



## **Job insecurity, job engagement and turnover intention of hotel employees in Yogyakarta during Pandemic COVID-19**

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**Abstract.** *The pandemic of Covid-19 disrupted all economic activities, especially the tourism industry. The Special Region of Yogyakarta, a tourism city, has been badly affected. In surviving the pandemic conditions, the hotel industry adopted policies to carry out efficiency, which had an impact on job insecurity, job engagement, and turnover intention. This study aims to examine the impact of Covid-19, the effect of job insecurity, and job engagement on turnover intention. This study was conducted in the hotel industry in the Special Region of Yogyakarta in 2022. The sample used in this study was 100 hotel employees and used a non-probability sampling technique through a purposive sampling approach. The data analysis technique in this study uses structural equation modeling (SEM). The results showed that Job engagement negatively influenced on turnover intentions. Meanwhile, Job insecurity has a positive influence on turnover intentions. Last, the job insecurity did not affect turnover intention.*

*Keywords: Covid-19; Job insecurity; Job engagement; Turnover intention.*

### **1. Introduction**

The country of Indonesia is one of the countries that organizes the Asia-Pacific International MICE (Meeting, Incentive, Convention and Exhibition). The MICE industry is part of the tourism sector which is currently growing rapidly. [Pendit \(1999\)](#) MICE is defined as convention tourism, with the limitations of convention service businesses, incentive trips, and exhibitions. The term MICE in Indonesia is also known as convention tourism, this convention tourism activity is part of tourism activities, because tourists use a lot of facilities in its implementation, so that this activity is a labor-intensive characteristic activity, which provides a role in supplying the country's workforce and foreign exchange. Indonesia has 10 superior MICE destinations, namely Jakarta, Surabaya, Bali, Medan, Bukit Tinggi-Padang, Makassar, Solo, Batam, Manado, Bandung, and one of them is Yogyakarta. Yogyakarta is a growing center for MICE events and has also been identified as a potential MICE destination. There are many historical heritage buildings in Yogyakarta, there are many hotels that support the holding of MICE events. Based on survey results from the D.I. Yogyakarta provincial BPS in 2020 there were 2,123 hotels, consisting of 172 star hotels and 1,951 non-star hotels. The large number of hotels in the city of Yogyakarta is in line with the high number of tourist visits ([Mujib, 2021](#)).

Covid-19 affected MICE events in Yogyakarta, including the holding of activities which were temporarily suspend and some were carried out online to adjust to conditions, this was one of the triggers for the decline in the hospitality industry (Ramadhian, 2020). Many hotels have been forced to stop operating due to low guest visits (Diayudha, 2020). The hospitality industry has experienced dramatic sales losses as occupancy rates have fallen in large part due to social distancing and decreased tourist visits (Jung et al., 2021). The hotel industry in Yogyakarta is getting worse, with government policies such as Large-Scale Social Restrictions (PSBB), New Normal, Impositions of Restrictions on Community Activities (PPKM) which are continuously being extended, starting from PPKM level 1 to PPKM level 4, and followed by the emergence of covid-19 with the latest variants such as Delta and Omicron. Data from Perhimpunan Hotel & Restoran Indonesia (PHRI) noted that around 50 hotels in Yogyakarta were permanently closed amid the Covid-19 pandemic, because they were unable to cover operational expenses such as electricity payments, BPJS, taxes, employee salaries, and others. The hotel industry must find the right solution to overcome the current crisis to survive (Fitri, 2021). The large number of hotels that have closed due to the impact of the Covid-19 pandemic will of course also be followed by downsizing hospitality such as an increase in turnover intention which will increase the unemployment rate. Similar conditions are also experienced by hotels that are still operating, where they experience serious difficulties and are forced to turnover intention and have not been able to receive severance pay, because cash flow is zero.

In uncertain pandemic conditions, it creates a sense of worry for employees. The hotel industry is threatened with bankruptcy which causes the turnover intention from jobs. Forms of concern for employees that encourage the turnover intention, one of which is due to job insecurity. Job insecurity is the fear of employees losing their jobs and being unemployed, job insecurity is a factor that causes psychological health disorders of employees and reduces motivation (De Witte, 1999; Nella et al., 2015). Job insecurity is closely related to job engagement job engagement can be interpreted as a positive and satisfying state characterized by enthusiasm and employee absorption (Schaufeli et al., 2002). The higher job insecurity, the lower the job engagement, because employees who have high job insecurity will tend to avoid interactions with work that causes a decrease in job engagement (Jung et al., (2021).

