

The Impact of Job Insecurity on Job Performance through Job Engagement in Hotel Industry During Covid-19 Period

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ABSTRACT

This study aims to examine the impacts of job insecurity and job engagement on job performance during Covid-19 in the hotel industry in Dili. The study also examines the mediation effect of job engagement on the relationship between job insecurity and job performance. Total employees of 272 of hotel industry were selected as sample, while SMART-PLS 3.0 was used to test the hypotheses. The results indicate that job insecurity and job engagement have significant impacts on job performance, while job engagement plays important role in mediating the relationship between job insecurity and job performance. The study contributes to enrich the theoretical implications of job insecurity, job engagement, and job performance. This research also provides practical implication for hotel managers to readjust strategies during Covid-19 period in order to retain employees.

Keywords: Job insecurity, Job engagement, Employees' Job performance.

1. Introduction

The Covid-19 Pandemic has severely influenced hotel industry worldwide. This has been due to many hotels closed down or limited their activities which in turn cause many employees feel insecurity in their jobs (Niesen et al., 2018; Etehadi & Karatepe, 2019; Jung et al., 2021) and performance (De Witte et al., 2016; Chirumbolo et al., 2020).

Insecurity job has been defined as employee's feeling of risks and afraid of losing their job and unemployed. Job insecurity is important factor to job performance (Probst et al., 2020) because it influences employees' psychological health and work motivation (Jung et al., 2021). Empirical studies revealed that job insecurity affected negatively or insignificantly on job performance (Cheng & Chan, 2008; Gilboa et al., 2008; Probst et al., 2020).

Job engagement also influences job performance because of employees' willingness to work with great commitment and responsibility which contribute to the work and the organization (Deepa, 2020). Generally, employees with high job engagement have better favourable mental conditions in their work which in turns enhance job performance and employee retention (Caplan & Whittemore, 2013; Sonnentag, 2002). Therefore, high job engagement will enhance employees' job performance (Deepa, 2020) because the more employees' engagement will lead them to undertake extra work and contribute new ideas to improve their work (Bakker et al., 2012). Low job engagement result in low employee commitment to work which in turn leads to low job performance.

In spite of the abovementioned inconsistency of empirical studies, the role of job engagement on the relationship between job insecurity and performance has not grabbed adequate attention, especially in the context of hotel industry during

Covid-19 Pandemic period. Therefore, the objectives of this research are: (1) To test the influence of job insecurity on employees' job performance. (2) To test the influence of job insecurity on job engagement (3) To test the influence of job engagement on employees' job performance. (4) To test the impact of job engagement on the relationships between job insecurity and employees' job performance.

2. Theoretical Frameworks, Research Model and Hypothesis

2.1 Theoretical Frameworks

2.1.1 Job Insecurity

Job insecurity refers to employees working and feeling insecure and afraid of losing their jobs in the future. Employees must be well prepared for the risks that will happen either from nature, lousy attitude, and prepared to work in the risk areas (Chirumbolo et al., 2020). Job insecurity is defined as employees being afraid of losing their jobs and becoming unemployed; Therefore, it requires employees who are ready to face the risks at any consequences to overcome any existing problems (Probst et al., 2020).

Job insecurity is essential for employees' psychological health and diminishes motivations. Thus, job insecurity is essential for employees to overcome every case and find better solutions, such as pandemic Covid-19 which has affected employees' job performance (Jung et al., 2021). Van Vuuren et al. (2020) stated that job insecurity is divided into three aspects: First, job insecurity makes employees feel insecure to work as a team or group. Second, job insecurity to the future: Employees feel insecure about their work in the future.

Third, job insecurity directly relates to meeting people, and there is no continuation. Furthermore, some previous studies illustrated that job insecurity refers to two essential sources: Firstly, the perceptions with the current situation of Covid-19, which affected employees feel insecure and afraid of losing their jobs. Job insecurity can make employees feel panic and afraid of losing their job and changing their current position (Awan et al., 2020).

Job insecurity is a factor that gives a threat for employees in the industry, and this situation would not permit employees to continue their work or job (Chirumbolo, 2015). Job insecurity would cause an impact on other relevant activities, from the employees who work hard and have significant responsibility on their work to obtain the better result (Darvishmotevali et al., 2017). Job insecurity has influenced employees' satisfaction, organizational commitment, job engagement, organizational trust, health, and destructive impact on employees because they might lose their jobs due to the pandemic of Covid-19 (Van Vuuren et al., 2020).

2.1.2 Job Engagement

Job engagement refers to conducting work with responsibility and creativity to achieve the organization's goals. According to Deepa (2020), job engagement is illustrated by great attention, creativity and responsibilities of employees to undertake their works. Akgunduz (2015) stated that higher job engagement would depend on controlling the work efficiency, working hours, and effective execution or spending. Therefore, job engagement focuses on two critical factors: First, it is essential to maintain employees' job performances, and second, finding better solutions to maximize employees' job performance.

