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# Investigating Employee Perception about Job Insecurity towards Employee Engagement during The Covid-19 in “X-Hotel” in Bandung

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## Abstract

*Orientation, the inter-individual differences of employees might affect their engagement. However, job engagement might also be influenced by job insecurity. Research purposes: The objective of this study was to examine the relationship between job insecurity and job engagement. Motivation for the study: Job engagement leads to positive individual and organizational outcomes, and study on the determinants will give useful information for diagnosis and intervention. Research design, approach and method: A correlational design was used. Survey design was conducted among 110 employees in several departments in the hotel. The measuring instruments included the Psychological Empowerment Questionnaire which includes job description, job commitment, emotional exhaustion, job performance, strategic alignment and job satisfaction. Statistically significant relationships were found between job insecurity and Job engagement have an impact of 5.8%. Thus, also presenting effective information, which of all the indicators has the most effect. Therefore, the result of the research will directly present further information towards the employees' perception during the Covid-19 Pandemic by which relates to the future improvement by the organization. The findings imply that initiatives focusing on the job engagement of workers during the pandemic (i.e., meaningfulness, competence, self-determination, and impact) will contribute to employee job engagement (vigor, devotion, and assimilation). When job instability is high, it is critical to focus on employee psychological empowerment.*

*Keywords: Job Insecurity, Job Engagement, Employee Perception, Hotel Industry*

## I. INTRODUCTION

There are many books and research journals about the hospitality tourism. However, there is very little work to determine business views about the attitudes of employees in this field. From the perspective of employees, conduct authoritative and formal discussions and opinions. However, the critical emphasis of this analysis put the key focus on the views of employees. The COVID-19 pandemic has caused unprecedented business interruptions and forced many companies to lay off employees. Tempo. co reported that 19,089 employees in West Java were

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unemployed due to COVID-19. West Java Governor Ridwan Kamil said that more than 2,000 companies have felt the impact of the pandemic, adding that manufacturing and services are the two industries most affected by the pandemic. Therefore, the tourism and hospitality industries all over the world, especially in Indonesia, have been facing the problem of recruiting and retaining high-quality employees, with an ever-increasing number of tourism and hospitality companies, resulting in a shortage of skilled workers in the company. This problem is related to many different contributing factors. Many tourism employees working in the tourism and hotel industry have been laid off. According to data from the World Travel and Tourism Council 2020, due to the new coronavirus pandemic, around 50 million people will be unemployed in the tourism industry alone. At the same time, Rachmat Taufik Garsadi, head of the West Java Department of Human Resources and Immigration, said that as of October, some 460 companies had officially laid off their employees. He added that many companies still plan to reduce the number of employees. The Bureau of Social Security for Workers (BPJS Ketenagakerjaan) found that 19,089 employees were laid off, and mid-level manufacturing companies were the majority of organizations that had to reduce the number of employees.

The COVID-19 pandemic has caused millions of workers to lose their jobs. In April, a month after President Joko "Jokowi" Widodo announced the first case of COVID-19 in Indonesia, more than 1.2 million workers in 74,439 companies in the formal and informal sectors were told to stay at home or they were fired. Data from the Ministry of Manpower. In 2021, the country's most urgent challenge is related to the economic, social and public health impact of the COVID-19 pandemic. Although the unemployment rate has been declining in the last decade, the unemployment rate has risen dramatically from 5.3% in 2019 to 8% in 2020. The region should maintain a relatively high level in 2021, falling to close to the previous level to COVID by 6.8, 5.8% in 2022 [1].