High job engagement has a positive impact on work because it can increase the effectiveness of the company to create a more productive work environment and reduce turnover intentions (Caplan & Whittemore, 2013). Erdil & Muceldili (2014) proved empirical evidence that job engagement is sufficient and closely related to employee turnover intentions. Employees who have high job engagement in their work will reduce the turnover intention. On the other hand, employees who have low job engagement in their work can increase their intention to leave the organization and have the potential to harm the organization where they work today (Jung et al., 2021).

There are other factors influencing employees to leave the workplace, namely job insecurity. Job insecurity can spread among employees due to two specific reasons, firstly changes in the organization due to job insecurity caused by organizational changes such as

layoffs, downsizing, and mergers, thus affecting certain groups within the organization and pushing their perceptions of job insecurity. The second cause is certain threats or stress which are interpreted similarly or collectively by employees of different work units (Mauno et al., 2014). Job insecurity influences employee turnover intention, turnover intention is an early indication of turnover intention in an organization (Koestanto & Ardi, 2017). Employees who have the intention to change workplaces will be busy looking for job vacancies outside. If the employee has received a good opportunity, the employee will not hesitate to leave the current job. Leaving the organization is the final decision for all the dissatisfaction felt by employees in the work they are doing (Priansa, 2018). Audina & Kusmayadi (2018) stated that several factors forming the desire to turnover employees are the thought of leaving the organization, searching for information on opportunities to work elsewhere, and having the intention to leave the organization. Research Marzuqi (2021) found that job insecurity has a positive and significant effect on turnover intention.

## **2. Literature Review & Hypotheses development**

### **2.1. Human Resource Management**

Human resource management is a strategic area of the organization. Resource management must be seen as an extension of the traditional view of managing people to be effective and requires knowledge of human behavior and the ability to manage it. Human resource management is a science and art that functions to regulate relationships and the role of the workforce so that it is effective and efficient in realizing organizational, individual and community goals (Hasibuan, 2013). Human resource management can also be interpreted as planning, procuring, developing, maintaining, and using HR activities to achieve the goals of both individuals and organizations (Sutrisno, 2009).

### **2.2. Turnover Intention**

Turnover intention is not only the initial signal for employees to leave the organization but also a factor in employee change in the organization and the performance that is carried out can be predicted effectively (Brown & Peterson, 1993). So it can be interpreted that turnover intention is the intention of employees to try to leave their qualifications in their current job (Meyer & Allen, 1984). The Covid-19 pandemic continues in Indonesia causing the hotel industry to fall even further, coupled with government regulations such as the PSBB, New Normal, and PPKM which have further exacerbated the hotel industry's conditions. Under these conditions, many hotels are downsizing by laying off employees. so that not a few employees still survive to leave their jobs because they feel uncomfortable. Turnover intentions appear in employees who are created from feeling uncomfortable with the conditions in the organization. The desire to heal employees can disrupt the organization if the handling actions are not appropriate. Where companies experience the loss of competent employees and have recruit again. According to Park & Min (2020), the intention to move can be understood as a significant start to the actual turnover rate. Because expressing an intention to leave a job is easier than leaving or leaving your current job. Before deciding to leave the workplace, employees have already searched for information on job vacancies at other companies (Kartika & Purba, 2018). Turnover intention is the final level of

dissatisfaction experienced by employees with their current job (Priansa, 2018). So, efforts are needed to reduce the level of intention to transfer employees at certain times (Parwita et al., 2017).

