

# THE EFFECT OF JOB INSECURITY ON PERFORMANCE THROUGH JOB STRESS AS INTERVENING VARIABLE FOR RETAIL STORE EMPLOYEES IN SURABAYA

Fransisca Natalia<sup>1</sup>

Tuty Lindawati<sup>2</sup>

Dominicus Wahyu Pradana<sup>3</sup>

Widya Mandala Surabaya Catholic University

[Fnatalia738@gmail.com](mailto:Fnatalia738@gmail.com)<sup>1</sup>

[tuty@ukwms.ac.id](mailto:tuty@ukwms.ac.id)<sup>2</sup>

[wahyupradana@ukwms.ac.id](mailto:wahyupradana@ukwms.ac.id)<sup>3</sup>

## ARTICLE INFO

*Article history:*

Received: 28 January 2022

Revised: 19 April 2022

Accepted: 25 April 2022



### Keywords:

*Job Insecurity; Job Stress; and Performance*

DOI:

<https://doi.org/10.33508/rima.v5i1.3718>

## ABSTRACT

*This study aims to analyze and test the influence of job insecurity with job stress as mediation on performance in employees of convenience stores (retail) in Surabaya. The sample was 105 respondents. The data collection tool used is a questionnaire with a copying method using convenience sampling. Hypothesis analysis and testing techniques using PLS-based SEM (Structural Equation Modeling) (Partial Least Square) are processed using the SmartPLS 3.0 program. This study showed that job insecurity has a negative and significant effect on job stress. Job stress has a positive and significant effect on performance, job insecurity does not affect performance, and job insecurity has an indirect effect negatively and significantly on performance.*

## INTRODUCTION

COVID-19 has changed the world and shaken the country since 2019 with anxiety over the instability of all aspects of life. Some industrial sectors are difficult to maintain their business economy in a pandemic situation due to the tightening of PSBB policies imposed in March 2020. The policy of imposing restrictions on community activities (PPKM) until early August 2021 (Permatasari, 2021 in Kompaspedia.Kompas.id) put significant pressure on the economy and resulted in many companies experiencing decreased production and income.

Some of the impacts are cuts in working hours and millions of employees forced to be temporarily laid off under uncertain

circumstances. Data from the Ministry of Manpower as of 20 April 2020 recorded that 2,084,593 workers from 116,370 companies were laid off (Pudjiastuti, 2020 in the Indonesian Institute of Sciences), which causes anxiety during a pandemic.

Fortunately, Indonesia still has several industrial sectors that can stand and survive even though faced with sluggish conditions, such as the retail industry. However, sadly about 10-15% of the 2 million retail industry workers in Indonesia are threatened with being temporarily unemployed. There will also be a 40-50% pay cut for laid-off employees (Fauzan, 2021 in Ekonomi.bisnis.com). It can potentially trigger insecurity in employees in work so that excessive thinking about his current

existence for fear of his position as an employee must be stopped. In this study, three theories will be peeled deeper: job insecurity, performance, and job stress and the relationship between the three.

The subject of this study is cashier at minimarkets and supermarkets in Surabaya. The researcher chose the cashier as the respondent because the cashier is the closest to the consumer with various characteristics. In addition, the pressure and challenges of a cashier's job during a pandemic will increase, and the cashier's working hours are swift due to work shifts, so researchers want to know whether work policies during the pandemic make employees stressed and their position is threatened by reducing working hours.

Retail is known as the modern market that sells a variety of daily necessities as the last link of a series of sorted processes. The existence of retail is very close to the community, so outlets are built in densely populated locations. In Indonesia, the retail industry grows, proliferates, and contributes significantly to the national economy. Therefore, a study is needed that examines the impact of the COVID-19 pandemic on human resources in the retail sector. The study will examine the relationship between job insecurity and employee performance during the COVID-19 pandemic and examine the mediating effects of job stress.

The problem formulation in this study is as follows:

1. Does job insecurity affect job stress in employees of convenience stores in Surabaya?
2. Does job stress affect the performance of employees of convenience stores in Surabaya?
3. Does job insecurity affect the performance of employees of convenience stores in Surabaya?
4. Does job insecurity affect performance through job stress on employees of convenience stores in Surabaya?