## II. LITERATURE REVIEW

### 2.1 Job Insecurity

JI is a subjective experience [2]. Despite being compatible with most notions, this emphasis on perception contrasts with the practice of categorizing labor as genuinely unsafe, for example, based on contract type (e.g., temporary labor) or target organizational setting (e.g., layoffs). Because JI is subjective, two people in the same objective circumstances may experience quite different amounts of JI [3]. Second, the threat concept emphasizes JI as a future-oriented phenomenon. JI reflects the forecasting of events (particularly loss events) that may occur at some point in the future. As a result, not all predicted or probable workplace mishaps will result in JI, but only those involving "possible damage or loss". JI denotes uncertainty because the threat has yet to be realized [4]. As a result, JI research focuses on how people perceive and respond

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to “visualized [job or work feature] loss” [5] rather than actual job or work feature loss. Finally, in the case of JI, the stability and continuity of one's existing employment, specifically one's present work in one's present company, is jeopardized [6]. This distinguishes JI from comparable constructs such as employability, which reflects an individual's perceived capacity to acquire a new job due to “knowledge and skill, and flexibility” [7]. This initial insight led to the conceptualization of several characteristics into JI, including the unexpected nature of the threat, the concept of JI that emerged when previously protected work became unsafe, and the perception of control.

These elements are intentionally excluded from the current definition to clarify the structure of JI and to facilitate research on how these conditions affect the response to threats. In particular, assume that JI only occurs when faced with unintentional threats, ignoring that employees may voluntarily enter a potentially unstable work environment (for example, choosing to work in an organization with a selective retention system or temporary or temporary positions or contract [8]. These reactions, named affective JI [9], job security satisfaction [10], and job loss strain [11] may thus better reflect proximal effects of JI than JI itself [12]. In summation, job insecure employees perceive threats to their work or job characteristics. The important thing is that not all threats can be considered uncontrollable.

### **2.1.1 The difference between Job Insecurity and Job Description**

It can be distinguished between cognitive job insecurity and emotional work insecurity. The first is the cognitive probability of losing your job, and the second is the fear and worry about losing your job. Another way to distinguish work insecurity is to distinguish quantitative insecurity (referring to worry about unemployment itself) and qualitative insecurity (referring to worry about losing important aspects of the job, such as salary, insurance, medical treatment, and social life). Some examples during the epidemic are the definition of job title, job grade, salary family, and salary.

The job description should describe the minimum qualifications and skills required to perform the job, and should help justify the exemption when necessary. Other details related to the role, such as performance standards and management expectations, scope and restrictions of authority, working hours, working location, and travel requirements. Some questions are “Where can employees work? How do we compensate the employees to be assigned? How can we maintain the same level of commitment to a more dispersed workforce? How can we effectively integrate new employees into this new way of working? As the pandemic forces many companies to change the way they operate in the foreseeable future, any changes in processes and methods must be addressed in job descriptions.

### **2.1.2 The difference between Job Insecurity and Job Commitment**

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(Allen, 2015) proposed that organizational engagement has three components, namely emotional engagement, continuous engagement, and normative engagement. As defined by these authors, the emotional component of organizational commitment refers to the emotional attachment, identification and participation of employees in the organization. The continuous engagement refers to the commitment based on the costs associated with the employee leaving the organization. The normative refers to the feeling that employees are obliged to stay in the organization. However, research shows that one of the three dimensions is more relevant than the other two [13]. First, the measurement of emotional commitment is more reliable than the measurement of other components. More importantly, it is found that the commitment of emotional engagement is the most important explanatory variable among the three components: the emotional dimension always explains more differences in the outcome variables than the other two components [14].

Therefore, many researchers limit the measurement of organizational commitment to emotional commitment, ignoring the other two components. Job satisfaction and organizational commitment are not unrelated. The empirical results reported by Summers and DeCotiis (2020); Mowday, Steers and Porter (2020) even show that job satisfaction has a strong positive effect on organizational commitment. Commitment is a social behavior, which refers to a person's attachment to certain values related to organizational goals [15]. Define organizational commitment as the psychological relationship between workers and their organizations in a general sense. Although there are many different definitions in the literature, Mowday, Porter and Steers (2020) pointed out that the concept of commitment can be characterized by at least three elements. These elements are:

- Willing to make efforts on behalf of the organization.
- Strong desire to become a knit member.
- Accept and firmly believe in the goals and values of the organization.

