

The Impact of Workload and Job Insecurity toward Employee Work Stress due to Covid-19 Pandemic (Case Study at LA Hotel Seminyak)

I Wayan Adi Pratama¹, Ni Desak Made Santi Diwyarthi^{2*},
Luh Putu Citrawati², Made Darmiati²

¹Politeknik Internasional Bali, Indonesia

²Politeknik Pariwisata Bali, Indonesia

*santidiwyarthi@yahoo.com

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 Covid-19 pandemic. The data for this research were collected through various methods, including observation, interviews, documentation, and questionnaires. A total of 36 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 66.0% of the variance in work stress, while the remaining 34.0% was attributed to other variables not addressed in this study.

Keywords: Impact; Insecurity; Job; Stress; Workload

Abstrak

Penelitian ini bertujuan untuk mengetahui bagaimana ketidakamanan kerja dan beban kerja, baik secara independen maupun secara bersama, mempengaruhi stress kerja karyawan di LA Hotel Seminyak selama masa pandemi Covid-19. Data penelitian ini dikumpulkan melalui berbagai metode, antara lain observasi, wawancara, dokumentasi, dan angket. Sebanyak 36 responden berpartisipasi dalam penelitian yang menggunakan teknik sampling jenuh ini. Analisis data yang dilakukan meliputi pengujian asumsi klasik, analisis regresi linier berganda, uji t, uji F, dan penentuan koefisiensi determinasi. Temuan penelitian ini mengungkapkan bahwa ketidakamanan kerja, secara independen memiliki dampak positif dan signifikan terhadap stress kerja karyawan. Begitu pula dengan beban kerja yang memiliki dampak positif dan signifikan terhadap stress kerja karyawan. Ketidakamanan kerja dan beban kerja, secara bersama sama, memiliki dampak yang positif dan signifikan terhadap stress kerja karyawan. Uji koefisiensi determinasi menunjukkan bahwa ketidakamanan kerja dan beban kerja secara bersama-sama menyumbang 66,0 % terhadap varian stress kerja karyawan, sedangkan sisanya sebesar 34,0 %, disebabkan oleh variabel lain yang tidak dibahas dalam penelitian ini.

Kata Kunci: Dampak; Ketidakamanan; Pekerjaan; Stres; Beban Kerja

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.

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 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. 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) (Udayani & Sunariani, 2018). Work-related stress typically arises from tension that affects a person's emotions, thought processes, and physical condition (Gegung, 2023), (Lestary & Chaniago, 2018), (Hadiansyah & Yanwar, 2017), (Siagian, as cited in Supit, 2019). The causes of work-related stress, according to Griffin and Luthans (Holy et al., 2023), (Woda et al., 2021), (as cited in Budiassa, 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), (Desak et al., 2023), (Pratama, 2023) (Harinie et al., 2023), (Fadhilla & Silmi, 2017) suggests that work-related stress can be triggered by self-doubt, which can affect emotions.

Research by Saputri et al. (Buwana et al., 2022), (Agustina & Yosintha, 2021) 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 (Zahra et al., 2023) 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 (Harinie et al., 2023), (Dwiyartha, 2018), (Dwiyartha et al., 2023). Research by Christy & Amalia (2018); Hallo & Dewi (2022); Nurfauzan & Halilah (2017), Medysar et al. (2019) shows a significant influence of workload on work-related stress. However, Dawam & Setiawan (2022); Bashori & Meiyanto (2019) and Desak & Santi (2023) found in their research that workload had a negative impact on work-related stress.

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.

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 36 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.

Method

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 36 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.

Result 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 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.

Table 1. Data of Responden

	(Total)	Persentase (%)
Male	25	69,4
Female	11	30,6
Total	36	100

Source: Processed data

The majority of respondents are male, totaling 25 individuals with a percentage of 69,4 %, while female respondents amount to 11 individuals, representing 30,6 % of the total.