Based on the formulation of the problem, the purpose of this study is to find out and analyze the influence:

1. Job insecurity against job stress on employees of convenience stores in Surabaya.
2. Job stress on performance in employees of convenience stores in Surabaya
3. Job insecurity on performance in employees of convenience stores in Surabaya.
4. Job insecurity on performance through job stress on convenience stores employees in Surabaya.

## LITERATURE REVIEW

### Performance

The culmination of all goals between employees and companies intertwined in a work activity is reflected in its performance. Performance is a measured action or execution (Priyono, 2010:185). Indrasari (2017:50) suggests that performance is the result of work that a person or group of people can achieve in an organization to achieve organizational goals within a certain period.

Every organization always expects good performance results because it will impact the company so that the efforts made in succeeding efforts are not in vain. Performance refers to the execution of a task assigned to the person, what employees do at work, or how they perform tasks called Performance (Darvishmotevalia and Ali, 2020). Based on some of these opinions, it can be interpreted that performance is the result of a person/group's actions towards the work at a certain period by the responsibilities set by the company. These results can show whether a person/group can work by the standard criteria set by the organization. If able, the person is judged to have good performance; otherwise, the person has a poor level of performance.

Bandari (2016) states that six indicators can be used to measure the

performance of individual employees, namely:

1. **Quality**  
It can be measured from an employee's perception of the quality of work generated through the perfection of tasks to the skills and abilities of employees.
2. **Quantity**  
It is defined as a certain amount of product and expressed in terms of the number or unit completed by an employee at a given time.
3. **Punctuality**  
Interpreted as the level of accuracy a person completes the activity at a certain period that has been set. Punctuality can be seen in how the output results maximize the available time relocated to work.
4. **Effectiveness**  
It is defined by how effective the use of company resources in terms of labor, capital, science and technology, and raw materials is used optimally to increase resource use.
5. **Independence**  
Defined as the level of ability a person can work independently without being given supervision in work. Independence is related to employee commitment, where an employee is expected to have a work commitment and responsibility for his or her duties.

Performance measurements are also influenced by several approaches expressed by Masram and Mu'ah (2015: 118) as follows:

1. **Comparative Approach**  
It is an approach that asks appraisers to compare one employee's performance with another employee. This approach consists of ranking, forced distribution, and paired comparison.
2. **Attribute Approach**  
It is an approach that focuses on how individuals have specific attributes,

such as the traits and traits necessary to support the company's success. This approach uses techniques to establish a set of traits such as initiative, leadership, and competitive ability and assess individuals on those traits.

3. **Behavioral Approach**  
According to Masram and Mu'ah (2015:118), a behavioral approach is an approach that explains effective employee behavior in carrying out work.

### Job Stress

Asih et al. (2018:3) define stress as a common aspect of work experience that is most often revealed as job dissatisfaction, but it is also revealed in substantial affective circumstances such as anger, frustration, hostility, and aggravation. Quintana et al. (2021) assert that employees' psychological reactions to short-term stress due to job insecurity can include depression, anxiety, and tension, while reactions to long-term stress can lead to severe mental and physical problems, such as emotional exhaustion.

The stress felt by employees begins with the symptoms mentioned by some of the above opinions resulting in a mismatch between the employee's personal and the environment and resulting in his inability to face the demands effectively. So it can be concluded that the notion of work stress is a condition where there is a discrepancy between employees with work and the work environment that often occurs because employees feel dissatisfied, dislike, depressed, tense, anxious, and so forth resulting in the inability of employees to cope and become stressed.

According to Asih et al. (2018:4), stress is not always harmful and destructive. However, stress is often discussed negatively. Stress has a positive value when it becomes an opportunity to offer potential results. The statement means that sometimes stress brings benefits to encourage an employee's work quality. For example, giving deadlines too short with

the demands of producing quality work stress can be a booster that improves work performance.

Asih et al. (2018:4-5) state that there are four types of stress are as follows:

1. Eustress (good stress)  
Stress provides stimulus and excitement, thus positively impacting the individual. For example, greater responsibility makes individuals more challenged, time pressures, and more quality tasks.
2. Distress  
Stress has harmful effects on individuals, such as excessive or unpleasant demands that drain energy and make people vulnerable to getting sick.
3. Hyperstress  
It is a stress that can be positive or negative and has a tremendous impact on those who experience it. This stress makes it difficult for individuals to adapt. For example, it is the stress of a terrorist attack.
4. Hysteresis  
It is a stress that can arise due to a lack of stimulation. For example, stress is caused by boredom or stress because someone does routine work.