### **2.1.3 The difference between Job Insecurity and Emotional Exhaustion**

Freudenberger and Maslach (2020) pioneered the concept of job burnout. Freudenberger defined job burnout as a lack of energy, fatigue, and exhaustion caused by high work pressure, which is more likely to occur in people who interact with others frequently [16]. Burnout is defined by Maslach as emotional exhaustion at work and depersonalization of others, which leads to lower personal success rates. According to Maslach, the most important of these three dimensions is (emotional exhaustion, depersonalization and burnout when talking about oneself or others).

The key point of the concept of burnout is emotional exhaustion, and it is also the dimension that best describes the concept Emotional exhaustion is the first stage of exhaustion, according to Maslach's classification. In other words, emotional exhaustion comes before the other two aspects of burnout, namely depersonalization of others (colleagues, customers) and a decline in personal success. As a result, emotional exhaustion is more important than other aspects of

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burnout [17]. Emotional exhaustion is the stress dimension of exhaustion, defined as a reduction in personal emotional and physical resources (Maslach et al., 2020).

## **2.2. Job Engagement**

Job engagement is "emerging work conditions and positive cognitive, emotional, and behavioral states to promote organizational results" [18]. Another definition defines job engagement as workers' preparedness and capabilities to assist their business succeed by being adaptable in three distinct scenarios. From (Study, 2014) Job engagement is also defined by Shuck and Wollard (2020) as a developing working condition in which the employee's perceptions, feelings, and behaviors are intended as the intended organizational goals. (al., 2018) provide another definition, viewing employee engagement as an energetic state of connection with personally rewarding activities that boosts one's feeling of professional competence. Their polar opposites are the "burnout aspects of tiredness, cynicism, and ineffectiveness" (Leiter, 2020). Employee dedication and connection to the company are other important factors in employee engagement [19]. True engagement comes when all employees in an organization are enthusiastic about the company's goal and dedicated to its success [20]. Employees are more than just satisfied with their jobs; they are proud to serve and are advocates for the company's goods and brand. Staff involvement has been shown to boost productivity and overall performance, provide a better and more productive work environment, and minimize non-attendance and employee turnover [21].

### **2.2.1. The difference between Employee Engagement and Job Performance**

The study found that there is a positive correlation between employee engagement and organizational performance outcomes: employee retention, productivity, profitability, customer loyalty, and safety. Research also shows that the higher the employee engagement, the more likely the employer's revenue growth is to exceed the industry average. In companies with double-digit growth, employee engagement is higher. Research also shows that engagement is positively correlated with customer satisfaction [22]. Disengaged employees can get stuck (wasting their energy and talent on tasks that may be insignificant), settle down (of course not showing enthusiasm, not having enough dissatisfaction to rest) and splitting (not persevering) in the organization Changes that have occurred) , there are more concerns about their organizations in terms of performance measurement standards, such as customer satisfaction [23].

### **2.2.2 The difference between Employee Engagement and Strategic Alignment**

Strategic adjustments, along with the best level of work control and social support, will provide employees with knowledge and ability to appropriately invest their personal resources in daily work tasks. At a more basic level, strategic adjustments are expected to meet the basic

psychological needs considered to be precursors of work engagement, such as the need for meaning (Khan, 2015) and the need for ability [24]. Strategic alignment will serve as a harbinger of employees' willingness to devote energy and attachment to their work tasks, as evidenced by the high level of energy, dedication and focus. All these processes are theoretically conducive to the development of work commitments. In addition, we expect the relationship between strategic alignment and work engagement to be mutual, because over time, high levels of work engagement will actively predict strategic alignment. COR theory has been used to explain that in the absence of threats, dedicated individuals with intrinsic motivation will take measures to protect and expand their work resource pool to maintain their high-level work commitments and continue to achieve their work goals. Based on these views, we hope that dedicated employees will focus on work goals and tasks that are consistent with the organization's strategic priorities, because such activities may generate more resources and beneficial long-term results. In addition, dedicated employees have additional resources and show greater willingness to collaborate to achieve the goals of their colleagues and/or the entire organization.

