

## RESILIENCE WITH EMPLOYEE JOB INSECURITY DURING THE PANDEMIC AT PT X

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### ABSTRACT

This study aims to determine the relationship between resilience and *job insecurity* during the pandemic at PT X. Participants in this study were PT X employees with a population of 805 participants. The method used in this study is correlational quantitative research, with simple random sampling techniques and from the slovin formula has been determined by taking a sample of 89 participants. Resilience measurement uses *Connor-Davidson – Resilience Scale* (CD-RISC) with Cronbach alpha of 0.938, while to measure *job insecurity* using *Job Insecurity Scale* (JI-S) with Cronbach alpha of 0.940. The scale was distributed in the form of questionnaires, with data analysis using IBM SPSS Statistics version 22 with the Spearman correlation test. The results of data analysis obtained a correlation coefficient  $r = 0.562$  with a significance value of 0.000 ( $p < 0.05$ ), showed that the results obtained were significantly positive, which means there is a significant positive correlation between resilience and *job insecurity*. The higher the resilience, the higher the *job insecurity*, and vice versa.

**Keywords:** Pandemic, resilience, job insecurity

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### INTRODUCTION

There are various industries in Indonesia that are affected by the Covid-19 Pandemic, one of which is the Textile and Textile Products (TPT) industry, especially during the Covid-19 pandemic. This situation makes some companies experience a decrease in production output and affects employees who will be threatened with being laid off or laid off, thus making employees feel less secure. In this condition is also experienced by the textile company PT X where some employees in the company also experience various uncomfortable and safe feelings which result in the emergence of job insecurity among employees. Therefore, in this study, the author uses employees who worked during the pandemic at PT X where employees had passed or were experiencing job insecurity during the difficult times of the Covid-19 pandemic.

The importance of research on job insecurity is supported by the results of research conducted by Tentama & Rosandy (2019) at PT Mega Andalan Kalasan, Yogyakarta, showing that job insecurity can be a source of more serious anxiety for most employees. Because job insecurity has been identified as the most severe cause of job stress and one of the dangerous things about job insecurity is job insecurity it can trigger complicated stress because employees do not know when they should take concrete actions and prepare for the future to look for another job. This is supported by the results of research conducted by Sarwar et al (2020), which explained that the Covid-19 pandemic produced problems for workers in hotels because from the Covid-19 pandemic, the hotel industry was greatly affected because employees developed perceptions of job insecurity and experienced a decrease in welfare related to employee happiness and job security through financial pressure. Therefore,

employees need to manage their job insecurity in order to survive in difficult times such as the Covid-19 pandemic.

Some of the impacts of job insecurity according to Ashford et al (1989), that if employee job insecurity will have an impact on employee desire to find a new job, low organizational commitment, low organizational trust and low job satisfaction. Sanny & Kristanti (2012), explained that Job insecurity is an employee atmosphere that has a very broad negative impact, both directly on employees from a psychological point of view that can cause employees to feel uncomfortable and threatened about the future, as well as from a physiological point of view which is an impact from the psychological aspect itself. One of the negative impacts of job insecurity is the decline in employee performance and motivation in the company also decreases. Meanwhile, Pasewark & Strawser (1996), say that job insecurity itself affects job satisfaction, organizational commitment and organizational trust which ultimately has a relationship with the desire to move (turnover), so it is very likely that this happens to employees who have a working period that cannot be determined by their own workers. Karina et al (2020), show that employees feel that success at work is determined by their personal abilities and also fate so the high level of job insecurity can cause employees to want to change jobs (turnover). Impact of job insecurity on depressive symptoms mental health (Gorczyński et al., 2020), emotional exhaustion, anxiety (Aguiar-Quintana et al., 2021) job satisfaction, and performance (Aguiar-Quintana et al., 2021), because employees who have job insecurity are vulnerable to stress, because the problems faced are related to job loss, tension, mental and confusion related to their future in the agency where they work stated by Yoshuglu et al, (in Zachariah, Hasanati, & Shohib, 2019).

Job Insecurity is generally characterized as a continuous uncertainty that makes individuals feel uncomfortable or insecure about job situations that involve financial, social, and economic stability through continuous employment in certain organizations or professions (Herzberg, 2017). Some of the factors that cause Job Insecurity according to Greenhagh and Greenhalgh & Rosenblatt (1984) in Azizah, 2020, namely job insecurity are influenced by three factors, namely, work environment factors, factors outside the work environment, and personal factors in the form of resilience. Based on the factor of the emergence of job insecurity, namely due to organizational changes, individuals who have resilience will be able to accept positive changes and then be able to control and control themselves. Job insecurity factors that originate from the individual's personal self such as resilience is a factor that develops with the individual's own personality. Meanwhile, another finding revealed by Tentama & Ainin Rosandy (2019) said that one factor that is believed to be able to reduce the adverse effects of Job Insecurity is resilience because resilience allows someone to be able to bounce back when facing job insecurity, and resilience has been identified as a factor that can reduce the negative impact of job insecurity. This is supported by several studies on the topic of job insecurity during the pandemic discussing the consequences of job insecurity which shows that personal factors in the form of resilience have a relationship with job insecurity.

