

# The Role of Employees' Well-being in Mediating the Effect of Job Stress and Job Insecurity on Performance Health Workers During the Covid-19 Pandemic

(Study on Health Workers of Anwar Medika Hospital-Sidoarjo)

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## ABSTRACT

### Keywords:

Job Stress;

Job Insecurity;

Employee's Well-being;

Performance Health

Workers.

*The research aimed to analyze and test the role of employees' well-being in mediating the effect of work stress and job insecurity on the performance of health workers at RSU Anwar Medika-Sidoarjo during the COVID-19 pandemic. Types of research using explanatory research types survey methods by giving questionnaires to 187 health workers as respondents. The SEM-PLS method is used in data analysis and testing with Smart-PLS 3. The results of direct tests are known that work stress has an insignificant influence on the performance of health workers, job insecurity has a significant effect on the performance of health workers, and employees' well-being has a significant effect on the performance of health workers. Work stress has a significant effect on employees' well-being, and job insecurity has a significant effect. The results of indirect influence testing with the results that employees' well-being is unable to mediate the effect of work stress on the performance of health workers insignificantly, while the effect of job insecurity on the performance of health workers employees' well-being can mediate and significantly.*

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## INTRODUCTION

Factors of technological development, negative natural events, and demographic factors are some of the factors that challenge world civilization. This decade, the emergence of extraordinary events that caused a pandemic due to coronavirus, later known as covid-19, emerged and became the biggest challenge humanity must face. The negative effects of this pandemic greatly affect people's lives in terms of economy, society, and culture, and the most affected is health. The World Health Organization (WHO) released data on September 18, 2021, that more than 226 million of the world's population have been infected with the coronavirus, and more than 4 million of them have died due to the virulence of the virus (WHO (2021)). Through the Covid-19 Task Force, Indonesia released data that more than 4 million Indonesians were infected with the Covid-19 virus, more than 3 million residents successfully recovered, and more than 140 thousand residents were declared dead due to the virus.

The emergence of the Covid-19 virus, which later became an international-scale disaster or what we can call a pandemic, is a threat as well as a challenge for companies in their efforts to maintain the company existence as well as to manage the performance of their assets in the form of human resources that are severely affected by the disaster (Manalu, 2021). Stress, community panic, and increasing public fear are the causes of decreased performance for those who work in the service sector (Guberina & Wang, 2021). In the current pandemic, the presence of companies represented by management is very important as an effort to listen to labor complaints related to current conditions and strengthen each other and provide support for performance improvement by managing the creation of a positive work environment for the workforce as an important asset of the company (Leitão et al., 2019).

Yu et al. (2021) and Wong et al. (2021) found that employee performance is negatively affected by feelings of stress experienced by employees at work. Sverke et al. (2019) and Fischmann et al. (2018) added that job insecurity factors also negatively affect employee performance. Meanwhile, according to Khoreva & Wechtler (2018); Ruokolainen et al. (2018); Johari et al. (2018); and Haddon (2018), employee well-being factors play a positive role in efforts to improve employee performance.

Reports from health workers stated that more than 50% of them experienced a decline in performance caused by mental health disorders due to prolonged pandemic conditions that were not conducive to work (Tahara et al., 2021). Optimizing the performance of health workers in working and working for patients, especially in pandemic conditions, must be fought for and given to them. Health workers are on the front line in dealing with and overcoming patients infected with the Covid-19 virus. Health workers with poor performance become dangerous for the safety of patients and themselves because they will handle patients poorly and become indifferent to themselves in handling the Covid-19 pandemic (Pourteimour et al., 2021).

Covid-19 is a challenge for health warriors because, in addition to being tasked with carrying out the pandemic response process, they are also required to be able to find and manage methods of working and working under pressure to relieve the work stress they experience due to worrying pandemic conditions (Mo et al., 2020). Research from Kuo et al., (2020) and Yu et al. (2021) found reasons that make health workers tend to feel work stress due to the COVID-19 pandemic, including: 1) they are most likely to be infected, 2) feeling anxious that they are the cause of their family and friends becoming infected with the virus, 3) fear about financial factors such as unpaid or late paid benefits, and 4) people look cynically at them that they work in a place that is a source of disease and potentially pass it on to them.