### **2.2.3. The difference between Employee Engagement and Job Satisfaction**

Successful organizations depend on the high performance of their employees to achieve their goals. In order to achieve strategic goals and maintain competitive advantage, employees must demonstrate high standards. Organizational behavior philosophers believe that it is also important to have the right employees for the right jobs. Matching people to work is important because it determines whether employees are suitable for work and whether employees will actively participate and work in the organization. Job Performance can be examined as a concept in many ways, including the ability of employees to achieve their organizational goals and standards.

Campbell (2019) defines performance as "synonymous with behavior, which is what a person actually does and can observe". According to employees are hired to work efficiently and effectively (Aziri, 2020). Organizations must understand that employees have their own personal requirements and wishes that must be considered. Previous research has examined many factors that can affect job performance show that a key factor is the employee's commitment to work. There is also a strong link between job satisfaction and performance.

Based on the literature review, following hypotheses are developed and tested in this study:

**H1.0** : Job Insecurity has an impact towards Job Engagement

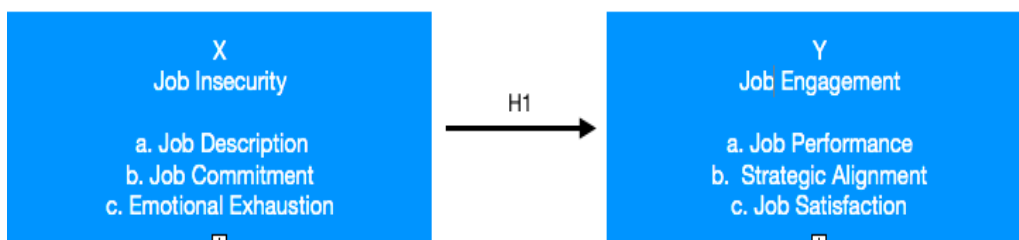
**H1.1**: Job Insecurity has no impact towards Job Engagement

**Figure 1. Research Model**



Marius W. Stander, Sebastiaan Rothmann

Hyo Sun Jung, Yoon Sik Jung, Hye Hyun Yoon



**III. RESEARCH METHOD**

**3.1 Type of Study**

As this research aims to investigate the relationship between job insecurity and job engagement, hence a quantitative descriptive method will be used through questionnaire survey.

**3.2 Population Method**

According to (Bougie, 2016) stated, the population is the element which is explained as a single participant within the population. Therefore, samples are the subordinate of the population, and the population of the data is formed into a sample. Hence, the population in this research is limited to employees that has worked in the hotel, which is located only in Dago Pakar, Bandung. The respondent will differ within gender, age group, employment status. The research contains 31 questions, with 110 respondents. The research has the target of achieving the respondents from different departments which is Front Office, Kitchen, Service Area, Housekeeping.

**3.3 Type of Data and Collection Method**

As this study is a quantitative study, the primary data will be collected by distributing online questionnaires with 5-point Likert scale as the measurement scale, while the secondary data will be collected from previous studies and journals that have been published online and offline.

**3.4 Data Analysis Technique**

**3.4.1 Pre-Test**

Stated that pre-test is referred to as the test of the questions on a minimum number of respondents, which has the purpose of improving the better quality of the question and eliminate

the ambiguity of the question which later on will be presented to the respondent. The question which has a high tendency of ambiguity is not allowed to move on to the post-test or could be said as the actual survey. The pre-test is testing as the first step of the process.

Moreover, pretests are very functional to make sure that the result of the test can be measured and provide no bias information in the end. This data analysis is believed to provide a very beneficial result, and pre-test data analysis will be used to make sure that the information gained could be used and result in a great term. 50% total respondent.

