business reach its goal. This research is also consistent with the previous empirical study of Van Vuuren et al. (2020), which indicated that job insecurity negatively influenced job performance. Job performance still supports the job that is permanent rather than temporary jobs

The Influence of Job Insecurity and Job Engagement.

This study's second goal is to investigate the impact of job uncertainty on job engagement. The findings suggested that job uncertainty has a major impact on job engagement. Employees that are passionate about their work, constantly participate in groups, and have a better understanding of future organizational decisions tend to perform well. Even during the Covid-19 pandemic, working well could aid in employee retention, despite the fact that certain employees may feel anxious about their risk position. This study also discusses workers that experience job insecurity during the COVID-19 pandemic. It can affect the employees' potential future jobs. Some firms continue to use individuals who perform effectively despite the uncertainty that some employees feel about their future employment. Employees that are always engaged in the business and are aware of the decisions made by wholesome companies The result of this study is also consistent with the previous study of Yu et al. (2020), which indicated that job insecurity had a significant influence on job engagement, especially on employees who are afraid of losing their job in the future. Even though employees perform well and are involved in any organization's activities, they have many preoccupations and are afraid to lose their jobs. Mainly, employees working during pandemic Covid-19 could cause an increase in job performance; thus, the company needs to fire employees who no longer obey the rules and regulations of an organization. The result of this study was also confirmed with the previous empirical study of Jung et al. (2021), which indicated that job insecurity does not influence job engagement. Job insecurity is making a company decrease their employees who are not performing well. Based on the objective interest of an organization the company will select and involve only employees who perform well and have initiative and creativity in their job performance for their future work. In their study, Kim & Koo (2017) found that job insecurity significantly influences job engagement because of using job performance as a mediation. Therefore, job insecurity could be a provoking source that positively influences job engagement.

The Influence of Job Engagement on Job Performance.

Testing the impact of job engagement on employees' job performance is the third study goal. The results of this study showed that job engagement significantly improved job performance. Employees typically perform well on the job because it involves them in the business and they work hard to attain the goals of the organization. Additionally, the Covid-19 pandemic has only afflicted a small number of the

organization's employees, and these individuals have a poor performance history. However, those Public Sector staff members who are driven and committed to their work typically perform well. Additionally, workers who are motivated and have good morals are more likely to perform successfully and meet organizational objectives. This result is also consistent with another previous empirical study (Bakker et al., 2012) found that job engagement had a significant favorable influence on job performance which refers to the employee's better performances and keeping up the work quality in the organization. On the other hand, the previous empirical study of Wang et al. (2015) found a negative influence of job engagement on job performance. Employees have a high perception of job engagement, decreasing commitment and inconsistency in their work. Wang & Chen (2020) indicated a positive influence of job engagement on job performance. the pandemic's effects Covid-19, which affects how well employees accomplish their jobs, has decreased employee involvement in an organization. However, on the other side, Public Sector staff members who are driven, enthusiastic about their occupations, and excel at them are more likely to keep their positions and accomplish an organization's goals.

The Effective Mediation of Job Engagement on Job Insecurity and Job Performance.

The study's fourth goal is to determine if job engagement can effectively mediate the links between job insecurity and the productivity of Public Sector employees. The findings showed a substantial association between job insecurity and work performance for Public Sector employees when job mediation was used. Many staff don't feel comfortable in their work at the Public Sector as a result of job uncertainty. However, because of their strong job performance, commitment to the firm, and understanding of superior corporate decisions, the employees will continue in their positions. Given the pandemic's present effects, many employees are feeling uncomfortable and fearful of losing their jobs. Another previous empirical study by Kim et al (2019) found a significant favorable influence between job engagement and job performance. Because job involvement tends to enhance employees' job performance. Even if the present Covid-19 epidemic affects workers' ability to execute their jobs, several industries have maintained their talent and creative workers so they may work together and accomplish the organization's objectives.

VI. CONCLUSION

Since the resultant SEM model does not match the data, according to the data analysis findings using Smart PLS, we cannot interpret the model in accordance with the study framework. In order to guarantee that the model fits the data, more analysis is required. This may be accomplished by deleting data outliers or by adding data. suggestions for future surveys as an analytical instrument that is more suited to field

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circumstances and can boost the quantity of respondents in research. to avoid creating bias in the studies.

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