Cohen et al (2006), who explains that resilience is related to several main things, namely positive thinking, flexibility, responsibility, and being able to distinguish between work and personal life. This statement is supported by an expression that says that reliability can change negative viewpoints or thought patterns into positive, rigid thinking becomes flexible for an individual to live a balanced life (Kim & Windsor, 2015). Based on the results of interviews

with 5 contract employees, it is stated that resilience is needed in suppressing job insecurity owned by employees, especially during the pandemic, which is a difficult time for employees, especially contract employees because when the contract is completed they can only resign themselves to extending their contracts or not. The results of the interview are in line with the results of research conducted by Tentama & Rosandy (2019) which explains that resilience has a relationship with job insecurity. Employees who have higher levels of resilience tend to experience low levels of job insecurity, while employees who have lower levels of resilience tend to experience high levels of job insecurity. Because they can view change or stressful situations as a means of developing themselves so that individuals who are able to face challenges will prefer to face any situation rather than avoid it (Zehir & Narcikara, 2016).

Some findings show a relationship between resilience and job insecurity. This is supported by research conducted by Hobfoll (2001) in (Lidya et al., 2022) which states that resilience is a person's personal resources that can function to reduce the effects of job insecurity felt by employees. Resilience itself affects a person's ability to be able to regulate something related to stress, because if someone has good resilience, then they can overcome problems well and vice versa (Chen et al., 2017). This is supported by research conducted by Tentama & Rosandy (2019) which revealed that resilience and job insecurity have a significant relationship negative because resilience has a contribution of 13.1%, 22.9% is influenced by self-efficacy, while the remaining 64% is influenced by other factors, such as work environment, communication, organization, role ambiguity, role conflict, and locus of control which include external and internal. In the study, it was found that resilience is needed for someone to overcome the adverse effects of job insecurity. In other words, increased levels of resilience are associated with decreased employee job insecurity. This is supported by research conducted by Lestari (2021) which revealed that resilience and job insecurity have a significant relationship in a negative direction. These results are in line with research conducted by Zakaria et al (2019), which revealed that resilience and job insecurity have a significant and negative relationship. In contrast to the results of research conducted by Nurani (2017) which revealed that resilience and job insecurity have a significant and positive relationship.

Based on the results of the study above, researchers want to re-conduct research on the relationship between resilience variables and job insecurity, especially during a pandemic. The difference between this research and previous research lies in the subject and place of research so different subject sources affects the results of the study as well. There is a difference between this study and previous research conducted by Tentama & Rosandy (2019), which in its research explained the contribution of self-efficacy and resilience to job insecurity. The population and sample used in the previous study used the population and sample of contract employees at PT. Mega Andalan Kalasan located in Yogyakarta, is different from the current research that focuses on employees of PT X company. The reason why the author conducted research on employees at PT X is that research on employee resilience and job insecurity during this pandemic has never been done before, and many employees experience job insecurity, especially because of the pandemic. Another thing that distinguishes from the previous study, using 3 variables, namely self-efficacy, resilience, and job insecurity while in this study the author only uses 2 variables, namely resilience and job insecurity and the intended subject is employees at PT X. The reason the author uses these

two variables is because in the previous study researchers conducted research on the role of self-efficacy and resilience in job insecurity of contract employees at PT. Mega Andalan Kalasan before the pandemic, while in this study the author focuses more on the relationship between resilience and employee job insecurity in companies at PT X after this pandemic.

## **METHOD**

This study uses correlational quantitative research methods with the aim of knowing whether or not there is a relationship between two variables (S. Sugiyono, 2012). Quantitative research according to (Azwar, 2012) states that in quantitative research, research data will only be interpreted more objectively if obtained through a measurement process. In this study, the author used a sampling technique of simple random sampling technique. Simple random sampling is a random sampling of the population without regard to the existing strata (D. Sugiyono, 2013). The population in this study was 805 employees and for the determination of the number of samples was determined using the Slovin formula with an error rate of 10% where the sample used in this study was 89.2 which was rounded to 89 samples as research subjects.