### 3.4.2 Post-Test

Moreover, post test is the test conducted after the pre-testing activity. And the question that is provided is the questions already reliable and also valid to be answered, moreover passed the pre-test. The result of the test will provide information and the result. Which will be very beneficial and able to be implemented as an instrument for the rest of the respondents.

## VI. RESULT AND DISCUSSION

### 4.1 Validity and Reliability Test

Variable X	Items	R-Value	R-Table	Decision
Job Description	Job Specialization	.312	.187	Valid
	Key Responsibilities	.202	.187	Valid
	Department Vision	.283	.187	Valid
	Job Training	.531	.187	Valid
	Flexible Schedule	.296	.187	Valid
Job Commitment	Personal Value	.587	.187	Valid
	Emotional Attachment	.652	.187	Valid
	Job Loyalty	.388	.187	Valid
	Work Adaption	.535	.187	Valid
	Verbal Communication	.256	.187	Valid
Emotional Exhaustion	Job Achievement	.661	.187	Valid
	Job Excitement	.644	.187	Valid
	Job Burnout	.549	.187	Valid
	Working Environment	.675	.187	Valid
	Work Fatigue	.541	.187	Valid

Cronbach's Alpha	N of Items
.745	15

Sources : SPSS 25th Version

As the data stated above shows that all of the questions for the post-test are all valid. Results are considered all valid because the r-count of each item is above and higher than the r-table (0,187). Therefore, there are 15 questions from variable X (Job Insecurity) and 16 questions from variable Y (Job Engagement) that are considered valid.

N=Df -2

Df=Total Number of Population

N=108

Error margin = 5%

R Table = 0.187

### 4.2 Respondent Profile

There are 31 question questionnaires which distributed towards the respondent, with 110 respondent. The gender result stated shows that 64% of the respondent are female which is 70 females participating. Moreover, the number shows that 36% of the male respondent which is 40 males participating. It shows that the majority of the staff are female. The chart stated that the majority of the respondent are millennials with the ages of 18-25 years old, which shows 71 (64.5%) respondent who participated and visited on the questionnaire. Moreover, there are also 33 (30%) respondent that works in Intercontinental with the age of 26-35 years old, 4 (3.6%) respondent worked at the age of 36-45 years old, 2 (1.8%) respondent with the age of 46-55 years old.

### 4.3 Descriptive Statistics

		Descriptive Statistics				
		N	Minimum	Maximum	Mean	Std. Deviation
Job Description	Job Specialization	110	2	5	4.36	.726
	Key Responsibilities	110	3	5	4.54	.601
	Department Vision	110	2	5	4.33	.679
	Job Training	110	1	5	4.46	.809
	Flexible Schedule	110	1	5	4.01	1.071
Job Commitment	Personal Value	110	1	5	3.74	1.178
	Emotional Attachment	110	1	5	3.10	1.226
	Job Loyalty	110	1	5	3.59	1.273
	Work Adaptation	110	1	5	3.50	1.163
	Verbal Communication	110	2	5	4.38	.742
Emotional Exhaustion	Job Achievement	110	1	5	3.85	1.060
	Job Excitement	110	1	5	3.63	1.074
	Job Burnout	110	1	5	3.66	1.191
	Working Environment	110	1	5	3.49	1.276
	Work Fatigue	110	1	5	3.35	1.207
Valid N (listwise)		110				

Sources : SPSS 25th Version

Based on the data presented above overall, we can see that on variable X (Job Insecurity), the highest mean value holds by which is the Key Responsibilities and second-highest

Personal Value. Thus, information shows that the variable X (Job Insecurity) especially the key responsibilities are located on the 5th Likert Interval, which means that it is very highly influencing the job engagement.

