

Impact of role stress, job burnout and job insecurity on job performance during pandemic COVID-19 among private hospital employees in Surakarta, Indonesia

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Abstract

Pandemic COVID-19 has become a controversial issue resulting in radical shifts in people's lifestyles. Due to the situation, changes in management, followed by changes in employees' main duties and functions, may trigger employees' sense of uncertainty, which eventually affects their performance. This research focused on examining the impact of role stress, job burnout, and job insecurity on employee performance, with career calling as moderator. The research involved employees (health care and non-healthcare employees) at a private hospital in Surakarta, Indonesia. Data of 219 employees were taken by convenient sampling technique through questionnaires. The data were analysed using Partial Least Squares - Structural Equation Modelling (PLS-SEM) to determine the relationship among variables. The results indicated that: 1). Role stress significantly and positively affected job burnout and significantly and negatively affected job performance; 2). Job insecurity was found to significantly and positively affect job burnout and significantly and negatively affect job performance; 3). Job burnout was found to have a significant negative effect on job performance. Furthermore, the results suggested that career calling did not moderate the impact of role stress on job burnout. However, career calling was found to moderate the impact of role stress on job performance. The finding of this study is important in determining further steps related to job performance and its relationship with role stress, job burnout, career calling, and job insecurity.

Introduction

Working environment condition requires considerable attention to maintain the organization's operation to achieve the targeted outcomes. Employees could feel comfortable physically and psychologically when their working environment is well-organized [1]. The COVID-19 pandemic has become a controversial issue that forces people to change their lifestyles to survive. COVID-19 crisis requires organizations to engage with immediate, holistic changes, notably healthcare institution that needs quick, broad, and deep services from the frontline employees to attain the goal [2]. The problems faced by management in organizations affected by the COVID-19 pandemic can definitely affect employee behaviour. Management changes, followed by changes in each employee's main duties and function, could create a sense of uncertainty to employees and affect their performance. According to Wu et al. [3], career calling may serve as the moderating variable on the influence of role stress (including role ambiguity and role conflict) on job burnout and job performance. The current research aimed at examining the impact of role stress, job burnout, and job insecurity on employee performance with career calling as the moderating variable.

Theoretical Framework

Role Stress

Kahn [4] defined role stress or role conflict as pressures people when they neglect to learn or comprehend the privileges and commitments identified with their work and play out their jobs appropriately. People's

stress in the workplace is known as work stress, and role stress is an important component of job stress [3]. Role stress is known to contain two perspectives. The main view recommends that role stress can be arranged into two aspects: role conflict and role ambiguity [5]. Rizzo et al. [6] and Van Sell et al. [7] an individual is accepted to assume many parts and need to show different practices to fulfil their situation in the hierarchical framework. Thus, role overload can be associated with the individual's internal role conflict, basically a role conflict.

As a component of role stress, role conflict can prompt person's contrary passionate encounters, including expanded strain, extreme inward struggle, lower work fulfilment, and lower trust [4]. Furthermore, role conflict keeps employees from considering the problems faced by others who fill various roles. Consequently, role stress might ruin representative recognizable proof with the association and eagerness to buckle down, which in the long run influences one's work execution. In mean time, role stress including a genuine clash on job assumption might bring down one's readiness to make due and increase one's burnout level [3]. Based on the description above, the following hypotheses were formulated.,

H1: Role stress has a significant effect on job performance

H2: Role stress has a significant effect on job burnout

Job Performance

High job performance in order to be able to continuously, need to be improve sustainability, so that it can be achieved if employee performance is evaluated and monitored regularly [8]. El-Sabaa [9] recommends that job performance is related with readiness and receptiveness to attempt to accomplish new business related viewpoints, which thus expands individual efficiency. Deadrick and Gardner [10] define job performance as the work achieved for each job function over a certain period of time.

Job Burnout

Job burnout constitutes individuals' negative feelings in the work environment [3] , including physical and mental fatigue, lower job performance, and lower job enthusiasm. Maslach's hypothesis recommends that job burnout can be examined utilizing three aspects: enthusiastic depletion, skepticism, and low proficient viability. Passionate weariness alludes to the enthusiastic depletion made by work and a reluctance spend more feelings in work. Cynicism is questioning the motives of others, evoking negative emotions, and treating them with numbness and cruelty. Low professional efficacy defines a negative evaluation of one's own work that has no practical effect on others [11] .