In general, high job engagement with a positive mentality to work and employees with higher job engagement is essential for an organization because they promote organizations effectively, create productivity of working environment, and decrease employees' employee turnover (Caplan & Whittemore, 2013). Job engagement defines as the favorable situation and awarding, better work provision, which is a motivation and employees' interest in an organization (Kim & Koo, 2017; Bakker et al., 2012). Indeed, job engagement is essential in an organization with an individual engagement level that is significant to the organization's efficient and better working environment. In order to enhance employees' job engagement, it would be the better sustainable development to organizations which is the problem to be overcome and to find better solutions (Wang & Chen, 2020).

Job engagement has two types; work engagement and organization engagement that impact working and organization engagement. According to Deepa (2020) and Lee et al. (2014), all members form the two types of organizational roles. Based on the job engagement in the work area is not only to obey the intrinsic rules, but to promote the development, learning, and add employees' ability to achieve the organization goals (Bakker et al., 2012). Intrinsic rules from the job engagement are to complete employees' necessities from their work such as autonomy needs, competence, and relationships linked to the job engagement (Lee et al., 2014). The intrinsic role of job

engagement objective is to enhance the employees' interest to commit to their work. It also enhances employees' skills to work hard for the sake of the organization because employees have been offered good facilities and opportunities, resulting in better simultaneous job engagement.

In this term, job engagement is considered as positive thinking, and employees will satisfy in these three aspects: 1) physical, 2) cognitive 3) emotional (Yu et al., 2020). Therefore, job promotions pay attention to employees' job engagement with reasonable work provisions and attitudes. It involves employees who are different and not involved in the job engagement due to the thread situation to the employees' job performance, making them insecure and afraid of losing their job in the future (Lee et al., 2014).

2.1.3 Job Performance

Job performance refers to employees who have reasonable provisions at work and are creative in working and ability to effectively contribute to the company to achieve the organization's goals. Furthermore, employees' job performance considers an essential factor in determining the success of an organization (Mohd Nasurdin et al. 2020). Job performance is the employees' ability with enthusiasm to work and have a big responsibility on their work to contribute to the organization's development and obtain better work provision (Santos et al., 2018; Chiu et al., 2020).

Job performance is not only at the work area, but it could also be seen from the complex concept, which has a direct execution relationship with the attitude of employees internally and to customers externally (Korschun et al., 2014). Some previous studies illustrated regarding employees' job performance rules. Therefore, it could overcome the existing problems such as pandemic Covid-19 which affected the employees' job performance (Griffin et al., 2007).

Job performance has a relationship with the productivity level of individual work, which is linked to their attitude (Zaman et al., 2014; Masa'deh et al., 2016). Furthermore, employees' job performance refers to employees' activity and employees who have an excellent attitude to contribute to the organization's objectives, recognize as part of working, and control their work (Kim et al., 2019). Also, employees' job performance which considered as a desirable result. There is a relationship between decisions about being disciplined and compensating employees.

Akgunduz (2015) illustrated that better job performance depends on work career level, working loading hour, and the relationships of cost-benefits. Job performance concentrates on two essential factors: maintaining employees' better job performance and know-how to minimize job performance. Therefore, employees' job performance is significant to maintain sustainable development to achieve the organization's goals (Kim & Koo, 2017). In general terms, job performance rules are valid to any employees who have a good attitude, take responsibility for their work, and become employees interested in achieving an organization's objectives.

Job performance influenced the organization (examples; environment, global pandemic of Covid-19, salary, standard operating procedure of an organization), Mentor and the

relationship (examples; change the Mentor) and the job performance also has an intention between employee's rotation (Chang & Teng, 2017; Kim et al., 2019). Indeed, the current virus corona pandemic has become a threat for people's lives and become a direct threat for job performance, which causes employees to feel insecure at their work and afraid of losing their job. Also, it is a big challenge for the hotel industry because of losing customers or clients, and there is no income to the accommodation; thus, the company must make decisions not to retain some of their employees (Carnevale no Hatak, 2020).

Based on Masa'deh et al. (2016), job performance has two aspects of influence: the quality of individuals, which includes their knowledge, performances, capacity, and motivations; also, the environment that reflected the work expectation providing feedback to the job performance, workspaces, equipment, and incentives. According to Amarnah et al. (2010), job performance has three influencing factors: skills, efforts, and work quality. Skills are included knowledge, ability, and employee competence. Efforts reflect that the employees can complete their work on time, with conditions, and based on the quality to adapt to enhance employee productivity.

The job performance measurement is adapted from (Koopmans et al., 2014). Furthermore, some previous study has illustrated that employees' job performance is constructed with multidimensions, including task performance and contextual performance (Masa'deh et al., 2016). Employees' job performance or task performance has job performance rules for employees who have contributed to an organization. Performance is technically considered a fundamental component of employees' job performance, focusing on individual work efficiency and effectiveness that contribute to internal management (Yang no Hwang, 2014; Masa'deh et al., 2016). The contextual or extra-role performance tends to focus on the contribution of social internal and organization psychology (Masa'deh et al., 2016).

Furthermore, the contextual performance is focused on two aspects: International facility, which included cooperative actions, responsibility, honesty, work discipline, motivation to be mature at work and has initiatives to work, and obey the rules to achieve the organization goals. Thus, some previous studies suggested controlling the work attitude (contextual performance). Furthermore, task performance facilitates social context and psychology in all activities and processes. For example, a contextual activity that voluntarily works to conduct informal work, which is part of the work, also supports other work in the organization.