The scale used is a Likert scale that uses 5 alternative answer choices, namely SS (Very Suitable), S (Appropriate), N (Neutral), TS (Not Suitable), and STS (Very Inappropriate). The resilience scale used in this study using the Connor Davidson – Resilience Scale (CD-RISC) By (Cohen et al., 2006) measuring instrument with the number of items This scale consists of 25 items with a cronbach alpha value of 0.938. While the job insecurity scale consists of 57 items containing 5 components of job insecurity, namely 17 items (importance of aspects of work), 17 items (threat of losing aspects of work), 10 items (importance of job loss), 10 items (threat of job loss), and 3 items (helplessness against threats). The method used in this study itself is to use the Job Insecurity Scale (JI-S) measuring instrument adapted from research conducted by Nurani from measuring instruments that have been constructed by Ashford et al (1989) based on the theory of (Greenhalgh & Rosenblatt, 1984). Based on the validity test of measuring instruments conducted on the job insecurity scale of 57 items showed that there were 46 items of the job insecurity scale that were declared valid by previous researchers, and in this study there were several items that were eliminated by producing 44 items that were declared valid with a Cronbach alpha value of 0.940.

### **Resilience Scale Blueprint**

No	Aspects	Favorable	Number of Items
1.	Personal competence, high standards, and tenacity	10,14,15,17,18,21,24,25	8
2.	Confidence in yourself, tolerance for negative effects, and strong or strong in the face of stress	5,6,7,8,12,16,19	7
3.	Accept change positively and be able to build secure relationships with others	1,2,4,9,23	5
4.	Self-control in achieving goals and how to ask for or obtain help from others	11,13,22	3

5.	Spiritual influence, i.e. belief in God or fate	3,20	2
Total Items		25	25

**Blueprint Scale Job insecurity**

No.	Aspects	Favorable	Number of Items
1	The importance of these aspects of work	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17	14
2	The threat of losing aspects of the job	1,2,3,4,5,8,9,10,11,12,13,15,16,17	14
3	The importance of losing events on the job	1,2,3,4,5,6,7,8,9,10	10
4	Threat of loss of events on the job	2,3,4,5,6,7,	6
5	Helplessness on threats	1,2	2
Total Items		46	46

**Reliability Test Results**

Variable	Cronbach Alpha	Cronbach Alpha Criteria	Information
Resilience	0,938	>0.60	Reliable
Job insecurity	0,940	>0.60	Reliable

Hypothesis testing using the *Spearman* correlation test using IBM SPSS Statistics version 22 computer data analysis.

**RESULTS AND DISCUSSION**

The results showed that the hypothesis in this study that there is a positive and significant relationship between resilience and job insecurity was rejected. This is evidenced by the value of the correlation coefficient of  $r = 0.562$ ;  $p < 0.05$  which means that there is a significant and positive relationship between resilience and job insecurity in PT X employees. In other words, the higher the resilience, the higher the job insecurity owned by employees and vice versa where the lower the resilience, the lower the employee job insecurity. So increasing resilience has a role in increasing employee job insecurity. There are several possible results of the study Positive and Significant, first, some employees consider that the resilience they have is high enough to survive situations that make them experience stress, so their job insecurity is also quite high if the organization's PARTY is not on their side. In line with this, resilience in the

face of high work demands can increase job insecurity so that employee work stress also increases, (Coulombe et al., 2020) said that the effect of job insecurity on stress has a detrimental effect on resilience as well where the level of resilience depends on the level of how strong the relationship between job insecurity and stress is due to increased resilience. Second, some employees explain that their resilience is high enough to be able to rise from a bad situation, so it is manifested in their actions to face job insecurity that is getting higher because they are threatened with layoffs. This statement, in line with the results of Nurani's research (2017) where the results of her research stated that there is a positive and significant relationship between resilience and job insecurity which is stated in her research that high resilience is not able to make job insecurity low where the subjects in the study around 57% of employees almost reach the end of their working life which is 2 years which can trigger an increase in job insecurity and resilience Employees because of the threat of employees not being renewed their contracts but employees still have the desire to keep the job so that stress arises when employee resilience is high and causes even though employee resilience is high but also high employee job insecurity.