### **2.3. Job Insecurity**

Job insecurity is the fear that arises in employees of losing their jobs and becoming unemployed (De Witte, 1999). If employees face great pressure at work, it will bring up the intention to quit and move to another workplace. Job insecurity is an important factor that interferes with the psychological health of employees and reduces motivation (Nella et al., 2015). Employees whose psychological health is disturbed can be seen from the decrease in work motivation, often feel anxious, and often alone. Apart from that, it can also be seen from the results of his work that tend to decrease than usual. Hellgren et al. (1999) divide insecurity into two dimensions, namely quantitative job insecurity and qualitative job insecurity. Qualitative job insecurity relates to employees' fear of losing their current job, while qualitative job insecurity relates to qualities in work relationships, such as a bad work environment, low promotions, and reduced commissions. Job insecurity is also a cause of decreased employee enthusiasm at work (Ünsal et al., 2012). The decrease in employee enthusiasm at work can affect performance in the organization so if conditions are left alone, it can increase a high sense of anxiety in employees. Employees will increasingly avoid and limit themselves to interact or getting involved with the work environment. Where in the conditions of the Covid-19 pandemic the level of concern is even higher, due to the negative impact of the pandemic which has forced the hotel industry to adjust and survive amid a very drastic decline in profits.

### **2.4. Job Engagement**

Job engagement is a positive and satisfying state characterized by employee enthusiasm and absorption (Schaufeli et al., 2002). In general, high job engagement means that employees have a positive mental state at work, and employees with high job engagement can be a very important performance factor because they can increase organizational effectiveness, create a more productive work environment, and reduce turnover. Employees (Caplan & Whittemore, 2013). Employees who have high job engagement can produce a good performance, so they can provide high loyalty to their work. Conversely, employees who have low job engagement will reduce interaction at work or work environment and cause work motivation to decrease and always feel insecure in the organization. May et al. (2004) define job engagement in work as employees who carry out their job roles, and work, and express themselves physically, cognitively, and emotionally while working. Job engagement is a form of physical self-expression that can be seen in the attitude of employees while working, as marked by high enthusiasm, always providing creative ideas, and increased work performance. More specifically Agoi (2015) argues for job engagement as a positive mental attitude related to work carried out with high enthusiasm, dedication, and absorption. Likewise, according to (Karatepe et al., 2020) job engagement as a motivation and a positive thought related to work is characterized by vigor, absorptivity, and dedication. Employee performance will be effective when the employee has positive thoughts and high motivation, marked by dedication, energy, and cognitive inspiration toward his work. A good

psychological condition will be able to motivate employees to work even better. The absolute level of job engagement can affect the progress of employee performance over time, with the aim that job engagement can bind individual abilities to grow their efforts at work, having a positive impact on the quality of performance.

Job insecurity can affect the job engagement of employees in working in an organization. Having a high sense of job insecurity at work is likely to decrease job engagement, thus increasing the intention to leave or change jobs. [Greenhalgh & Rosenblatt \(1984\)](#) found that employees who have high job insecurity tend to have reduced job engagement and make employees more passive so that performance does not meet the expectations of the organization, because they spend more time and energy on activities that have nothing to do with work. [Lo Presti & Nonnis \(2012\)](#) states that a high sense of job insecurity in employees towards work will reduce emotional commitment, making it inconsistent. Likewise [Wang et al., \(2015\)](#) states that job insecurity is significantly and negatively related to performance and has a negative relationship to job engagement, and [Getahun & Chang \(2019\)](#) also argues that perceived job insecurity is directly related to decreased job engagement. [Karatepe et al. \(2020\)](#) stated that job insecurity directly inhibits job engagement, and [Jung et al. \(2021\)](#) simultaneously found that job insecurity has a negative effect on job engagement. Job insecurity and job engagement have a very strong and negative relationship, meaning that the higher the level of job insecurity among employees, the level of employee job engagement will decrease. Based on some of the descriptions above, the first research hypothesis of this study is:

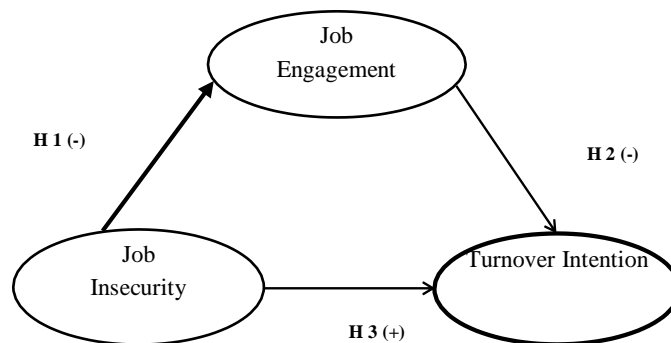
*H<sub>1</sub>: Job insecurity has a negative effect on job engagement*