2.2 The conceptual framework

The conceptual framework of this study was adopted from Jung et al., 2021 which indicated dimensions of job insecurity and work engagement. On the other hand, the operational variables of job performance were adopted (Koopmans et al., 2014).

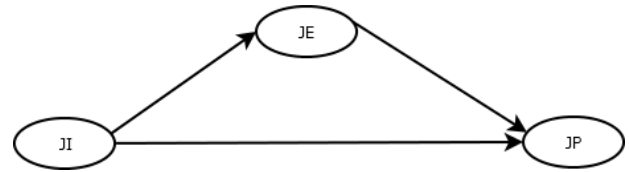


Figure 1. The conceptual framework of this study (JI = Job insecurity, JE = Job engagement, and JP = Job performance)

2.3 Hypotheses

Job insecurity refers to employees being afraid of losing their job or becoming unemployed (De Witte et al., 2016). In their study, Yu et al. (2020) found a significant influence of job insecurity on job engagement. On the other hand, Jung et al. (2021) mentioned that job insecurity negatively influences work engagement, and job insecurity could also lead to unemployment.

Deepa (2020) illustrated that work engagement refers to employees who have responsibilities and have shown their creativity in working. The work relates to cognitive and emotional, which can be the significant factor, security, and availability. On the other hand, Wang & Chen (2020) found that work engagement positively influences job performance. Furthermore, the employees' job performance is the main factor in determining the success of an organization (Mohd Nasurdin et al., 2020). Some previous studies found that job insecurity significantly influences employees' attitudes and psychological health (De Witte et al., 2016; Pikhart et al., 2010; Tian et al., 2014). Therefore, job insecurity is essential for employees to find solutions to the problems they faced during pandemic Covid-19 that affected employees' job performance (Etehad & Karatepe, 2019; Jung et al., 2021).

2.3.1 Job Insecurity and job Performance

Job performance relates to employees who perform a good attitude and are interested in meeting the goals of an organization (Chirumbolo et al., 2020). Van Vuuren et al. (2020) illustrated that being under pressure is a consequence that can affect the wrong attitude, which minimizes the employees' job performance or intentions to perform well due to pandemic Covid-19. On the other hand, some previous research found a negative influence between job insecurity and job performance. Even though employees have performed well in their work; however, the pandemic Covid-19 caused much unemployment (Probst et al., 2020).

Furthermore, some previous studies also found a negative influence between job insecurity and employees' job performance (Cheng & Chan, 2008; Gilboa et al., 2008; Probst et al., 2020). Thus, the relations between job insecurity and job performance are insignificant relationship. However, employees' behavior to job insecurity is not determined by individual factors. It also depends on organizational factors, which organization should also take responsibility for employees who performed well during the pandemic, but it negatively affected the employees' job performance (Chirumbolo et al., 2020).

Therefore, job insecurity is essential for employees to face it and find better solutions to overcome those cases, such as the pandemic Covid-19 case, which affected employees' job performance (Van Vuuren et al., 2020). The effect of pandemic Covid-19 which influenced job performance could make employees feel insecure about working in an environment that risks their working life. Therefore, some fewer employees work in an organization due to pandemics. However, the hotel employees who, with reasonable efforts to work, motivate themselves into organization interest and achieve the organization objectives would lead to better employees' job performance. Therefore, it is proposed the hypothesis below:

H1: Job insecurity would have a positive relationship with job performance.

2.3.2 Job insecurity and job engagement

Generally, positive and high work engagement at a higher level is essential for job performance. It could promote effective organizations, create good productivity and work environment, and decrease unemployment (Caplan & Whittemore, 2013). Jung et al. (2021) also illustrated that job insecurity perceptions directly relate to decreased work engagement. Pandemic Covid-19 has affected and become a threat for employee retention in the hotel industry, even though they have performed well on their job; however, they are afraid that they might lose their job. Kim & Koo (2017) found that job insecurity positively influences work engagement because it used employees' job performance as a mediation.

On the other hand, the previous study (Etehad & Karatepe, 2019; Jung et al., 2021) found that job insecurity negatively influences job engagement. Therefore, there is a need for further investigation or research on job insecurity and work engagement. Also, the positive and negative emotions could be formed in the research structure in terms of mediator variables. However, some previous studies have tested the relationships between job insecurity and work engagement because they have analyzed the direct influence of job insecurity on job engagement. Furthermore, the researchers conclude that the influence of job insecurity on work engagement is still controversial and needed for further investigation from case to case, especially the case of pandemic Covid-19. Thus, this research proposed the hypothesis as follow:

H2: Job insecurity has a positive and significant influence on job engagement.

2.3.3 Job Engagement and Job Performance

Employees' job performance refers to employees interested in supporting achieving an organization's goals (Chirumbolo et al., 2020). Thus, some previous studies illustrated the positive and significant influence of work engagement and job performance (Wang & Chen, 2020). Furthermore, due to pandemic Covid-19 that has affected low of employees' job performance. However, some of the hotel employees have performed well during pandemics and have good motivation to achieve an organization's goals.