Burke [12] accepts that job burnout is likewise a consecutive cycle. That is, a person who experiences job burnout may adversely impact his/her associates. Workers might experience the ill effects of an undeniable degree of occupation burnout due to an apparently interminable rundown of requests, cutoff times, and issues all through the work life cycle. These factors can easily lead to lower performance, job satisfaction, and organizational commitment [13]. Therefore, it is expected that

H3: Job burnout has a significant effect job performance

Career Calling

Hall and Chandler [14] characterize a career calling as a task people view as significant. Such calling can assist people with accomplishing their own objectives and fill in as their objective on the planet. Elangovan et al. [15] underscore that career calling comes from outside and inside sources and chiefly contains three components: (1) activity direction, (2) lucidity of direction, and (3) favorable to social mission and expectations. In this manner, career calling is an impetus power that drives individuals to contribute and focus on the association and is bound to assist people with finding significance in their work [16].

Career calling not just lessens individual role stress [17], job burnout and keeps up with emotional well-being; it likewise builds the significance of representatives' work to get life fulfillment and experience satisfaction [18]. In this manner, career calling might have moderate impact on their obligations and commitments, influencing their work execution. Therefore, the following hypothesis was developed:

H4: Role stress has a positive and significant effect on job burnout moderated by career calling

The relationship between job goals and performance can be found when the two variables seek to achieve a coherent identity. It is assumed that alignment of one's goals is based on a set of performance behaviors that are expected to result from one's task-related knowledge, adaptability, and prosocial attitudes, and interconnection. By aligning the goals and proposed dimensions of performance, organizations are expected

to take advantage of its employees' productivity and job satisfaction [3]. Based on the previous studies, it is expected that:

H5: Role stress has a positive and significant effect on employee performance moderated by career calling

Job Insecurity

Job insecurity is viewed as one's fear of losing a job [19] caused by several characteristics such as temporary work, workforce reductions, unorganized workers, minimum wages, temporary contracts, nepotism, and unfair promotions [20]. Greenhalgh and Rosenblatt [21] point out forms of insecurity that may not involve job loss but threaten 'valued job features,' a notion proposed by Sverke et al. [22] to distinguish 'quantitative' from 'qualitative' job insecurity.

Job insecurity indicates a threat to employees in the form of job and income loss and the associated status [23]. According to De Witte [24], job insecurity is related to increasing levels of job burnout. Several studies have reported the negative effects of job insecurity on employees' mental health, including a higher risk of burnout and psychological stress [25]. Therefore, the following hypothesis is proposed.

H6: Job insecurity has a significant effect on job burnout

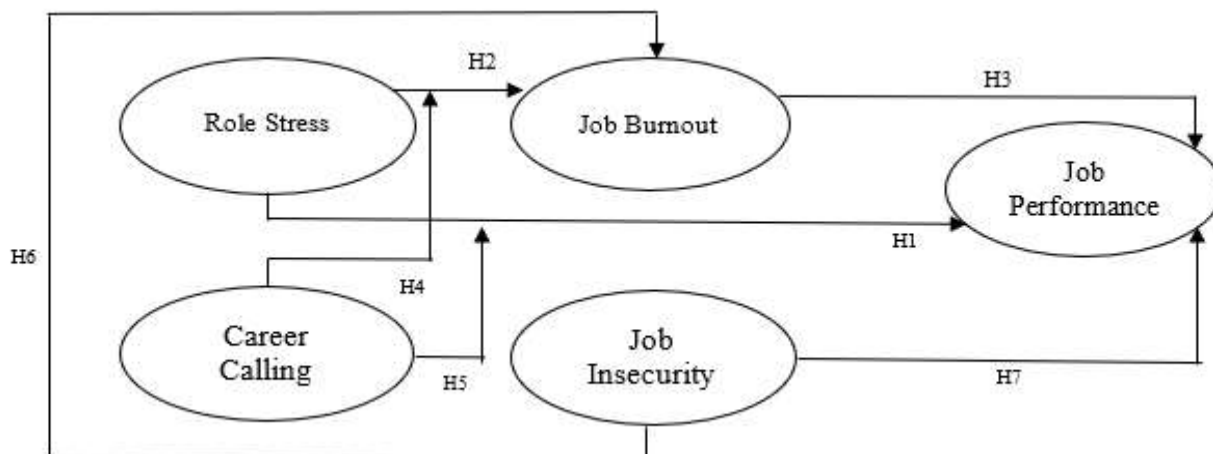


Figure 1: Theoretical model about the impact of role stress, job burnout and job insecurity on job performance, with career calling as moderator.