Table 2. Age of Responden

Age	(Total)	Persentase (%)
<20 tahun	6	16,7
21 – 30 tahun	12	33,3
31 – 40 tahun	13	36,1
41 – 50 tahun	5	13,9
Total	36	100

Source: Processed data

In terms of age, the majority of respondents fall into the 21-30 age group, comprising 13 individuals with a percentage of 36,1 %, while the smallest group consists of respondents aged 41-50, totaling 5 individuals with a percentage of 13,9 %.

Table 3. Level of Education

Pendidikan	Jumlah (Orang)	Persentase (%)
SMA/SMK	11	30,6
Diploma	16	44,4
Sarjana	9	25
Total	36	100

Source: Processed data

Level of respondents' education: highest level of education, the majority have completed diploma, with 16 individuals, making up 44,4 % of the total. The respondents have completed high school (SMA / SMK), consisted of 11 respondents, 30,6 %. The smallest group of respondents holds a Bachelor's degree, consisting of 9 individuals with a percentage of 25 %. The majority of respondents have worked for less than 1 year, totaling 16 individuals or 44,4 %, while those who have been employed for 4-5 years, were 9 respondents, 25 % of the total.

Table 4. The Validity Test Result

No.	Variabel	Item Pertanyaan	Koefisien Korelasi	Keterangan
1	<i>Job Insecurity</i> (X1)	X1.1	0,878	Valid
		X1.2	0,843	Valid
		X1.3	0,894	Valid
		X1.4	0,883	Valid
		X1.5	0,841	Valid
		X1.6	0,919	Valid
		X1.7	0,852	Valid
		X1.8	0,926	Valid
		X1.9	0,926	Valid
		X1.10	0,927	Valid
2	<i>Workload</i> (X2)	X2.1	0,874	Valid
		X2.2	0,868	Valid
		X2.3	0,888	Valid
		X2.4	0,891	Valid
		X2.5	0,917	Valid
		X2.6	0,886	Valid
		X2.7	0,875	Valid
		X2.8	0,827	Valid
		X2.9	0,903	Valid
		X2.10	0,896	Valid
		X2.11	0,902	Valid

		X2.12	0,780	Valid
		Y.1	0,814	Valid
		Y.2	0,851	Valid
		Y.3	0,857	Valid
		Y.4	0,882	Valid
3	<i>Workstress</i>	Y.5	0,891	Valid
		Y.6	0,910	Valid
		Y.7	0,901	Valid
		Y.8	0,907	Valid
		Y.9	0,836	Valid

Source: Processed data

Based on the validity test results, it shows that the smallest coefficient value obtained from an indicator variable is 0.780. The largest coefficient value is 0.927. The overall value of the 31 statements which are indicators of three research variables and all statements are valid because they have coefficient values above 0.3.

Table 5. The Reliability Test Result

No.	Variabel	<i>Cronbach Alpha</i>	Keterangan
1	<i>Job insecurity (X1)</i>	0,970	Reliabel
2	<i>Workload (X2)</i>	0,971	Reliabel
3	<i>Work stress (Y)</i>	0,960	Reliabel

Source: Processed data

Based on the reliability test results in Table 3.2, it shows that the research variables, namely job insecurity, workload, and job stress, are considered reliable because each variable has an alpha value greater than 0.60. Thus, it can be concluded that all items of questions from the three research variables meet the assumption of data reliability. 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 $< \alpha = 0.000 < 0.05$.

The description support research by (Christy & Amalia, 2018), (Hallo & Dewi, 2022), (Nurfauzan & Halilah, 2017), (Medysar et al., 2019) that proved significant influence of workload on work-related stress. However, (Dawam & Setiawan, 2022) (Bashori & Meiyanto, 2019) and (Desak & Santi, 2023) found in their research that workload had a negative impact on work-related stress.

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 β 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 66.0%, while the remaining 34.0% 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.