Data published by the [databoks.katadata.co.id](http://databoks.katadata.co.id) website shows that until October 11, 2021, 2,032 health workers died from the coronavirus or covid-19 (Annur, 2021). Meanwhile, data provided by the public relations of Anwar Medika Sidoarjo General Hospital showed that as many as five health workers died due to the Covid-19 pandemic. This indicates that health workers in health institutions in general and Anwar Medika General Hospital in particular work in unsafe work situations for those who caused the death of their relatives and comrades in arms due to the pandemic.

Feelings of insecurity at work lead to various problems for companies, such as a decrease in the effectiveness and efficiency of health workers at work, a reduction in the motivation of health workers at work, a declining quality of work life, and in the end, it all boils down to a decrease in their performance and work performance (Erdem, 2020). The community's static view of health workers and the lack of support make it feel that what they sacrifice in working is futile and that they are working in unsafe conditions (Abbas *et al.*, 2021).

The insecurity of economic, social, and psychological conditions of health workers due to the pandemic raises feelings from professionals such as doctors and other health services about unsafe conditions at work, which results in them professionals having poor mental health so that their performance also decreases in career and work (Galbraith *et al.*, 2021; Alcover *et al.*, 2020). Unsafe conditions for workers at work have negative consequences that will be received such as high anxiety and depression (Aguiar-Quintana *et al.*, 2021; Basyouni *et al.*, 2021), the emergence of emotions that tend to be negative, decreased motivation, and the emergence of feelings of indifference to work and work performance (Yiwen & Hahn, 2021; Shin *et al.*, 2019). As a result, the expected performance and work performance that can be obtained optimally will not be accepted because health workers feel more psychologically tense because their security and safety are threatened if they force to continue working in such conditions (Laovoravit *et al.*, 2021). Unsafe conditions at work also cause the level of welfare felt by health workers to decrease due to the uncertain safety of the work environment and the many disturbances that arise during the work process (Green *et al.*, 2016; Celma *et al.*, 2018).

Through the [cnnindonesia.com](http://cnnindonesia.com) online news portal, Amnesty found that as many as 21 thousand health worker incentives were cut and delayed ([cnnindonesia.com](http://cnnindonesia.com), 2021). Meanwhile, [kompas.com](http://kompas.com), an online news portal, reported that the KPK found cuts in Covid-19 health worker incentives by up to 70 percent ([kompas.com](http://kompas.com), 2021a). In line with the news from the online news portal, the public relations of Anwar Medika General Hospital also confirmed that the incentives for health workers in September 2020 were still not liquid until now. The incentives in April 2021 were only disbursed in October 2021, which had been spent first in May, June, and July 2021. These things then gave rise to the desire of health workers to step down as health workers in the context of handling Covid-19 patients because the workload was too heavy and incentives were restrained ([kompas.com](http://kompas.com), 2021b).

Research conducted by Kowalski & Loretto (2017) and Elsafty & Ragheb (2020); Kowalski & Loretto (2017) indicate that the welfare of health workers is one of the items that must exist for them to support their performance to remain optimal as well as an effort to restrain them from easily leaving the organization. The company, in this case, represented by management and committees through its people development program, is expected to be present in the preparation and design of programs that support health workers in feeling well-being at work, especially in conditions during the pandemic (Lara & Pinca-Atutubo, 2021; López-Cabarcos *et al.*, 2020). One of the factors in reducing the interest of health workers to leave the organization also reduces their burnout and stimulates optimal performance through financial well-being

(Rasdi et al., 2021). The engagement of health workers in their work also needs to be maintained through the support of facilities and infrastructure that support their activities in working and working through the availability of personal protective equipment (PPE) and masks that are fit and proper for their needs as well as the availability of oxygen (Zhang et al., 2021; Huang et al., 2016).

Some of the research results used in this study have the same results, which have a significant effect. But there are several research results with different results, such as the results of Ilham (2019) with results stating that work stress, job insecurity, and employee welfare have an insignificant influence on performance, research from Kudria (2021) with results that show that work stress has no significant effect on employee welfare and research from Rukhan (2021) with research results that also find that job insecurity has no effect significant to the interest of the workforce. In addition, there are still not many research results that have conducted research under the influence of extraordinary conditions, such as the current pandemic conditions, because workers' perceptions of their conditions before and after the pandemic are different situations and needs (Wong et al., 2021). Does the change in pandemic conditions have other implications for the living conditions of the workforce, especially for those directly involved in working and working activities in efforts to handle the Covid-19 pandemic? Thus, researchers are interested in conducting a study entitled "The Role of Employees' Well-being in Mediating the Effect of Work Stress and Job Insecurity on the Performance of Health Workers During the Covid-19 Pandemic". The research aimed to analyze and test the role of employees' well-being in mediating the effect of work stress and job insecurity on the performance of health workers at RSU Anwar Medika – Sidoarjo during the COVID-19 pandemic.