Grunberg et al. [26] report that job insecurity is a part of the stress factor at work related to subjective perceptions of working conditions, especially job stability and permanent relationships between employees and organizations. Job insecurity is found to negatively affect work roles, i.e., employees with high job insecurity generally exhibit poor job performance [27]. Thus, it is expected that:

H7: Job insecurity has a significant effect on employee performance

Materials and Methods

Materials

This survey involved 219 employees (health care and non-healthcare employees) from August to September 2021 at a private hospital in Surakarta, Central Java, Indonesia. Participants involved in this study were those with at least 1 (one) year of working experience, in the productive age, and considered capable of understanding the contents of the questionnaire. 58.20% of respondents were female, and 41.80% were men; 30.20% were in their 20s, 34.30% were in their 30s, 19.90% were in their 40s, and the rest (15.60%) was in their 50s. For the type of work, 69.80% are health care workers (including medical specialists, general practitioners, nurses, midwives, laboratory officers, radiology officers, etc.), while the remaining 30.20% are non-healthcare employees. Convenience sampling technique helps researchers to collect data from relevant respondents quickly. This sampling technique is a non-probability sampling technique often used to save time and expenditure in collecting data.

Survey Instrument and Methods

Variables in this study were measured using several items adapted from the literature and modified to fit the context of hospital employees. These variables - role stress, job burnout, job performance, and career calling - were measured using the Likert scale as in Wu et al.'s study [3], while job insecurity was measured by

adapting research conducted by Darvishmotevali et al. [28] and Tinne et al., [29]. This research employed a 7-point Likert scale (1 = strongly disagree to 7 = strongly agree) to give respondents more explicit classes to portray their conditions. Information were then handled through Partial Least Squares - Structural Equation Modeling (PLS-SEM) by utilizing Smart PLS 3.0.

Model

Validity analysis (Convergent Validity, Discriminant Validity) and reliability analysis (Cronbach's Alpha and Composite Reliability) are significant examinations at the estimation model examination stage (outer model). Convergent Validity was tried to decide if the estimating instrument can fill its role appropriately, as clarified in table 1. The marker is considered valid the correlation value is higher than 0.50 or if the t value of outer loading is > 1.960 [30]. Discriminant Validity (Cross Loading) is utilized to decide if the pointer in a build has a more noteworthy worth on the develop it structures than the worth with different builds [30].

Results and Discussion

Table 1: Construct validity and reliability.

Variables	Composite Reliability	Cronbach's Alpha	AVE	Information
Role Stress	0.914	0.874	0.726	Reliable
Job Insecurity	0.956	0.939	0.846	Reliable
Career Calling	0.941	0.924	0.725	Reliable
Job Burnout	0.929	0.912	0.619	Reliable
Job Performance	0.967	0.961	0.784	Reliable

Table 2: Hypotheses decision table.

Hypothesis	Path Coefficient	T Statistics	p Value	Hypothesis Decision
Role stress \rightarrow Job performance	-0.128	2.458	0.014	H ₁ : Supported
Role stress \rightarrow Job burnout	0.267	3.403	0.001	H ₂ : Supported
Job burnout \rightarrow Job performance	-0.235	3.998	0.000	H ₃ : Supported
Role stress*Career calling \rightarrow Job burnout	0.024	0.423	0.672	H ₄ : Not Supported
Role stress*Career calling \rightarrow Job performance	0.113	3.152	0.002	H ₅ : Supported
Job insecurity \rightarrow Job burnout	0.155	2.209	0.028	H ₆ : Supported
Job insecurity \rightarrow Job performance	-0.148	2.619	0.009	H ₇ : Supported

In this study, it was found that the cross-loading value of each indicator of the latent variable was proven to be higher than its relationship with other latent variables. Hence, it very well may be reasoned that discriminant validity is fulfilled. Cronbach's Alpha and Composite Reliability were utilized to inspect the unwavering quality in the review, with the prescribed worth being satisfied to be higher than 0.700.

Table 2 illustrates that during the COVID-19 pandemic, job burnout can be influenced by role stress and job insecurity, while job burnout, role stress, and job insecurity can affect job performance. However, the moderating role of career calling in the impact of role stress on job burnout was not supported, as the t-statistic value was < 1.960 and the P-value was > 0.005 [30]. However, career calling can moderate the impact of role stress on job performance.

Role Stress and Job Performance

This study further supports the relationship between role stress and job performance(H1). This result is consistent with a previous study conducted by Fried et al. [31] that found that role stress negatively affects job performance, including role conflict and role ambiguity. Role stress plays a part in stifling position execution [32] while further developing workers' work execution [33]. This result contradicts Schaufeli et al. [34] and Fogarty et al. [35] who found that role stress triggers worsened job performance in the accounting field. In the context of health services, the uncertainty of the employees' role due to changes in management

in hospitals, where employees are required to do several jobs concurrently, is likely to put them at risk of suffering from role stress. Failure to properly address this issue can affect the job performance of the hospital.