According to Yu et al. (2020) and Kim et al. (2019), work engagement had a significant positive relationship to job performance. Job engagement could increase employees' job performance income even in the global pandemic Covid-19 situation. Furthermore, some companies have retained their employees because they have performed well during the pandemic of Covid-19. Therefore, it is proposed that:

H3: Job engagement would have a positive influence on job performance.

2.3.4 Job Engagement, Job insecurity and job Performance

According to Wang et al. (2015), work engagement negatively influenced job performance due to high job insecurity perceptions that could decrease commitment and inconsistency. Jung et al. (2021) also illustrated that job insecurity had a negative relationship with work engagement due to the pandemic of Covid-19. It is affected the turnover of employees. Furthermore, Jung et al. (2021) and Shin no Hur (2020) mentioned that job insecurity had a direct challenge and simultaneous for employees' work engagement. It is caused by wasting work energy, psychology, employees' mental health, and affected health and living harmony. Thus, it would decrease employees' job engagement.

However, some previous studies have found that job engagement had a significant positive relationship with job insecurity and employees' job performance (Kim & Koo, 2017). Also, some previous studies have mentioned and focused on employees' job performance. The management paid much attention to the dynamic work environment and insecurity when a substantial global competitor was a Covid-19, which significantly affected employees' job performance. However, on the other hand, some organization management depends only on productivity (Kim et al., 2019). Furthermore, previous studies have illustrated an effective relationship mediation of work engagement on job insecurity and job performance in the perspective of mediation multilevel (Pandey, 2019). His research has tested the relationships between job insecurity, work engagement, and employees' job performance (task performance and contextual performance). According to Kim & Koo (2017), job insecurity has a significant favorable influence on work engagement because of using job performance as the mediation. Therefore, it is proposed that:

H4: Job engagement would be a significant positive mediation between job insecurity and job performance.

3. Research Method and Data Collection

3.1 Research Site, Population and Sample

The secondary data of work engagement, job insecurity, and job performance were collected from several literature reviews and articles relevant to online journals. The secondary data has also been completed with the primary data. The information includes the respondents on work engagement, job insecurity, and job performances.

This study was carried out in four hotels in Dili, such as Hotel Timor, Hotel Timor Plaza, Hotel Novo Turismo Resort & Spa, and Excelsior Resort with the total employees of 272. Therefore,

3.2 Measurement

Job Insecurity. Job insecurity refers to employees who feel insecure in their work, are afraid to lose their jobs in the future, and become unemployed. Mainly during the pandemic of Covid-19 has negatively influenced employees' performances in the hotel industry. According to *De Witte et al. (2016)*, job insecurity defines employees who are afraid to lose their jobs and become unemployed. The indicators of job insecurity generally were adopted from a multi-item scale (Jung et al., 2021).

Job Engagement. Work engagement defines employees' work with responsibilities and shows creativity; thus, it could achieve the organizations' objectives. According to *Deepa (2020)*, work engagement refers to employees who have responsibilities to their work and combine with other creativities related to cognitive-emotional potentials significant to security and availability. Moreover, the indicators of work engagement generally were adopted from a multi-item scale (Jung et al., 2021) which would be operationalized variables of job insecurity.

Job Performance. Job performance refers to employees' who have excellent performance and creativity in their work. Also, employees have skills and abilities that effectively contribute, achieve, and meet the company's objectives or goals. According to *Mohd Nasurdin et al. (2020)*, employees' job performance defines as the main factor which determines the success of the company. Moreover, the indicators of job performance generally were adopted from multi-item scales (Koopmans et al., 2014), which would be operationalized variables of employees' job performance.

3.3. Data Collection Techniques

This research has utilized a questionnaire to do the survey. The literature review developed the questionnaires. Thus, the questionnaire was adopted from previous authors with all indicators included in job insecurity, work engagement, and employees' job performance. This study adopted the dimension of job insecurity and work engagement from (Jung et al., 2021). Moreover, this study also adopted dimensions of employees' job performance developed by Koopmans et al. (2014). All questions were formulated into Five Likert-scale, starting from (1) strongly disagree to (5) strongly agree.

3.4 Data Analysis

The analysis of this study was used descriptive quantitative and inferential studies. The descriptive analysis method refers to the use of percentage frequency distributions (%) and the mean value to explain respondents' perceptions trends regarding dimensions or variables of job insecurity, work engagement, and employees' job performance. Therefore, the descriptive analysis would not test the relationships among all variables. The instrument used SPSS to analyse the descriptive data.

The inference quantitative method analysis means the analysis which tests relationships between indicators and variables (outer model measurement) and the relationships among variables (inner model measurement). In this research, the analysis of the outer model and inner model was used Smart-PLS 3.0. The reason is that the tools of Smart-PLS 3.0 could be used to test multivariate, reflective, and formative indicators and a minimum sample size of 30 samples (Hair et al., 2014).

Outer model tests were carried out to test the validity and reliability of the relationship between variables and their indicators. Two types of validity tests are convergent validity and discriminant validity.

Convergent validity used two parameters such as outer loading (OL) and average variance extracted (AVE), with the minimum value of 0.7 and 0.5, respectively. Furthermore, the indicators are valid when the OL value is >0.7 , and the AVE value is >0.5 (Hair et al., 2014; Saldanha et al., 2019).