### Job Insecurity

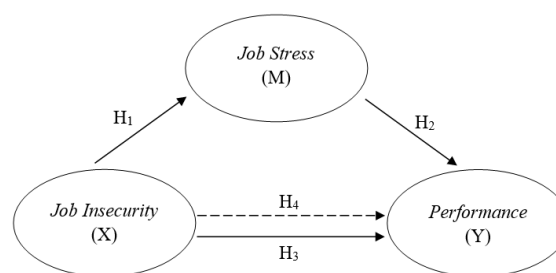
Piccoli et al. (2018) state that job insecurity can be understood as the level of uncertainty employees feel about continuity in their current positions. Job insecurity is illustrated by the unrest arising from threats to the survival of one's work and threats in less supportive work situations (Iskandar and Yuhansyah, 2018:2). Iskandar and Yuhansyah (2018:2) state that job insecurity shows an adverse reaction of employees to changes in their work, including the fear of losing their jobs. It can be concluded that unpleasant conditions related to the situation and environment in which they work can cause doubt, confusion, and insecurity, resulting in irregularities in performing tasks/work.

In the context of job insecurity, an uncertain assessment process leads to increased stress and tension due to uncertain situations that will be difficult for employees to predict. Darvishmotevalia and Ali (2020) state that employees may rely solely on their resources to cope or adapt to stressful situations. Undoubtedly, personal resources have an essential role in coping with stress and managing uncertain situations.

Factors affecting job insecurity according to Iskandar and Yuhansyah (2018:7), among others:

1. Organizational conditions and environment, such as organizational change, communication within the organization, support from the organization, perception can be employed, and features on the job such as role ambiguity or role ambiguity.
2. Individual characteristics and job positions, including age, gender, socioeconomic status, and contract type.
3. Personal characteristics, including self-esteem, personality, and neuroticism, also negatively correlate with job insecurity.

### Conceptual Framework



**Figure 1. Research Model**  
**Source: Quintana, et al. (2021)**

### RESEARCH METHOD

This study is a causal study that is a method that explains the relationship between two causal variables, where there are variables that affect and influence (Sugiyono, 2013:209-210). This causal research will be conducted in convenience stores (retail) in Surabaya, aimed at

knowing and analyzing job insecurity in its effect on performance through job stress as an intervening variable.

This study consisted of job insecurity as the independent variable, performance as the dependent variable, and job stress as the intervening variable. The measurement of variables used in this study uses the Likert scale, a scale of 1 to 5. The lowest score is 1 with the indicator strongly disagreeing, up to the highest (5) with the indicator strongly agreeing. The data used in this study is quantitative in numbers obtained from the questionnaires that their scores have determined. The data source used in this study is primary data obtained directly from employees of Surabaya convenience stores. The method of data collection is in the form of questionnaires. The response answer to the question or statement in the questionnaire becomes information used for the research source.

The population in this study is the employees of convenience stores (retail) scattered in Surabaya. The sample number of 105 respondents works as a cashier in minimarkets and supermarkets in Surabaya. In this study, the number of samples is 5-10 times the indicators of each research variable. For example, the number of indicators in this study is 21 indicators, which will then be multiplied by 5 to 10. From that, multiplication produced 105 to 210 samples. The technique used is the convenience sampling method which is a method for determining samples based on chance, which means that anyone who coincidentally meets with researchers can be used as a sample, when viewed by the person who happens to be found suitable as a source of data (Sugiyono, 2013: 85).

The characteristics respondents needed are employees of convenience stores (retail) located in Surabaya and have worked for at least six months. Analytical techniques using SEM (Structural Equation Modeling) based on PLS (Partial Least Square) are processed using the SmartPLS 3.0 program with criteria to assess outer models, namely Convergent Validity, Discriminant

Validity, and Composite Reliability. According to Sayyida and Alwiyah (2018), SEM is a statistical analysis technique for estimating and evaluating models consisting of linear relationships between variables that are usually primarily variables that cannot be observed directly.

Outer model testing uses tests of validity and reliability. Benchmarks for the validity of SmartPLS 3.0 program constructs can be seen from the loading factor value. In early-stage research, the development of measurement scales with loading factor values of 0.5 to 0.6 was considered acceptable and valid (Ghozali and Latan, 2015:74). Variables can be significant, and hypotheses are accepted if the value of t-statistics  $> 1.96$  or the p-value  $< 0.05$  (Haryono, 2016:429). While the evaluation of the value of construct reliability through SmartPLS 3.0 is measured by Cronbach's alpha and composite reliability values with the Calculate PLS Algorithm command that must be  $> 0.7$  (Haryono, 2016: 430).