Job engagement can affect turnover intention in an organization. Transfer intention is a person's desire to leave the current job and move to another workplace. Low job engagement can lead to higher turnover intention, employees who have low job engagement will feel uncomfortable with their work environment and try to find a new work environment. Research from [Erdil & Muceldili \(2014\)](#) shows that high enough job engagement is closely related to reducing employee turnover intentions, and [Sibiya et al. \(2014\)](#), states that job engagement has an important role in reducing turnover intention. Likewise [Timms et al. \(2015\)](#) found that employee turnover intentions can be reduced by creating a work environment that encourages job engagement, and [Lu et al. \(2016\)](#) stated that job engagement can increase personal satisfaction so that it will reduce turnover intention, even in the worst conditions. Then [Casey & Sieber \(2016\)](#) states that employee job engagement serves as the main key to organizational sustainability and reduces turnover intentions, this research is in line with findings from [Babakus et al. \(2017\)](#) found that job engagement at the personal level has a negative relationship with intention to move. Furthermore, research from [Erdil & Muceldili \(2014\)](#) states that emotional engagement influences turnover intentions and [Jung et al. \(2021\)](#) obtains the same result, job engagement has a negative effect on turnover intentions. Based on some of the descriptions above, the second hypothesis of this research is:

*H<sub>2</sub>: Job engagement has a negative effect on turnover intention*

Job insecurity can affect turnover intention in employees. Transfer intention is a person's desire to leave the current job or move to another workplace. The higher the job insecurity felt by employees, the turnover intention will increase. Research from [Arnold & Feldman \(1982\)](#) argues that job insecurity is a potential cause of increased employee turnover intention. Furthermore [Stiglbauer et al. \(2012\)](#) found results that job insecurity can increase turnover intention in employees and noted that managing stress arising from job insecurity is very important to reduce turnover intention. Likewise, the results of research from [Lee & Jeong \(2017\)](#) state that job insecurity has a clear relationship with turnover intention, in line with findings from [Akgunduz & Eryilmaz \(2018\)](#) which argues that efforts to reduce the sense of job insecurity felt by employees are necessary so that can prevent the loss of competent work personnel. Then [Urbanaviciute et al. \(2018\)](#) found that job insecurity affects turnover intention by preventing employees from fulfilling their basic needs, and [\(Karatepe et al., 2020\)](#) added that job insecurity increases the tendency to come to work late and leave work early. Research results from [Marzuqi \(2021\)](#) found research results that job insecurity had a positive effect on employee turnover intentions, in line with research results [\(Aulia et al., 2021\)](#) which stated that job insecurity had a significant effect on employee turnover intentions. Based on the description above, the third hypothesis of this study is:

*H<sub>3</sub>: Job insecurity has a positive effect on turnover intention*



**Figure 1. Research Model**

### **3. Method**

This research was conducted from February to June 2022. The location of this research is the hotel industry in the special region of Yogyakarta. This type of research is associative research, especially causal. This study uses primary data, namely the data collection method using a questionnaire. Data analysis was performed using the Analysis of Moment Structure (AMOS) method. AMOS is a method of solving the Structural Equation Model (SEM). The subjects in this study were employees or people who were working in the hotel industry in the Special Region of Yogyakarta, and the population in this study were all employees in the hotel industry in the Special Region of Yogyakarta. In this study the sampling technique used was non-probability sampling with a purposive sampling approach. The criteria for determining the sample in this study were employees who worked in the hotel industry in the Special Region of Yogyakarta. [\(Hair et al., 1998\)](#) determining the size of the number of samples in SEM with the estimation model using the Minimum Maximum Likelihood (ML) is 100 samples. Therefore, the number of samples in this study was 100 respondents.