The causes of work-related stress, according to Griffin and Luthans (Holy et al., 2023), (Woda et al., 2021), (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), (Desak et al., 2023), (Pratama, 2023) (Harinie et al., 2023), (Fadhilla & Silmi, 2017) suggests that work-related stress can be triggered by self-doubt, which can affect emotions. The description proved that job insecurity and workload had positive and significant effect on employee workstress.

Conclusion

Job insecurity has 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 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 LA 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 66.0% on employee work stress, while the remaining 34.0% 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.

References

- Agustina, I. T., & Yosintha, R. (2021). The Impact of Covid-19 on Hotel Industry In Asian Countries. *Jurnal Kepariwisata Indonesia: Jurnal Penelitian Dan Pengembangan Kepariwisata Indonesia*, 14(2), 159–167.
- Bashori, M. F., & Meiyanto, I. S. (2019). Peran Job Insecurity terhadap Stres Kerja dengan Moderator Religiusitas. *Gadjah Mada Journal of Psychology (GamaJoP)*, 3(1), 25.
- Buwana, S. A. N., Suhariadi, F., & Sugiarti, L. R. (2022). Sumber Stres dan Coping Stress Pekerja dalam Masa Pandemi Covid-19. *Jurnal Psikologi : Jurnal Ilmiah Fakultas Psikologi Universitas Yudharta Pasuruan*, 9(1), 12–25.
- Christy, N. A., & Amalia, S. (2018). Pengaruh Stres Kerja Terhadap Kinerja Karyawan. *Jurnal Riset Bisnis Dan Investasi*, 3(2), 74–83.
- Dawam, M., & Setiawan, I. T. (2022). Analisis Beban Kerja Dan Lingkungan Kerja Mempengaruhi Stres Kerja (Studi Empirik). *Ecobisma (Jurnal Ekonomi, Bisnis Dan Manajemen)*, 9(1), 77–88.
- Desak, N., Santi Diwyarthi, M., Pratama, W. A., Jata, W., Gede, N., & Wiartha, M. (2023). Perspektif Gen Z Politeknik Pariwisata Bali terhadap Peranan Sosial Media dalam Mengembangkan Bisnis Kuliner. *Jurnal Ilmu Sosial Dan Humaniora*, 6, 959–967.