Testing a structural model (inner model) with PLS begins by looking at the R-square value for each latent dependent variable. The amount of R-Square value received is in the range of 0 to 1. The staging procedure tests the effect of independent variables (X) on dependent variables (Y) and can be said to be significant when obtained the value of t-statistics  $> 1.96$  (Ghozali and Latan, 2015: 149). Then hypothesis testing with mediation effects is done using the SmartPLS 3.0 program. By looking at the t-statistical value  $> 1.96$ .

## RESULT AND DISCUSSION

### Respondent Overview

Respondents were dominated by men (52.4%), with the status of the majority of permanent employees (44.7%). The working period of respondents who worked in convenience stores in Surabaya mostly worked for more than two years (46.7%). Most of the respondents who worked in convenience stores in Surabaya were

young, between 17-29 years old (82.9%), and most of the last was educated in high school (65.7%).

Descriptive Statistics Research Variables

The average scale used to measure each indicator of each variable is as follows:

**Table 1.**

**Average Interval of Each Variable**

Average Interval	Criteria of Each Variable
≤ 1,76	Strongly Disagree
1,77 - 2,57	Disagree
2,58 - 3,38	Neutral
3,39 - 4,19	Agree
4,20 - 5,00	Strongly Agree

Source: Ibrahim et al. (2020)

Descriptive Statistics of Performance Variables

The average statistical result on the performance variable was 4,616, which means that the average respondent strongly agrees that they will carry out, perform, and fulfill tasks and responsibilities well by the expectations and demands of the job in the store where they work.

**Table 2.**

**Descriptive Statistics of Performance Variables**

No	Question	Mean	STDEV	Criteria
1	I will carry out my duties as expected by the store where I work.	4,676	0.488	Strongly Agree
2	I will perform tasks that my work formally demands.	4,438	0.646	Strongly Agree
3	I will fulfill the responsibilities assigned according to my job position.	4,733	0.539	Strongly Agree
<b>ΣMean</b>		<b>4,616</b>	<b>0.558</b>	<b>Strongly Agree</b>

Descriptive Statistics of Job Stress Variables

The average statistical results of respondents' answers to job stress variables with some questions asked were at intervals of 4,388, which means that the average respondent strongly agrees that an unstable and uncertain work environment and policies can make them stressed and become not maximal in carrying out tasks.

**Table 3.**  
**Descriptive Statistics of Job Stress Variables**

No	Question	Mean	STDEV	Criteria
1	I feel like the environment I work in is currently unstable so it stresses me out.	4,39	0.488	Strongly Agree
2	I feel no certainty of the environment in which I currently work.	4,39	0.594	Strongly Agree
3	I feel there is no policy certainty so it makes me stressed.	4,41	0.492	Strongly Agree
4	There is technological innovation that makes me have to adapt as soon as possible.	4,333	0.824	Outlier
5	I feel that the condition of my workplace in carrying out current tasks is not maximal.	4,305	0.571	Strongly Agree
6	I don't feel like I clearly understand the work I'm doing right now.	4,581	0.598	Strongly Agree
7	I feel no support from colleagues / colleagues in carrying out the current job.	4,543	0.498	Strongly Agree
8	I always think about family responsibilities so I find it difficult to concentrate at work.	4,476	0.603	Strongly Agree
9	Excessive thoughts about family make me not maximal in carrying out my duties.	4,333	0.580	Strongly Agree
10	I always felt my current income was not enough for my living needs.	4,114	0.747	Outlier
<b>ΣMean</b>		<b>4,388</b>	<b>0.591</b>	<b>Strongly Agree</b>

Descriptive Statistics of Job Insecurity Variables

The average statistical results of respondents' answers to job insecurity variables with some questions asked were at intervals of 2,322, which means that the average respondent disagreed that they were depressed by the new regulations and felt insecure by early retirement, temporary

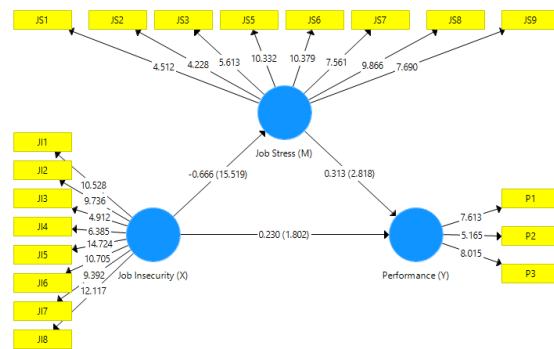
terminations, uncertain job futures, reduced salaries, and reduced hours.