Role Stress and Job Burnout

This study findings suggest that role stress has positive and significant effects on job burnout (H2). Role stress can affect employees' emotional experiences (e.g., lower job satisfaction, higher tension, and high levels of internal conflict), which eventually increase one's perceived job burnout [3]. Kahn et al. [4] argue that role stress positively affects job burnout, supporting Schaufeli et al. [34]. Role stress might bring about representative job vulnerability, driving them to steadily spend their assets to acquire data identified with the new job (work) they should investigate, making representatives invest energy to decide. The condition leads to employees' physical and mental fatigues, eventually leading to job fatigue. Hospital employees, both health care and non-healthcare employees, faced increasing workloads during the pandemic as they were demanded to handle the spike in the number of patients.

Job Burnout and Job Performance

The result of this study supports third hypothesis stating that there is job burnout affects job performance. Job burnout can lead to disrespect and distrust of co-workers, which in turn can change the social life of an individual's attitude towards work [3]. Thus, management containing role ambiguity and role conflict may contribute to role stress. Further, the absence of resources that predict burnout may negatively affect various aspects such as physical illness in employees and lower organizational commitment, which ultimately decreases job performance [36]. Employees' workload and demands in hospitals during the COVID-19 pandemic increased significantly due to the increased number of people exposed to the COVID-19. This condition significantly leads to employees' job burnout and lower performance.

Career Calling as Moderating Factor

In this study, career calling serves as the moderating variable in the relationship between role stress and job burnout (H4) and role stress and job performance (H5). This study points out that career calling did not significantly moderate the relationship between role stress and job burnout. However, this study found that career calling can positively moderate the relationship between role stress and job performance. Employees with lower career calling levels suffer from inadequate resources to cope with job demands caused by role overload [37], [38]. Higher job demands and limited resources may deplete employees' desire to solve work-related problems as they are at risk of experiencing role overload, leading to role stress [39]. Hence, a lower level of career calling doesn't bring down one's role stress [40] and job burnout. All things being equal, it is identified with life objectives and will in general follow accepted practices [14], which may decidedly foresee vocation clearness, profession fulfillment, and representative assurance in doing their obligations [16]. Career calling likewise adds to hierarchical responsibility, which can influence job performance [3].

Job Insecurity and Job Burnout

This study proposes a hypothesis that job insecurity significantly affects job burnout (H6). Job insecurity depicts a threat to employee resources in the form of job and income and its associated status. Changes in authoritative execution with rehashed rounds of financial plan cuts, representatives might confront a potential employment cutback, bringing about more bad mentalities towards their managers, work, and the association. [41]. A few investigations have recorded adverse consequences of occupation weakness on the emotional well-being of impacted representatives, including a more elevated level of burnout [42] and mental distress [25]. Individual staff limit with respect to change streams from authoritative preparation factors during the Coronavirus pandemic time, including staff capacity to bear vagueness [2], which might increment when the change makes workers have an unreliable outlook on their positions. Frailty at work significantly affects job burnout [43] on the grounds that representatives experiencing burnout have exhausted mental and actual energy [44].

Job Insecurity and Job Performance

The seventh hypothesis stating that job insecurity significantly affects job performance was supported. Numerous analysts have recommended that a significant trait of job insecurity is the level of vulnerability

that workers partner with proceeding with business [45]. This outcome support past discoveries on the critical, negative connection between work frailty and execution [27], [46]. However, studies on the relationship between job insecurity and employees' job performance exhibit inconsistent results. Sverke et al. [22] tracked down an inconsequential connection between job insecurity and performance.

Limitation and Future Research

This study has several limitations: (1) this study administered the questionnaire to the respondents directly, the answered questionnaire describes respondent's perception; (2) This study asked the employees to answer questions related to their own performance, which is prone to bias. To avoid bias, future studies are recommended to (1) involve supervisors and executives to answer questions related to employee performance (2). Future studies are recommended to investigate other service industries, such as banking or educational institutions.

Conclusions

Pandemic COVID-19 has become a major issue for the last two years, forcing immediate and comprehensive changes in various aspects, including health services. This research focused on examining the job performance of hospital employees in a private hospital in Surakarta during the COVID-19 pandemic to determine the effect of role stress, job burnout, and job insecurity on employee performance with career calling as the moderating variable. It was found that role stress significantly affects job burnout and job performance, job insecurity significantly affects job burnout and job performance, job burnout significantly affects job performance. In addition, this study found that career calling did not moderate the effect of role stress on job burnout but moderated the effect of role stress on job performance.

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