		Descriptive Statistics				
		N	Minimum	Maximum	Mean	Std. Deviation
Job Performance	Job Enthusiasm	110	2	5	4.25	.815
	Work Purpose	110	2	5	4.17	.800
	Job Inspiration	110	1	5	4.15	.985
	Energy Management	110	2	5	4.00	.824
	Performance Appraisal	110	1	5	3.93	.908
Strategic Alignment	Internal Communication	110	1	5	4.18	.826
	Quality Importance	110	1	5	4.21	.899
	Career Planning	110	2	5	4.03	.807
	Organisation Assistance	110	2	5	4.17	.844
	Job Desk Clarity	110	3	5	4.25	.722
Job Satisfaction	Personal Accomplishment	110	3	5	4.65	.552
	Work Efficiency	110	2	5	4.53	.616
	Work Contentment	110	2	5	4.16	.736
	Self-Expression	110	1	5	4.21	.858
	Self Involvement	110	1	5	4.09	.830
	Organizational Pride	110	1	5	4.29	.860
	Valid N (listwise)	110				

Sources : SPSS 25th Version

Based on the data presented above overall, we can see that on variable Y (Job Engagement), the highest mean value holds by which is the Job Enthusiasm and second-highest Job Desk Clarity.

### 4.3 Normality Test

#### One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		110
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	8.60611631
Most Extreme Differences	Absolute	.104
	Positive	.062
	Negative	-.104
Test Statistic		.104
Asymp. Sig. (2-tailed)		.005 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Sources : SPSS 25th Version

Moreover, Kolmogorov Smirnov Test are also comparing between D Absolute with D-table. Which in this case,

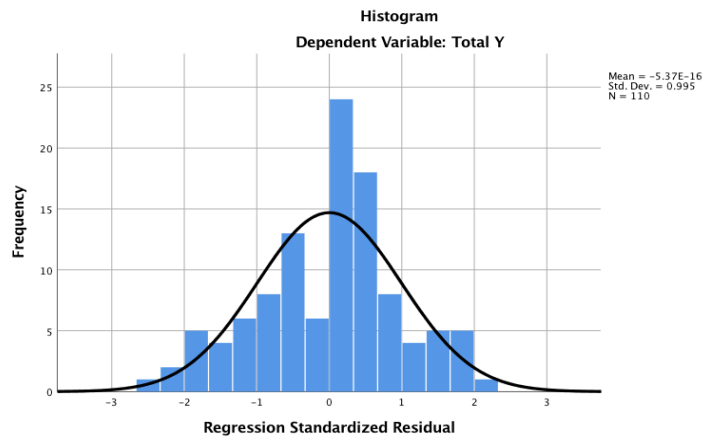
a.  $D_{\text{absolute}} > D_{\text{table}}$  Meaning that  $H_1$  : data distribution are normal.

Based on the data presented above, shows that the  $D_{\text{absolute}}$  is 0,005 and  $D_{\text{table}}$  that used 0,156. This means that :

$D_{\text{absolute}} (0,005) < D_{\text{table}} (0,005)$

$D_{\text{Absolute}} (.104) < D_{\text{Table}} (0.156)$

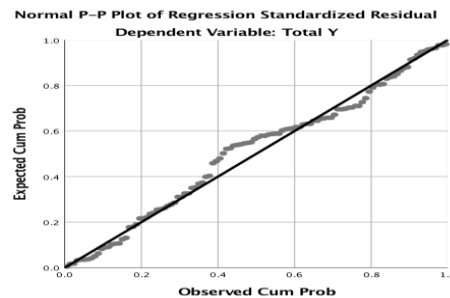
#### 4.4 Histogram Test



Sources : SPSS 25th Version

In Histogram test if the line shape looks like a bell curve, it would mean that the frequencies are equally distributed.

#### 4.5 P-Plot Regression Test



Sources : SPSS 25th Version

While using the p-plot test, the data will be considered as normally distributed, if the dots which represent the cluster data will broadly follow the trend line. Which in this case we know that the trend line is the normal line which represents the data is normally distributed. Moreover, the dots that are presented below shows that in this case the data distribution can be safely assumed as normal the normally distributed data.