**Table 4.**  
**Descriptive Statistics of Job Insecurity Variables**

No	Question	Mean	STDEV	Criteria
1	I feel pressured to accept new labor regulations during pandemics like this.	2,467	1.250	Neutral
2	The company once offered me to retire early. currently work.	1,457	0.744	Strongly Disagree
3	My workplace conducts a temporary termination policy for employees	2,048	1.230	Disagree
4	I'm worried about being laid off from this job.	3,067	1.347	Neutral
5	I'm afraid my salary will be reduced.	1,914	1.006	Disagree
6	I don't feel like I clearly understand the work I'm doing right now.	2,514	1.353	Disagree
7	My workplace made changes I didn't want in terms of setting working hours and job positions.	2,562	1.162	Disagree
8	I felt pressured to work less than the normal situation before the pandemic	2,543	1.227	Disagree
<b>ΣMean</b>		<b>2,322</b>	<b>1,164</b>	<b>Disagree</b>

Data Analysis Results

The research models used are as follows:



**Figure 2.**  
**Partial Least Square Algorithm Research Model**

Validity Test Results

Based on Table 5, all indicators in each variable are valid because the loading factor value generated by each indicator has a value of  $\geq 0.500$  (meets the cut-off limit). Then there are some indicators of job stress variables (JS) that must be eliminated (outlier) because they do not meet the cut-off limit to pass the validity test, namely indicators on JS4 and JS10. Evaluation of the measurement model (outer model) is carried out to determine the connection between constructs and indicators of each variable are as follows:

**Table 5**  
**Validity Test Results (Convergent Validity)**

Variable	Outer Loading	Criteria
JI (X)	0.686	Valid
	0.642	Valid
	0.508	Valid
	0.576	Valid
	0.740	Valid
	0.743	Valid
	0.648	Valid
JS (M)	0.506	Valid
	0.601	Valid
	0.584	Valid
	0.685	Valid
	0.668	Valid
	0.618	Valid
	0.653	Valid
P (Y)	0.579	Valid
	0.869	Valid
	0.694	Valid
	0.873	Valid

Reliability Test Results

Based on Table 6, each of the variables in this study is reliable because Cronbach's Alpha and Composite Reliability values resulting from each variable have a value of  $\geq 0.700$  (meeting the cut-off limit).

**Table 6**  
**Reliability Test Results (Cronbach's Alpha and Composite Reliability)**

Var.	Cronbach's Alpha	Composite Reliability	Criteria
JI (X)	0.814	0.859	Reliable
JS (M)	0.765	0.828	Reliable
P (Y)	0.753	0.856	Reliable

Coefficient of Determination Test Results (R-square)

Based on Table 7, it can be seen that the value of the coefficient of determination (R-Square) on the job stress variable is 0.444 or 44.4%, so it can be concluded that the variation of the job stress variable construct has an influence on 44.4% on the variation of the performance variable construct and other variables. Furthermore, the value of the coefficient of determination (R-Square) on the performance variable is 0.055 or 5.5%, so it can be concluded that the variation of the performance variable construct has an influence of 5.5% from the variation of the job stress variable construct and other variables.

**Table 7**  
**Determination Coefficient Test Results (R-square)**

Variabel	R Square
Job Stress (M)	0.444
Performance (Y)	0.055

Hypothesis Test Results

Based on Table 8 can be concluded that the direct influence between variables (X) and (Y) is unacceptable or insignificant due to the t-statistical value obtained  $\leq 1.96$  and

p-value  $> 0.05$ . However, calculations using the effect of variable mediation effect (M) thus result in an indirect relationship between X2(M) to (Y). Furthermore, with the indirect relationship test that can be seen in Table 9, it can be concluded that the effect of the mediation effect between variables X2(M) to (Y) is acceptable or significant due to the t-statistical value obtained  $\geq 1.96$  and p-value  $< 0.05$