The Fornell-Larcker criterion (FLC) and Heterotrait-Monotrait (HTMT) were used to test the discriminant validity. FL criterion is the value of an item root square, and the value must be more significant than other items value of root square (Hair et al., 2014). On the other hand, if an item or indicator is valid when its value is less than 0.90 (Henseler et al., 2015).

To test the path coefficient, the significant relationships among variables could occur if the T-value is above 1.96, while P-value is below 0.05 (Hair et al., 2017; Saldanha et al., 2019).

4. Results and Discussions

4.1 Demographic Characteristic

This research was conducted in the four hotels in Dili, with a total sample of 272. The sample consisted of males (58.8%) and females (41.2%). Thus the majority of employees in the four hotels are males. The age range for the majority of the hotel employees of the four hotels was the range of 26-30 (40.8%), and the minimum age ranges were 35-40 (7.0%) (See Table I). In terms of educational background qualifications majority were high school graduates (46.0%), junior school graduates (40.0%), then bachelor degree graduated (25.7%), and lastly, diploma graduated (24.3%). Most employees from the four hotels are high school graduates (See Table I).

According to the original place or municipalities where employees came from, they are such as Dili (31.3%), Baucau (13.2%), Bobonaro (9.9%), Aileu (5.9%), Manatuto (5.9%), Ermera (5.1%), Lautem (5.1%), Liquica (4.8%), Viqueque (4.8%), Covalima (4.4%), Manufahi (4.4%), Oecusse (3.3%), and Ainaro (1.8%) (See Table I). It shows that most of the four hotel employees are from Dili Municipality.

4.2 Validity and Reliability Test

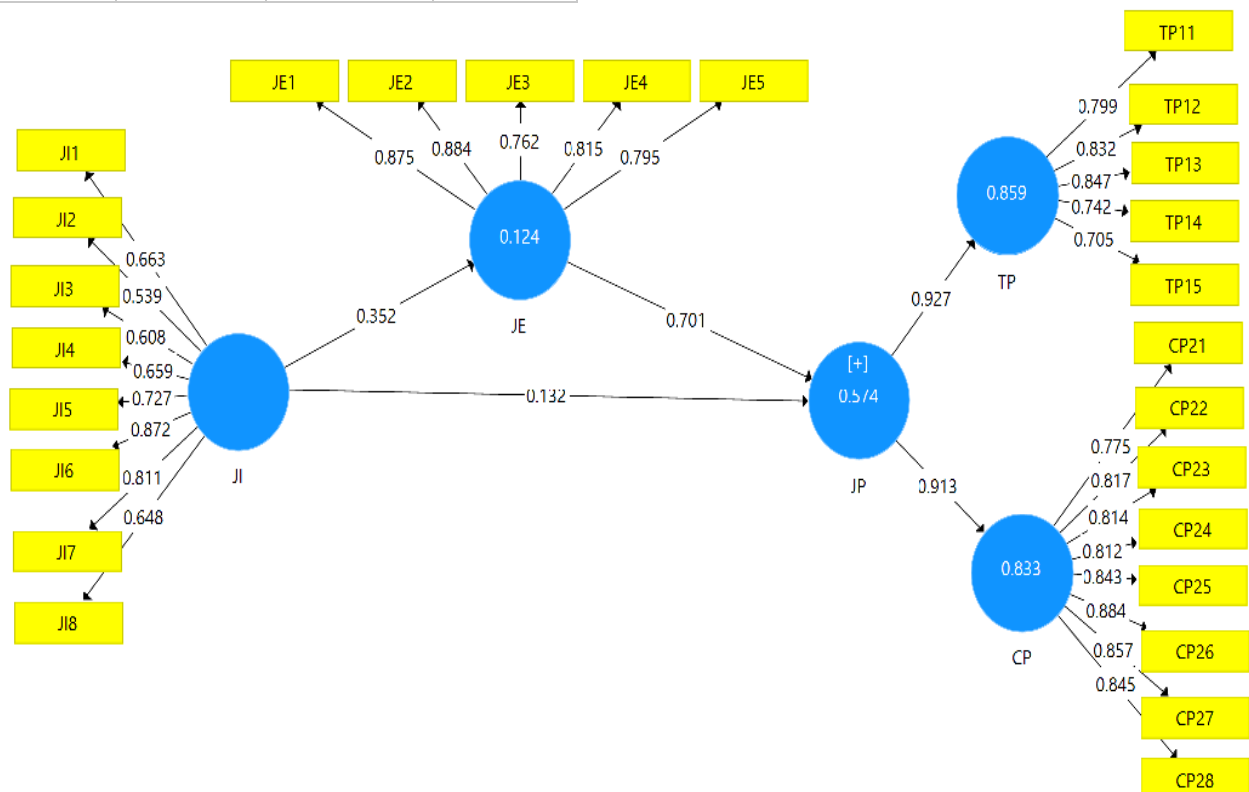
4.2.1 Validity

Table I. Demographic Characteristic

Gender	Frequency (%)	Municipality	Frequency (%)
Males	58.8	Aileu	5.9
Females	41.2	Ainaro	1.8
Subtotal	100.0	Baucau	13.2
Age	Frequency (%)	Bobonaro	9.9
20-25	11.8	Covalima	4.4
26-30	40.8	Dili	31.3
31-35	21.3	Ermera	5.1
35-40	7.0	Lautem	5.1
>41	19.1	Liquica	4.8
Subtotal	100.0		
Educational background	Frequency (%)		
Pre-High School	40.0	Manatuto	5.9
High school	46.0	Manufahi	4.4
Diploma	24.3	Oecusse	3.3
Undergraduate	25.7	Viqueque	4.8
Subtotal	100.0	Subtotal	100.0

The validity test in this research is divided into two parts such as convergent validity and discriminant validity. Convergent validity used two parameters, such as outer loading (OL) with the value must be greater than 0.7 and average variance extracted (AVE) with the value must be greater than 0.5 (Hair *et al.*, 2014). This study resulted that OL values for most items are more significant than 0.7, except some items are less than 0.7 (See Figure 4.1).