## LITERATURE REVIEW

Campbell (1993) said that performance combines two perspectives, namely the behavioral and results perspectives. The behavioral perspective is the activities of energy or employees in working and working, while the result perspective is the output evaluated from the previous behavioral perspective. Thus, according to Campbell (1993), it can be concluded that performance is the result of evaluation from a behavioral perspective and a collaborative results perspective. In addition to the behavioral and results perspectives, performance is separated into effectiveness and productivity forms (Pritchard, 1992). The form of effectiveness is explained as the effort made in fulfilling the declared target, while effectiveness indicates the effort or sacrifice made in production activities that usually have units of measure.

The organization has a goal to create or adopt several approaches to bring up best practice efforts in working and working and realizing and creating a guaranteed security work environment to direct employees to a better organization for improved performance, and higher service quality improvement, which ultimately becomes the goal of the organization itself which is an increase in productivity and profitability (Mangkunegara, 2013). According to Armstrong & Baron (2016), performance can be measured using five measurement indicators, consisting of 1) Care; 2) Ability; 3) Timeliness; 4) Independence; dan 5) Interpersonal impact.

Work stress is a negative physical and emotional response when job requirements do not match employees' abilities, resources, or needs (Tongchaiprasit & Ariyabuddhipongs, 2016). Karatepe et al. (2018) revealed that research shows that more than half of employees experience intense work stress, and two-thirds of employees face difficulty focusing on their work due to stress. Stress is an individual's negative reaction and causes complex personal, emotional, and

behavioral problems (Bunk & Magley, 2013). In particular, work stress causes signs of anxiety, such as physical and mental fatigue, which in advanced conditions can lead to obesity, hypertension, diabetes, sleep disorders, anorexia, and muscle stiffness, and symptoms will worsen as chronic stress develops (Sobngwi *et al.*, 2004); also depression can attack (Moudon, 2009). Yu *et al.*, (2021); Wong *et al.* (2021); Vijayan (2017); and Putri & Sary (2020) in the results of the study found that work stress had a significant effect in causing a decrease in the performance of companies and health workers in particular.

**H1:** Work Stress has a significant effect on the Performance of Health Workers

When employees experience work-related stress, the negative impact will be directly experienced by the company. Tongchaiprasit & Ariyabuddhiphongs (2016) argue that work stress can cause decreased job satisfaction and increased employee desire to leave the organization, work stress causes negative employee attitudes towards their work (Kim *et al.*, 2015), and work stress has a negative effect on overall work (Akgunduz, 2015). That is, work stress can be said to be a negative factor that is detrimental to the company, causing physical and mental disturbances in work and directly affecting company performance (Yu *et al.*, 2021).

According to (Robbins, 2006), work stress has consequences that can be used to measure employee stress levels in organizations or companies. Some effects that can be used as indicators include 1) Physiological symptoms, 2) Psychological symptoms, dan 3) Behavioral symptoms. Robbins & Judge (2016) also stated that the dimension of work stress comes from three sources of work stress, including 1) Organizational Factors, 2) Environmental Factors, dan 3) Individual Factors.

Job insecurity is a condition that the workforce feels powerless to maintain work in conditions that threaten their health and their lives (Greenhalgh & Rosenblatt, 1984). Witte (1999), with his broader perspective, describes job insecurity as an unclear condition experienced by workers towards their work and its future sustainability, whether it still exists or has ended. Hellgren *et al.* (1999) divided job insecurity into two aspects, namely qualitative aspects related to labor helplessness over their future work situation and quantitative aspects related to the helplessness that will be faced by workers related to job loss along with attributes to be borne such as difficult job availability, lost insurance, and reduced wages. Both aspects have the same role in influencing the attitude of the workforce. Research conducted by Callea *et al.*, (2016); Sverke *et al.* (2019); Fischmann *et al.* (2018); and Darvishmotevali, Arasli, and Kilic (2017) also confirmed that job insecurity has a negative and significant effect on employee performance.