- Desak, N., & Santi, M. (2023). *Accommodation Management Perspectives Towards Green Program Implementation at Baturiti District, Tabanan Residence, Bali*. 1(5), 383–388.
- Diwyarthi, N. D. M. S., Pratama, I. W. A., & Eddy, I. W. T. (2023). Tourist Perspective Toward Glamping Accomodation In The Era of Industry 4.0 and Society 5.0. *Jurnal Syntax Transformation*, 4(1), 59–76.
- Dwiyarthi, N. D. M. S. D. M. S. (2018). Implementasi Peraturan Ketenagakerjaan pada Hotel Berbintang di Bali. *Pariwisata Budaya: Jurnal Ilmiah Agama Dan Budaya*, 3(2), 42.
- Fadhilla, A., & Silmi, I. (2017). Pengaruh Budaya Organisasi Terhadap Organizational Citizenship Behavior Pada Hotel Horison Bandung. *Repository.Upi.Edu*, 84, 487–492.
- Gegung, E. M. (2023). *Metaverse : A Promising Future For The Tourism Industry And Msmes Post-Covid-19 Pandemic*. 17(December), 172–181.
- Hadiansyah, A., & Yanwar, R. P. (2017). Pengaruh Etos Kerja Terhadap Kinerja Karyawan PT. AE. *Jurnal Al-Azhar Indonesia Seri Humaniora*, 3(2), 150.
- Hallo, G. S., & Dewi, Y. E. P. (2022). Pengaruh Job Insecurity dan Stres Kerja Terhadap Turnover Intention Pada Driver Gojek. *Coopetition : Jurnal Ilmiah Manajemen*, 13(2), 335–344.
- Harinie, L. T., Raysharie, P. I., Wijaya, A. S. S., Halimah, A., Simanjuntak, A. A. I., Purba, E. A., Krisna, K., Rasyiana, M., Lestari, N., Prakoso, R. A., & Rusmilla, R. (2023). Analisis Pengaruh Kepemimpinan Terhadap Kinerja Organisasi pada Periode 2022-2023: Studi Kasus. *Jurnal Penelitian Ekonomi Dan Bisnis*, 02(02).
- Holy, I., Haedar, H., & Dewi, S. R. (2023). Pengaruh Pelatihan Dan Pengembangan Karyawan Terhadap Produktivitas Kerja Karyawan. *Jesya*, 6(2), 1761–1771.
- Lestary, L., & Chaniago, H. (2018). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Riset Bisnis Dan Investasi*, 3(2), 94–103.
- Medysar, S., Asj'ari, F., & Samsiyah, S. (2019). Pengaruh Job Insecurity Terhadap Turnover Intention Melalui Stres Kerja Sebagai Variabel Intervening Pada Karyawan Pt. Malidas Sterilindo Di Sidoarjo. *Majalah Ekonomi*, 24(2), 194–203.
- Nurfauzan, M. I., & Halilah, I. (2017). Pengaruh Job Insecurity Terhadap Turnover Intention. *Jurnal Riset Bisnis Dan Investasi*, 3(1), 98.
- Pratama, I. W. A. (2023). Support and Development of Village Tourism Potential Through Community Service Program in Bongan Village, Tabanan Bali. *Community Development Journal: Jurnal Pengabdian Masyarakat*, 4(4), 9426-9433.
- Qastalano, Rezha Isyraqi. (2019). Analisis Pengaruh Beban Kerja dan Pengawasan terhadap Stres Kerja dan Kinerja Karyawan Departemen Produksi PT. XYZ. Master Thesis. Institut Teknologi Sepuluh Nopember.
- Rikardo, T. & Susanti. (2018). Pengaruh Job Insecurity, dan Beban Kerja terhadap Stres Kerja pada PT Garda Total Security Padang. Sekolah Tinggi Ilmu Ekonomi.
- Rosita, E., Hidayat, W., & Yuliani, W. (2021). Uji validitas dan reliabilitas kuesioner perilaku prososial. *FOKUS (Kajian Bimbingan & Konseling dalam Pendidikan)*, 4(4), 279-284.
- Saputri, P., Hidayati, T., & Lestari, D. (2020). Pengaruh Job Insecurity Terhadap Stres Kerja, Kinerja dan Turnover Intention Karyawan. *Jurnal Bisnis dan Manajemen (JBM)*, 235-259.
- Sugiyono. (2018). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.

- Supit, N. (2019). Pengaruh Lingkungan Kerja dan Stres Kerja Terhadap Kinerja Pegawai Di Balai Pelaksanaan Jalan Nasional XVI Ambon. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 7(3).
- Tato, B. S. Pengaruh Beban Kerja dan *Job Insecurity* terhadap Tingkat Stres Karyawan Selama Masa *Work from Home*. Skripsi. Universitas Kristen Duta Wacana.
- Udayani, N. L. P. K., & Sunariani, N. N. (2018). Budaya organisasi, pengembangan karir, job insecurity terhadap organisational citizenship behaviour dengan komitmen organisasional sebagai variabel intervening. *Jurnal Manajemen Bisnis*, 15(2), 151-174.
- Woda, B. E., Birowo, M. A., Vidiadari, I. S., & Nuswantoro, R. (2021). Pandemic Journalism: A Study of Covid-19 News Coverage on detik.com. *Jurnal ASPIKOM*, 6(2), 235.
- Fridayanti, F., Zahra, Q., & Nurdin, F. S. (2023). Stres Kerja Dan Kesiapan Untuk Berubah: Peranan Strategi Koping Sebagai Moderator. *Jurnal Psikologi*, 16(1), 145-159.