Question items from research variables were adopted from (Jung et al., 2021). Through the survey, respondents were asked to answer each question on a Likert scale starting from "Strongly Disagree" with a score of 1 point to "Strongly Agree" with a score of 5 points.

**Table 1. Variable Measurement**

<b>Variable</b>	<b>Instruments</b>
<b>Job Insecurity</b>	<ol style="list-style-type: none"> <li>1. I am confident that I will be able to keep my job</li> <li>2. I am confident in my work environment.</li> <li>3. I think I will be able to continue working here.</li> <li>4. There is little chance that I will be unemployed.</li> <li>5. I am afraid that I will be forced into labor.</li> <li>6. I am worried about the continuation of my career.</li> <li>7. I am afraid of losing my job.</li> <li>8. I feel unsure about my future job.</li> </ol>
<b>Job Engagement</b>	<ol style="list-style-type: none"> <li>1. The work I do has meaning and purpose.</li> <li>2. I am enthusiastic about my work.</li> <li>3. My work inspires me.</li> <li>4. At my work, I feel full of energy.</li> <li>5. I enjoy the work I do.</li> </ol>
<b>Turnover Intention</b>	<ol style="list-style-type: none"> <li>1. I sometimes feel like quitting my job.</li> <li>2. I intend to leave my job in 1 year or less..</li> <li>3. I am considering leaving my job to work for another company.</li> <li>4. I will leave this company if things get worse.</li> </ol>

Source: Jung et al (2021)

#### **4. Result and Discussion**

Characteristics of respondents based on gender (Table 2), dominated by men totaling 65 with a percentage of 65%. While the female gender amounted to 35 people with a percentage of 35%. Thus, most of the hotel industry employees in this study are male. Respondents' last education was dominated by high school/equivalent as much as 45%.

**Table 2. Respondent Characteristic**

<b>Criteria</b> <b>(1)</b>	<b>Number</b> <b>(2)</b>	<b>Percentage</b> <b>(3)</b>
<b>Gender</b>		
Male	65	27.78%
Female	35	72.22%
<b>Education</b>		
Others	6	6%
High school	45	46%
D1	7	7%
D3	19	19%
S1	21	21%
S2	2	2%
<b>Working</b>		
< 1 year	20	20
1 year – 5 year	35	35
6 year – 10 year	23	23
11 year – 15 year	13	13
> 15 year	9	9

Source: Primary Data Processed (2022)

**Table 3. Discriminant Validity**

Variable	Factor Loading	Variable	Factor Loading
Job Insecurity	0.562	Job Engagement	0.648
	0.656		0.677
	0.617		0.762
	0.575	0.879	
	0.761	0.855	
	0.911	Turnover Intention	0.835
	0.774		0.801
0.819	0.800		
			0.649

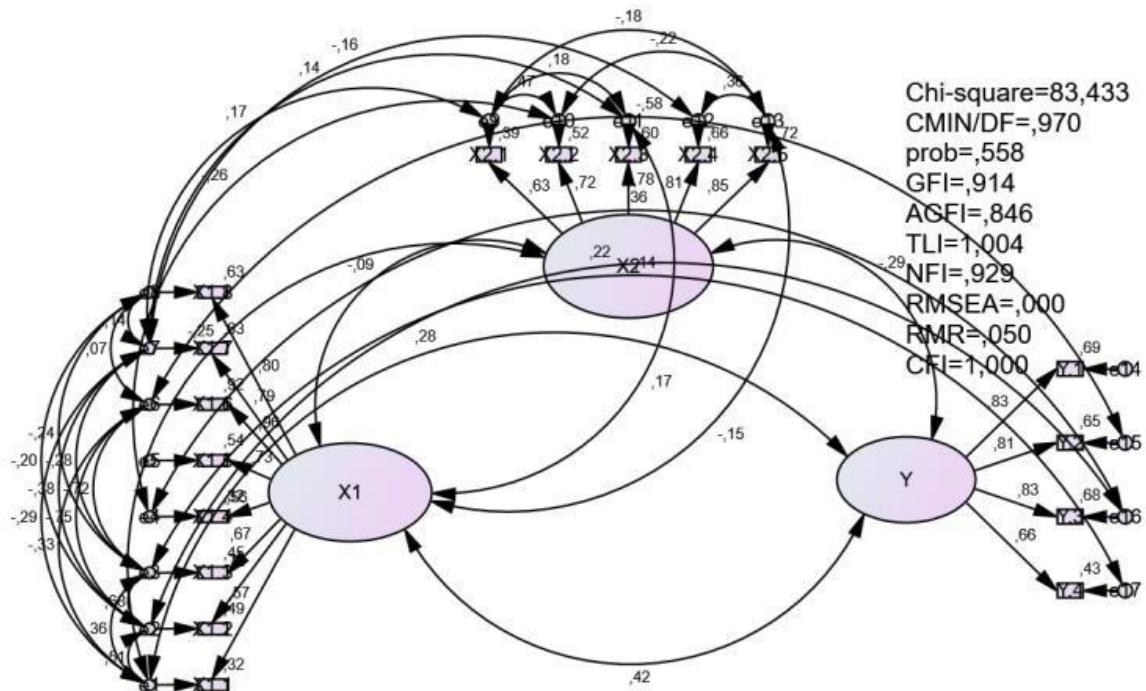
Source: Primary Data Processed (2022)