**H2:** Job Insecurity has a significant effect on the Performance of Health Workers

The dimensions of job insecurity measurement based on Dachapalli and Parumasur (2012) and Ashford *et al.* (1989) are 1) The level of perception of how important aspects of the job is perceived by employees; 2) The level of threat regarding negative changes in aspects of work perceived by employees; 3) The employee's level of perception of how important the job as a whole is; 4) The employee's threat level regarding negative changes to their overall job; and 5) Employee helplessness in facing and overcoming threats both in aspects and in work as a whole.

Employees' well-being or labor welfare is a feeling workers feel towards aspects of their life such as living in a household, interacting with others, life around work, life around health, and other activities (Gharia *et al.*, 2020). All things described are intended to find out whether the workforce feels happiness or not as long as they work and work. Employees' well-being is defined in a broader sense involving safety and health aspects for the workforce when working in the workplace (Danna & Griffin, 1999). The hedonist perspective also defines well-being as

happiness (Ryan & Deci, 2001). Khoreva & Wechtler (2018); Ruokolainen et al. (2018); Johari et al. (2018); and Haddon (2018) has research results that employee welfare significantly improves their performance.

**H3:** Employees' Well-being has a significant effect on the performance of health workers

Three important components must be emphasized to achieve employees' well-being: positive mood, satisfaction with life, and distant mood with negative vibes (Diener et al., 2018). Workers who feel well-being at work will have a positive impact, especially related to positive thinking and feeling attached to their work in a positive sense (Baptiste, 2008; Sirgy and Lee, 2016). Organizations that always try to provide the best version of welfare for their workforce will make them provide positive feedback for the organization, such as the view of the workforce that views that work is not a matter that contains dissatisfaction and conflict but becomes an arena that they want to enjoy in achieving something they and the organization wants (Baek et al., 2018). Yu, Park, and Hyun (2021); Pignata et al. (2016); Haver, Olsen, and Akerjordet (2019); and Xavier (2018) confirmed through the results of his research that work stress has a significant negative effect in its effect on employee well-being. Research by Richter & Näswall (2019); To, Gao, and Leung (2020); Pacheco et al. (2020); and De Witte et al., (2016) found in their research that job insecurity causes a decrease in the welfare of health workers.

**H4:** Work Stress Significantly Affects Employees' Well-being

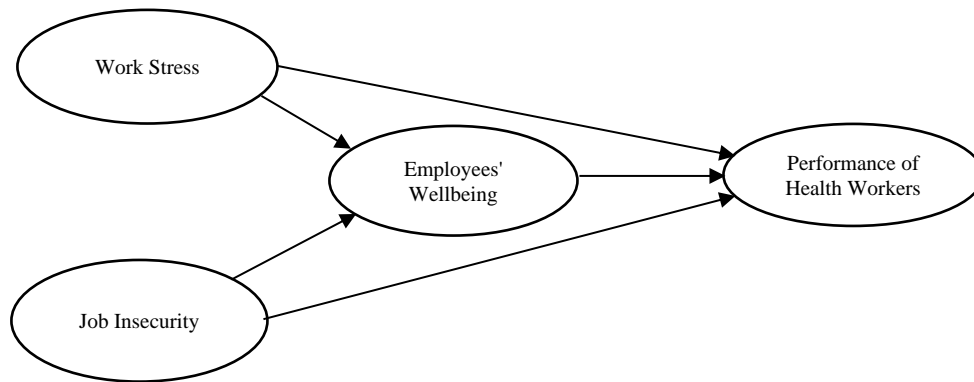
**H5:** Job Insecurity has a significant effect on Employees' Well-being

Management provides many positive factors to employees to improve their well-being. Many researchers suggest good management in employee welfare, which results in positive employee relationships with productivity and work relationships (de Jong et al., 2016). If employees are satisfied and happy at work, they allow them to trust their superiors more, comply with company rules and policies, provide suggestions for improvement, and support their colleagues (Edgar et al., 2017). Gharia et al. (2020) stated that there are eight factors in both mental and physical health and subjective well-being in employee well-being: job arrangements, security and change, job control and workload autonomy, workplace relationships, organizational justice, work-life balance, and meaningfulness. Cantante-Rodrigues et al. (2021), Yan et al. (2020), and Devonish (2013) confirmed from the results of their research that employee well-being could mediate the effect of work stress on employee performance significantly. Darvishmotevali & Ali (2020); Parent-Lamarche et al., (2021); Nikmah and Martdianty (2021); and Kurnia and Widigdo (2021) through their research stated that employee welfare mediates the effect of job insecurity on employee performance.