However, this research is exploratory; thus, more significant values than 0.6 are accepted in this research (Hair *et al.*, 2014). On the other hand, most items' AVE values are more significant than 0.5, except some items are less than 0.5 (See Table 4.6). Also, the valuable items value of heterotrait-monotrait (HTMT) must be less than 0.90 (Henseler *et al.*, 2015). According to the convergent validity test for all items, the relationships among all variables (inner model) are accepted to be further tested.

**Figure 2.** Outer Loading (OL) value of Convergent Validity (Sources: Originally processed by the author, 2022)

Two parameters were used to test discriminant validity: Fornell-Larcker Criterion (FLC) and heterotrait-monotrait (HTMT). The FLC root square value is more significant than other items (Hair *et al.*, 2014). Table II indicated that all items' value of the Fornell-Larcker Criterion is accepted.

Table II. Table II Fornell-Larcker Criterion Value

Item	CP	JE	JI	TP
CP	0.831			
JE	0.644	0.827		
JI	0.430	0.352	0.698	
TP	0.699	0.713	0.270	0.787

In this research, the discriminant validity test also used the parameter of *heterotrait-monotrait* (HTMT). Table III indicated the all items result of HTMT, which is less than 0.90; thus, all items are valid to test further the relationships among variables (Henseler *et al.*, 2015).

Table III. Heterotrait-Monotrait (HTMT) Value

Item	CP	JE	JI
JE	0.689		
JI	0.415	0.360	
TP	0.784	0.801	0.262

This research tests the reliability test to identify the internal consistency relationships among indicators and variables in this research. Two parameters were generally used to test the items' reliability: Cronbach's *alpha* (CA) and *composite reliability* (CR). Moreover, the result in Table IV indicated that all CA and CR values are more significant than 0.7. Thus, all items are reliable to be further tested the relationships among variables (Hair *et al.* (2014); Hair *et al.* (2017)).

Table IV. CA, CR and AVE Value

Item	Cronbach's Alpha (CA)	Composite Reliability (CR)	Average Variance Extracted (AVE)
JI	0.856	0.882	0.588
JE	0.885	0.915	0.685
TP	0.845	0.890	0.619
CP	0.936	0.947	0.691

4.3 Inner Model Test

In this research, the hypotheses test was applied to variables of job insecurity (JI) on the relationships between job engagement (JE) and employees' job performance (JP). The result indicated that the T-value is 4.832, and the P-Value is 0.000 (See Table V). The T-value is more significant than 1.96, and the P-Value is less than 0.05.

Therefore, the result indicated that job engagement plays an essential role in effective mediation on the relationships between job insecurity and the hotel employees' job performance. The hotel employees working at the hotels feel insecure with the Pandemic Covid-19 and afraid of losing their jobs. However, employees who know better job engagement in their organizations, know better their companies' decisions, and perform well at their job tend to achieve the objective of organizations. Therefore, Hypothesis H is supported.

4.4 Discussions

4.4.1 The influence of Job Insecurity on Job Performance

The first objective of this study is to test and explain the influence of job insecurity on hotel employees' job performance in Dili. The research result indicated that job insecurity has a positive and significant relationship with the hotel employees' job performance. Pandemic Covid-19 would be a risk and insecure for employees' future work; however, employees are performing well. Also, based on the employees' good performance, the organization still provides employees to retain working in the hotel. The result of this study is consistent with the previous study of Probst *et al.* (2020), which indicated that job insecurity had a negative influence on employees' job performances. Employees still maintain their good performance.

However, Pandemic Covid-19 has affected many industries firing their employees; thus, employees become unemployed. Also, the Covid-19 situation has affected employees' job performance and made them afraid of losing their future jobs. Therefore, this could be compared with the actual employees' feelings of job insecurity during pandemic Covid-19. With totally employees' experiences, it could enhance the commitment and maintain the excellent quality of performance; thus, it would benefit the organization. Also, employees' interest in performing well could achieve the objective of an organization. This research is also consistent with the previous empirical study of Van Vuuren *et al.* (2020), which indicated that job insecurity negatively influenced job performance. Job performance still supports the job that is permanent rather than temporary jobs.

On the other hand, employees who feel job insecurity tend to perform less; thus, it could affect their voluntary or permanent jobs. No relationships exist, or any possibilities job insecurity resulted in high-level performances in some sequences but decreased employees' job performance in other sequences. However, the employees' reaction to job insecurity is not determined by individual factors. Because organizational factors also play an essential role or are responsible for their employees' performance. Therefore, employees who perform well during Covid-19 affected employees' job performance (Chirumbolo *et al.*, 2020).