**Table 8**  
**Path Coefficient-Hypothesis Test Results**

Var. Relation	Path Coefficient	P Values	Criteria
JI (X) -> JS (M)	-0.666	0.000	Significant
JS (M) -> P(Y)	0.313	0.005	Significant
JI (X) -> P (Y)	0.230	0.072	Insignificant

**Table 9**  
**Total Indirect Effect Test Results (Total Indirect Effect)**

Var. Relation	Path Coefficient	P Values	Criteria
JI (X) -> JS (M)			
JI (M) -> P(Y)	-0.208	0.008	Significant
JS (X) -> P (Y)			

Discussion

The test results on hypothesis 1 (H1) showed that job insecurity negatively influences job stress on employees of convenience stores (retail) in Surabaya, indicated by a path coefficient value of -0.666 and a t-statistic of 15,519. It is said to be significant because t-statistics produce numbers greater than 1.96. The negative and significant influence gives the understanding that the job insecurity felt by employees some time ago did not hurt job stress for employees of convenience stores (retail) in Surabaya.

These results align with the average value of descriptive statistics on job



insecurity variables, showing that respondents disagree with statements that illustrate that they feel insecure at work. Nevertheless, both still have influences either directly or indirectly that cannot be self-assessed, which can mean other factors affect both variables and are not included in the model in the study.

Test results on hypothesis 2 (H2) showed that job stress positively influences performance in convenience store (retail) employees in Surabaya, indicated by a path coefficient value of 0.313 and a t-statistic of 2,818. It is said to be significant because t-statistics produce numbers greater than 1.96. The positive and significant influence shows that the higher the stress job, the higher the performance of convenience stores (retail) in Surabaya.

Therefore stress does not always have a harmful impact, although it is often discussed negatively. Because stress has a positive side that becomes an opportunity to encourage employee work, for example, with the demands of obeying rules and deadlines, thus job stress can be a booster for improved performance.

Test results on hypothesis 3 (H3) showed that job insecurity did not affect the performance of employees of convenience stores (retail) in Surabaya, indicated by a path coefficient value of 0.230 and a t-statistic of 1,802. It is said to be insignificant because t-statistics produce numbers less than 1.96. In the absence of such influence, it can be interpreted that job insecurity has no direct relationship with performance.

So, according to employees of convenience stores (retail) in Surabaya, job insecurity does not interfere with or decrease their performance. Then no effect means that job insecurity does not become a benchmark for the performance of someone who is directly influential. Thus, there is still the possibility of both influencing each other if other factors act as a link between them.

Test results on hypothesis 4 (H4) showed that job insecurity has a negative

and significant indirect influence on performance through job stress as mediation in employees of convenience stores (retail) in Surabaya, indicated by a path coefficient value of -0.208 and a t-statistic of 2,649. Job insecurity has an indirect effect on performance, so there is an option that both variables must be mediated. It is said to be significant because t-statistics produce numbers greater than 1.96.

Negatively significant influence through the mediation variable shows; that if the variables of job stress and job insecurity are tested directly to performance variables, the relationship will be positive (hypothesis 3 result). According to respondents, employees of convenience stores (retail), insecurity and work stress do not directly affect performance because they can overcome the adverse effects of both. However, when the influence of job insecurity on performance is driven by job stress can cause higher pressure for someone so that it is terrible for performance.

## CONCLUSIONS

Based on the research that has been done, then the researcher can draw the following conclusions:

1. Job Insecurity has a negative and significant effect on Job Stress in employees of convenience stores (retail) in Surabaya. Thus the first hypothesis is not accepted.
2. Job Stress has a positive and significant effect on the performance of employees of convenience stores (retail) in Surabaya. Thus the second hypothesis is not accepted.
3. Job Insecurity does not affect the performance of employees of convenience stores (retail) in Surabaya. Thus the third hypothesis is accepted.
4. Job Insecurity has a negative and significant effect on Performance through Job Stress on employees of

convenience stores (retail) in Surabaya.  
Thus the fourth hypothesis is accepted.