All items in all research variables have a factor loading  $\geq 0.50$  (Table 3) so that it can be interpreted that all research question items are valid. It can be concluded that, each question in the questionnaire distributed can be used to measure what you want to measure in research. Based on the composite reliability (Table 4) it shows that all statement items for each research variable have a Composite Reliability (CR) value of  $\geq 0.6$  so that all items meet the reliability requirements.

**Table 4. Composite Reliability**

Variable	Composite Reliability	R square
Job Insecurity	0.794	0.087
Job Engagement	0.671	0.288
Turnover Intention	0.615	0.416

Source: Primary Data Processed (2022)



**Figure 2. Goodness of Fit**



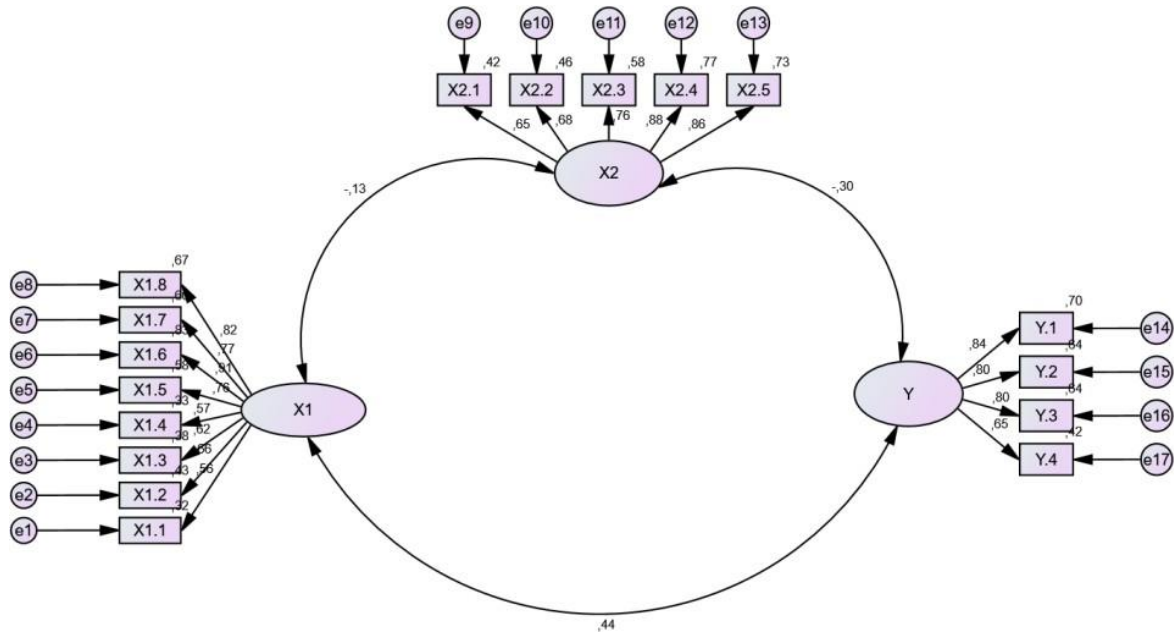


Figure 3. Path Coefficient

Table 6. Hypothesis Testing

Hypotesis	Coefficient Path	P Value	Result
(H <sub>1</sub> ) Job Insecurity → Job Engagement	-0.018	0.473	Rejected
(H <sub>2</sub> ) Job Insecurity → Turnover Intention	-0.117	0.022*	Accepted
(H <sub>3</sub> ) Job Insecurity → Turnover Intention	0.144	0.005*	Accepted