Table V. The result of Hypothesis Test

Relasaun	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Note
JE -> JP	0.701	0.710	0.048	14.678	0.000	Significant
JI -> JE	0.352	0.364	0.064	5.535	0.000	Significant
JI -> JP	0.132	0.132	0.052	2.537	0.011	Significant
JP -> CP	0.913	0.913	0.018	51.016	0.000	Significant
JP -> TP	0.927	0.925	0.014	65.960	0.000	Significant
JI -> JE -> JP	0.247	0.259	0.051	4.832	0.000	Significant

4.4.2 The Influence of Job Insecurity and Job Engagement.

The second objective of this study is to test the influence of job insecurity on job engagement. The result indicated a significant influence of job insecurity on job engagement. Employees who are enthusiastic about the work, always involve in the group, and know better organization's decisions in the future tend to perform well. Even though some employees feel insecure in their risk situation, performing well could help employees retention even during pandemic Covid-19. This study also refers to employees who feel insecure in their work during pandemic Covid-19. It could influence employees' future careers. Even though employees feel insecure about their future work, some organizations still involve employees who perform well. Employees who are always involved in the organization and know healthy companies' decisions in working will retain working for the future.

The result of this study is also consistent with the previous study of Yu et al. (2020), which indicated that job insecurity had a significant influence on job engagement, especially on employees who are afraid of losing their job in the future. Even though employees perform well and are involved in any organization's activities, they have many preoccupations and are afraid to lose their jobs. Mainly, employees working during pandemic Covid-19 could cause an increase in job performance; thus, the company needs to fire employees who no longer obey the rules and regulations of an organization. The result of this study was also confirmed with the previous empirical study of Jung et al. (2021), which indicated that job insecurity does not influence job engagement. Job insecurity is making a company decrease their employees who are not performing well. Based on the objective interest of an organization, the company will select and involve only employees who perform well and have initiative and creativity in their job performance for their future work. In their study, Kim & Koo (2017) found that job insecurity significantly influences job engagement because of using job performance as a mediation. Therefore, job insecurity could be a provoking source that positively influences job engagement.

Job insecurity could be observed of employees' good performance and experience and having better commitment and creativity to develop the job performance.

4.4.2 The Influence of Job Engagement on Job Performance.

The third objective of this study is to test the influence of job engagement on employees' job performance. This study indicated that job engagement had a significant favorable influence on job performance. Because employees' job performance involves themselves in an organization and performs well to achieve the objectives of an organization, they tend to perform well. Also, the pandemic Covid-19 has affected fewer employees involved in the organization, and employees tend not to perform well. On the other hand, the hotel employees who are motivated and dedicated to their job tend to perform well. Also, those employees who have good character and interest in their jobs tend to perform well and achieve the organization's goals.

This result is also consistent with another previous empirical study (Bakker et al., 2012) found that job engagement had a significant favorable influence on job performance which refers to the employee's better performances and keeping up the work quality in the organization. On the other hand, the previous empirical study of Wang et al. (2015) found a negative influence of job engagement on job performance. Employees have a high perception of job engagement, decreasing commitment and inconsistency in their work. Wang & Chen (2020) indicated a positive influence of job engagement on job performance. The effect of pandemic Covid-19 that influences job performance has made less employee involvement in an organization. However, on the other hand, the hotel employees who are motivated, interested in their work, and perform well tend to retain their jobs and achieve the objective of an organization.

4.4.3 The Effective Mediation of Job Engagement on Job Insecurity and Job Performance.

The fourth objective of this study is to test the effective mediation of job engagement on relationships between job insecurity and the hotel employees' job performance in Dili. The result indicated a significant effect mediation of job

engagement on the relationships between job insecurity and the hotel employees' job performance.

Job insecurity has made many employees do not feel secure in their work at the hotel. However, based on the employees' good job performance, involvement in the organization, and knowing better company decisions, the employees will remain on their jobs. Based on the current situation of the pandemic, which affected many employees feeling insecure and afraid of being unemployed. The company has decided to involve employees in the organization or form a group to have a capacity building for enthusiastic employees to keep working and achieve the company's goals.

Another previous empirical study by Kim et al. (2019) found a significant favorable influence between job engagement and job performance. Because job involvement tends to enhance employees' job performance. Even though the current pandemic of Covid-19 impacts employees' job performance, some industries have kept maintaining their employees who have potential and creativity in their work; thus, they could collaborate and achieve the organization's goals.

On the other hand, Kim and Koo (2017) concluded that job engagement positively impacts job insecurity and employees' job performance. Therefore, job insecurity could be a provoking source that positively influences job engagement because employees could experience their job insecurity and perform better. Employees would be committed and creative in performing their work; thus, they could perform well. Pandey (2019) found an effective mediation of job engagement on the relationships between job insecurity and employees' job performance with mediation multi-level perspectives. His research focused on the relationships between job insecurity, job engagement, and employees' job performance (task performance and contextual performance).