## REFERENCES

- Asih, G. Y., Widhiastuti, H., & Dewi, R. (2018). *Stres Kerja*. Semarang: Semarang University Press.
- Bandari, A. S. (2016, November 13). *Peranan Pelatihan dalam Meningkatkan Kinerja Karyawan pada Unit Perencanaan PDAM Tirta Musi Rambutan*. Diambil kembali dari eprints repository software: <http://eprints.polsri.ac.id/3058/>.
- Darvishmotevali, M., & Ali, F. (2020). Job insecurity, subjective well-being and job performance: The moderating role of psychological capital. *International Journal of Hospitality Management*, 87, 1-9. <https://doi.org/10.1016/j.ijhm.2020.102462>.
- Fauzan, R. (2021, Juni 21). *PPKM Mikro Diperketat, 400.000 Pekerja Ritel Terancam Dirumahkan*. Diambil kembali dari [Bisnis.com](https://ekonomi.bisnis.com/read/20210621/12/1408261/ppkm-mikro-diperketat-400000-pekerja-ritel-terancam-dirumahkan): <https://ekonomi.bisnis.com/read/20210621/12/1408261/ppkm-mikro-diperketat-400000-pekerja-ritel-terancam-dirumahkan>.
- Ghozali, I., & Latan, H. (2015). *Partial Least Square Konsep, Teknik, dan Aplikasi Menggunakan Program SmartPLS 3.0 (Edisi ke-2)*. Semarang: Badan Penerbit Universitas Diponegoro.
- Haryono, S. (2016). *Metode SEM Untuk Penelitian Manajemen dengan AMOS LISREL PLS*. Jawa Barat: Badan Penerbit PT. Intermedia Personalita Utama.
- Ibrahim, I. D., Sidharta, R. B., & Rodhi, M. N. (2020). Pengaruh Antara Job Insecurity terhadap Stres Karyawan Pelaku Pariwisata Perhotelan Akibat Dampak Pandemi Covid-19. *Jurnal Manajemen dan Keuangan*, 9(2), 223-237. <https://doi.org/10.33059/jmk.v9i2.2627>.
- Indrasari, M. (2017). *Kepuasan Kerja dan Kinerja Karyawan*. Sidoarjo: Indomedia Pustaka.
- Iskandar, & Yuhansyah. (2018). *Pengaruh Motivasi dan Ketidakamanan Kerja Terhadap Penilaian Kinerja Yang Berdampak Pada Kepuasan Kerja*. Surabaya: Media Sahabat Cendekia.
- Masram, H., & Mu'ah. (2015). *Manajemen Sumber Daya Manusia*. Sidoarjo: Zifatama Publisher.
- Permatasari, D. (2021, Juli 31). *Kebijakan Covid-19 dari PSBB hingga PPKM Empat Level*. Diambil kembali dari [Kompaspedia.kompas.id](https://kompaspedia.kompas.id/baca/infografik/kronologi/kebijakan-covid-19-dari-psbb-hingga-ppkm-empat-level): <https://kompaspedia.kompas.id/baca/infografik/kronologi/kebijakan-covid-19-dari-psbb-hingga-ppkm-empat-level>.
- Piccoli, B., Callea, A., Urbini, F., Chirumbolo, A., Ingusci, E., & Witte, H. D. (2018). Job Insecurity and Performance: The Mediating Role of Organizational Identification. *Journal of Management Development*, 35(6), 1508-1522. <https://doi.org/10.1108/PR-05-2016-0120>.
- Priyono. (2010). *Manajemen Sumber Daya Manusia*. Sidoarjo: Zifatama Publisher.
- Pudjiastuti, T. N. (2020, Mei 20). *Dampak Darurat Virus Corona terhadap Tenaga Kerja Indonesia*. Diambil kembali dari Lembaga Ilmu Pengetahuan Indonesia: <http://lipi.go.id/berita/Dampak-Darurat-Virus-Corona-terhadap-Tenaga-Kerja-Indonesia/22034>.
- Quintana, T. A., Nguyen, T. H., Cabrera, Y. A., & Díaz, J. M. (2021). Do Job Insecurity, Anxiety, and Depression Caused by The COVID-19 Pandemic Influence Hotel Employees' Self-Rated Task Performance? The Moderating Role of Employee Resilience.

*International Journal of Hospitality Management*, 94, 1-10.  
<https://doi.org/10.1016/j.ijhm.2021.102868>.

Sayyidah, & Alwiyah. (2018).  
Perkembangan Structural Equation  
Modeling (SEM) dan Aplikasinya

dalam Bidang Ekonomi. *Performance*,  
8(1), 10-26.  
<https://doi.org/10.24929/feb.v8i1.465>

Sugiyono. (2013). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*.  
Bandung: Alfabeta.