\*Sig < 5%

Based on the results of testing the hypothesis in the table above, H1 is proven not supported because the path coefficient value is -0.018 and the P value is 0.473. Job insecurity does not affect engagement variables. Hospitality industry employees who have concerns about themselves still do a good job. The results of testing the hypothesis were not proven, because hotel industry employees who have job insecurity still carry out good, it is estimated that these job engagement still need their work to meet daily needs such as living expenses, food, and other needs. The last education of the hotel industry employees, on average, is high school, which is a supporting factor for them to stay in their current job, due to fewer job opportunities and tight competition (Alam, 2016).

The results of testing the hypothesis (H2) proved to be supported because the path coefficient value was -0.117 and the P value was 0.022. Therefore, it can be concluded that the job engagement variable has a significant and negative effect on turnover intention, so that the higher the employee's job engagement in the job, the turnover intention will decrease, which means that employees who have high job engagement will reduce their sense of turnover intention. and have a sense of work satisfaction. The results of this hypothesis test are in line with previous research, namely from Sibiya et al. (2014); Erdil & Muceldili (2014); Timms et al. (2015) found that employee turnover intention can be reduced by creating a work environment that encourages job engagement. Lu et al. (2016) stated that job insecurity can increase personal satisfaction so that it will reduce turnover intention, even in conditions that the worst. Then Casey & Sieber (2016), stated that employee engagement serves as the main key to organizational sustainability and reducing

turnover intentions. Babakus et al. (2017) found that job engagement at the personal level has a negative relationship with turnover intention, and Jung et al. (2021) which obtained the result that the job engagement variable had a negative and significant effect on turnover intention. The results of this study indicate that job engagement influences turnover intention in employees. Job engagement is the involvement of employees in their work. Hospitality industry employees in the conditions of the Covid-19 pandemic continue to engage in good work with the company. Employees who have high job engagement subconsciously become more attached to the company and reduce turnover intentions.

Hypothesis 3 is proven to be supported because it is obtained that the path coefficient value has a value of 0.144 and a P-Value of 0.005. The job insecurity variable has a positive and significant effect on turnover intention, so the higher the employee's sense of job insecurity, the higher the turnover intention, which means that employees who have a high sense of job insecurity will lose enthusiasm and be uncomfortable with the work environment, and tend to have the intention to leave the company. The results of this hypothesis test are in line with previous research, namely research from Lee & Jeong (2017); Urbanaviciute et al. (2018); Marzuqi (2021); Aulia et al. (2021) found that job insecurity had a positive effect on turnover intention. Karatepe et al. (2020) found that job insecurity increases the tendency to come to work late and leave work early.

## **5. Limitation & Suggestion**

This research has several limitations: This research is only limited to the scope of the hotel industry sector. According to Pendit (1999) MICE is defined as convention tourism, with the limitations of convention service businesses, incentive trips, and exhibitions. Therefore, you can research other sectors affected by Covid-19, such as tourist attractions, museums or transportation service companies.

Researchers provide suggestions for future researchers, it is hoped that they can add to the antecedents of turnover intentions other than job insecurity and job engagement, such as job satisfaction. It would be even better, it is suggested that future researchers can also add moderating variables caused by the influence of turnover intentions such as generational characteristics, work-family conflict, social media, or other variables. Also, it is hoped that future researchers can add to the theories that do not exist in this study or use other analytical methods so that research results related to turnover intentions are more varied and more accurate. Our review also draws attention to several important moderators of identity conflict, which deserve further research. Implicit in this review is the assumption that context matters (Horton et al, 2013). So that further researchers can examine other than the context of the Covid-19 pandemic.

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