In line with the statement above, it was revealed that employee resilience is getting higher in dealing with situations that make the work commitment of employees become high so that stress arises in employees, because employees who have high work commitment will consider their work very important in companies where employees want to stay at their jobs because of the emergence of job insecurity which raises awareness that employees will lose too leaving the company (Meyer & Allen, 1997). Therefore, employees who have a high level of resilience tend to have high work commitments which can have an impact on high employee job insecurity also because of the fear / emergence of a sense of job insecurity that employees have to maintain their jobs because employees lack authority in maintaining their jobs which at any time can be dismissed / mutated either temporarily or permanently. There are several possibilities such as age so that most (35 subjects out of a total of 89 subjects) are 41 years old > who have a high probability of job insecurity will lose their jobs due to factors such as speed in employee performance, demands in pursuing targets, and the condition of the company itself since the beginning of the pandemic which can trigger a high level of job insecurity also because of the pandemic period which has an impact on production companies that can have an effect on employee work effectiveness.

<b>Correlations</b>				
			Resilience	Job Insecurity
Spearman's rho	Resilience	Correlation Coefficient	1.000	.562**
		Sig. (2-tailed)	.	.000
	N		89	89
	Job Insecurity	Correlation Coefficient	.562**	1.000
Sig. (2-tailed)		.000	.	
N		89	89	

\*\*. Correlation is significant at the 0.01 level (2-tailed)

In this study, it was found that high resilience was not able to reduce job insecurity to be low. According to Varshney & Varshney (2017) (in Widati, 2020) High resilience is associated with higher job satisfaction, employees who have high resilience are able to adapt when faced with a change such as being able to find solutions for their work, showing effective skills and development, and being able to maintain their energy in the midst of stressful situations. The concept of resilience itself is a combination of a person's physiological and psychological conditions which refers to a person's condition that is disturbed due to a situation and condition that can cause stress. According to Hendriani (2018) (in Rahmita, 2021) stated that resilience is a dynamic process involving various individual, social, and environmental factors that reflect one's strength and resilience to rise from negative experiences when facing difficult and stressful situations, because resilience itself refers to one's personal ability to overcome pressure or shocks along with maintaining organizational functions or goals / existing companies without switching to a new balance. According to Asmir and Standen (2012) (in Tonnisen, 2020) revealed that resilience has 4 dimensions, namely persistence, positive emotions, meaning making, and commitment to grow. There are 2 resilience factors associated with anxiety (Zakaria, , Hasanati, & Shohib, 2019). namely self-competence in the form of self-confidence and optimism in facing a problem and focusing on finding solutions to reduce one's feelings of anxiety. From this, it shows that if employees have high resilience, these employees consider their work important so employees have higher concerns about the job so that it can cause high job insecurity in employees.

Factors that have a possible influence on job insecurity were not studied in this study, such as environmental and organizational factors, individual factors and job titles, and work personnel (Locus of control, self-esteem, and employee optimism). Kurniawan (2016) (in Handaru, 2021) states that job insecurity is an employee's psychological condition and the threat felt by an employee to his current job. According to Elizur & Borg (1992) (in Handaru, 2021) states that job insecurity has two dimensions, namely: Affective Dimension, which is an indicator of having certain importance regarding the potential of every event that occurs within the company and feels that the work has an important meaning in career development &; Cognitive Dimension, which is an indicator of threats with aspects of work, threats that may occur and can affect work, and threats to employment the following year. One of the factors of job insecurity that also affects resilience is the personal factor of work. Personal characteristics affect a person's job insecurity because in personal characteristics which include optimistic/pessimistic attitudes of employees, self-esteem, and individual control at work (locus of control) involves the condition of each individual which can be related to the strength and resilience of individuals in facing a situation where individuals have good personal characteristics will be able to survive and rise, Conversely, if individuals have bad personal characteristics, it will be difficult to survive to control themselves because of low resilience, which is also supported by other factors, job insecurity in the form of environmental and organizational characteristics that are affected due to the pandemic period so that organizational changes can occur such as downsizing, restructuring, and mergers by companies.

## CONCLUSION

Based on the results of this study, it can be concluded that there is a significant positive relationship between employee resilience and job insecurity at PT X during the pandemic, with a correlation coefficient value of 0.562 with a significance value of  $0.000 < 0.05$ . This can be interpreted that if the resilience of employees is high then it can make employee job insecurity high as well, vice versa if the resilience of employees is low it can make employee job insecurity low also because when employees have a high sense of insecurity/fear of losing their jobs surely employees have high resilience/ability to keep their jobs as well. In this study, the author gives some advice, namely that employees are expected to be able to maintain their resilience in performing tasks, which makes an existing change a challenge so that they can get used to dealing with the pressure that arises to reduce job insecurity. This can be done through discussions with their superiors or employees are expected to participate in training in increasing their resilience through simulation/socialization so that high resilience does not make high job insecurity. Further researchers are expected for further research to better prepare themselves in the process of taking data & knowing the sample to be taken, preparing other options if the initial option is not optimal so that the research can be carried out better and obtain maximum results.

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