4. Conclusions and Implications

Job insecurity, job engagement, and job performance are determinant factors in the hotel industry during Covid-19, however, it has not been conducted in Timor-Leste. This research is relevant to the hotel industry in Dili because the Covid-19 has affected hotel employees' job insecurity, which relates to their job performances. This study indicated that work engagement directly influences hotel employees' job insecurity and job performance. In addition, job insecurity and job engagement also have a significant direct influence the working performances.

The findings of this study are consistent with the result of some previous studies. However, the result of this study is also inconsistent with numerous findings of the previous empirical studies. This means that job insecurity and low job engagement will lead to low employees' job performance. In uncertainty environment due to Covid-19 pandemic, hotel industry needs to ensure high employees' work motivation, feeling safe, and participation in order to high job performance.

This research implies that the management of the hotel industry requires entirely positive attention to their employees.

Therefore, the employees would feel secure in their work. When employees feel secure in their work, they will perform better, especially in the pandemic of Covid-19.

This study indicated that when employees feel secure at their work, they perform their job better. This study also implicated that during the pandemic of Covid-19, the hotel management and managers require to apply excellent job engagement. Therefore, the hotel employees have confidence in their work and retain their better performances. When the management applies better job engagement, it enhances employees' safety and security in their work area; thus, it could stimulate the operational productivity of the hotel employees.

5. Limitation and Future Research

This research examines the mediation effect of job engagement on the relationships between job insecurity and job performance of hotel employees in Dili. This study has analyzed the significant positive impact of job insecurity on the job performance of hotel employees. The study has also analyzed the direct positive influence of job insecurity on job engagement, and job engagement also has a positive influence on job performance. However, this study also has some limitations such as:

- 1) This study has only focused on the hotel employees working during the pandemic in the risk time as their obstacles in working. This study also focused on the employees who have performed well in their work; however, pandemics could cause them to feel insecure and feel like losing their job in the future. However, those employees who have performed well still have the opportunity to continue their work in the hotel. Based on these conditions, employees who have been involved in the organization or group organization have acknowledged the management decisions on the employees' performances. The employees who tend to continue working perform well on their job and are interested in fulfilling the organization's objectives.
- 2) On the other hand, this survey has applied the survey or questionnaires as the instruments of the survey. Also, the survey depends on the participants. Therefore, it is challenging to confirm all hotel employees who have insecurity about their work. Therefore, future research is highly recommended to use other data collection methods such as interviews, discussion groups, and observation. To know better the impact of their job performances, especially during Covid-19.

This study used census system sampling, and the total sample is 272 hotel employees from the four hotels in Dili. Due to pandemic Covid-19 situations, many hotels were closed and used as quarantine accommodation for repatriation and business travelers. Thus, all populations were used as sample participants of this study as the total number of participants is not much as 272 participants. Therefore, future research could add more participants as sampling to generalize the ideas better.

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APPENDIXES. Questionnaire

Kindly mark X to the number that is based your preferences.

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree

Code	Indicators	Scale				
JI Job Insecurity		1	2	3	4	5
JI1	I am confident of maintaining my job in the future.	1	2	3	4	5
JI2	I am secure to do my work in this hotel, even in a pandemic situation.	1	2	3	4	5

J13	I think that I will be able to work in this hotel for a long time in the future.	1	2	3	4	5
J14	With this pandemic situation, it does not mean I will be unemployed.	1	2	3	4	5
J15	I am afraid of this job, as it is not a permanent or temporary contract only.	1	2	3	4	5
J16	I am very occupied to maintain my career in the future.	1	2	3	4	5
J17	I am very occupied regarding losing my job in the Covid-19 situation.	1	2	3	4	5
J18	I am not feeling secure with my career in the future.	1	2	3	4	5

I. Variable of Job Engagement

Code	Indicators	Scale				
JE Job Engagement		1	2	3	4	5
JE1	I feel this work has good value and work for me.	1	2	3	4	5
JE2	I have enthusiasm for my work.	1	2	3	4	5
JE3	This work is my inspiration work.	1	2	3	4	5
JE4	In this work area, I feel I am working with total energy.	1	2	3	4	5
JE5	I am fully put interested and responsible for my work.	1	2	3	4	5

II. Variable of Job Performance

Code	Indicators	Scale				
TP1 Task Performance		1	2	3	4	5
TP11	I manage my work well on time.	1	2	3	4	5
TP12	My plan is excellent.	1	2	3	4	5
TP13	I put in the conscious or on my mind to work well.	1	2	3	4	5
TP14	I can separate priority work problems and other problems in my work.	1	2	3	4	5
TP15	I am working well due to the loading hour and minimizing the efforts.	1	2	3	4	5
CP2 Contextual Performance		1	2	3	4	5
CP21	I am taking higher responsibility.	1	2	3	4	5
CP22	I am conducting new work when the old work has been completed done.	1	2	3	4	5
CP23	I could assume and do the most challenging job or work	1	2	3	4	5
CP24	I am looking for work that to enhance my knowledge and my work.	1	2	3	4	5
CP25	I am looking for a job or work that could enhance my ability.	1	2	3	4	5
CP26	I am constantly having creative solutions to new problems in my work area.	1	2	3	4	5
CP27	I am looking for new obstacles in my work	1	2	3	4	5
CP28	I am very active in participating in meetings about my job or work.	1	2	3	4	5