#### 4.6 Coefficient of Determination

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1					
Predictors: (Constant), Total X & Y					

Sources : SPSS 25th Version

Based on the table stated above, shows that the adjusted R Square shows in the table is 0,58. In this case, if the adjusted R Square are times with 100, equals 5.8%. Therefore, the number shows that Job Insecurity have a 5.8% impact on Job Engagement.

#### 4.6 F-Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	578.244	1	578.244	7.736	.006 <sup>b</sup>
	Residual	8073.111	108	74.751		
	Total	8651.355	109			

a. Dependent Variable: Total Y

b. Predictors: (Constant), Total X

Sources : SPSS 25th Version

According to the data stated above, we can see that ;

- F Count > F Table (3,94)

$$7.736 > 3,93$$

This number shows that F Count are higher than F table.

$$\text{Sig} < 0,05$$

$$.006 < 0,05$$

Moreover, the Significant values are lower than the alpha values which is 0,05.

Thus, based on the information we can safely assume that Variable X (Job Insecurity) has a relationship with Variable Y (Job Engagement). As a result, the Hypothesis is having been determined is;

H1.0 : Job Insecurity has an impact towards Employee Engagement:.

Moreover, we can conclude that the hypothesis of H1.0 are accepted, and H1.1 are supposedly rejected.

#### 4.6 T-Test

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	49.037	6.605		7.425	.000
	Total X	.314	.113	.259	2.781	.006

a. Dependent Variable: Total Y

Sources : SPSS 25th Version

- The T-values are 2.781, and the t-table that we use is 1.658, which in this case we can directly assume that t-values are greater (2.781) than the t-table (1.658).
- Secondly, by comparing the Significant. The significant number of errors must be below or less than 0,05. And according to the data, the significance is 0,006, thus, we can conclude that it is significant.
- As the results based on two qualifications, we can say that the hypothesis null is safely assumed to be rejected. Meaning that from the data presented;

## 4.6 Hypothesis Results and Discussions

H1.0 : Job Insecurity has an impact towards Job Engagement

H1.1: Job Insecurity has no impact towards Job Engagement

The test above stated that Hypothesis 1 are being accepted. Moreover, the statement shows that Job Insecurity have an impact on Job Engagement. It also strengthens with the number which is 0.058 or 5.8% impact from Food Job Insecurity towards Job Engagement. Furthermore, the test above also strengthens the information that one of the indicators from Job Insecurity is Key Responsibilities are the most influencing indicator out of all the indicators presented. It proves that the key responsibilities are very influencing towards employee's activity, and also the ways of their perspective.

Moreover, surprisingly, related to variable Y, which is Job Engagement. The indicator which is considered very important and directly influenced by the employees is related to Work Efficiency. It shows that millennials are a generation that pays great attention to self-improvement and amplification of high-value tasks, ensuring that the way they perform these tasks is the best way, but is still accepted by the organization.

## V. RECOMMENDATION

### 5.1 Managerial Implications

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First, because all of our variables are assessed using self-reported questionnaires, the results can be influenced by the variance of the common method. Through this research some of the recommendations are:

- We found that positive organizational support may assist improve favorable effects on job insecurity and job engagement by studying variations in organizational support. During situations that may cause job insecurity, firms can give extra day offs, providing wellness program, extra bonuses for front-line staffs and increasing organizational resources such as developing a supportive environment for the employees.
- Effective risk management should be considered which provides assurance detailed risk plans and strategies for key risk exposures. Therefore, ensures health, safety and security to the employees, guests using the IHG organizational culture as a guide.

## 5.2 Future Research

To summarize, addressing job uncertainty as a breach of the psychological contract and researching its effects on people and organizations will aid future studies. Job insecurity is a subjective idea that is determined by the employee's own traits and viewpoint. According to the existing literature, employees' sentiments of job insecurity differ from their work commitments during the COVID-19 epidemic. As a result, further study is required to alter the variable x in order to acquire a stronger correlation between the variable y, such as the connection between job satisfaction, key responsibilities as job engagement.

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