**H6:** Work stress significantly affects health workers' performance through Employees' Well-being as mediation.

**H7:** Job Insecurity significantly affects the Performance of Health Workers through Employees' Well-being as mediation.

The following is the conceptual framework of this research:



**Figure 1.** Research Framework

Source: Developed in this research

## RESEARCH METHOD

This research will be carried out and carried out at Anwar Medika General Hospital, which is located at Jalan Bypass Krian No. Km 33, Balongbendo Village, Balongbendo District, Sidoarjo Regency, East Java. Explanatory research is used in this study by explaining the causal relationship (cause-and-effect) to research variables by drawing hypotheses, and the data used is the same (Singarimbun, 2006). The study used a survey method by giving questionnaires (Sugiyono, 2015).

Three hundred fifty (350) health workers who handled Covid-19 special referral patients from Anwar Medika Hospital – Sidoarjo became the total population in this study. The part of the population that has certain characteristics and quantities and is representative of the population is the sample form (Sugiyono, 2015). The sampling technique in this study uses the probability sampling method, which provides equal opportunities for population members to be selected and used as samples in research (Arikunto, 2006). The samples in this study were addressed to all health workers, specifically handling referral patients for Covid-19 cases at Anwar Medika Sidoarjo General Hospital. The use of samples in SEM testing uses 100-200 samples used as respondents (Hair, 2006). The sample size was determined using measurements from the Slovin formula so that the sample of respondents in this study was 187.

Assumption requirements that are more flexible and can be used by all types of data scales make this study use SEM-PLS (Structural Equation Models – Partial Least Square) analysis following the purpose of the research described in the previous section, namely to predict and explain the relationship between variables of work stress, job insecurity, employees' well-being, and health worker performance.

## RESULT AND DISCUSSION

The analysis in this study used Partial Least Square (PLS) analysis can be used on any data scale, provided that assumptions are more flexible. This study explains and predicts the relationship between job stress, job insecurity, employees' well-being, and performance. The measurement output on the convergent validity test with the outer loading value benchmark is presented in Table 1 below:

**Table 1.** Convergent Validity Test Results Data

Variable	Dimension	Outer Loading	Description		
Job Stress	Physiological Symptoms	X1.1	0,764	Valid	
		X1.2	0,748	Valid	
	Psychological Symptoms	X1.3	0,795	Valid	
		X1.4	0,787	Valid	
		Behavioral Symptoms	X1.5	0,750	Valid
			X1.6	0,770	Valid
Job Insecurity	Perception of the importance of the work aspect	X2.1	0,762	Valid	
		X2.2	0,769	Valid	
		X2.3	0,612	Valid	
	Possible Negative Changes in Aspects of Work	X2.4	0,572	Valid	
		X2.5	0,737	Valid	
		X2.6	0,806	Valid	
	Perception of the Importance of the Overall Work	X2.7	0,590	Valid	
		Possible Negative Changes in Overall Work	X2.8	0,698	Valid
			X2.9	0,785	Valid
	X2.10		0,814	Valid	
	Health Workforce Performance	Powerlessness	X2.11	0,727	Valid
			X2.12	0,747	Valid
Caring		Y1	0,809	Valid	
		Y2	0,743	Valid	
		Y3	0,784	Valid	
Ability		Y4	0,841	Valid	
	Y5	0,787	Valid		
	Y6	0,816	Valid		
Employees' Well-being	Punctuality	Y7	0,837	Valid	
		Y8	0,818	Valid	
		Y9	0,772	Valid	
	Work Relationship	Y10	0,721	Valid	
		Z1	0,772	Valid	
		Z2	0,840	Valid	
	Intrinsic Well-Being	Z3	0,736	Valid	
		Z4	0,731	Valid	
		Z5	0,751	Valid	
	Extrinsic Well-Being	Z6	0,812	Valid	
		Z7	0,822	Valid	
		Z8	0,850	Valid	
		Z9	0,768	Valid	
Z10		0,790	Valid		
Z11		0,738	Valid		
Z12	0,811	Valid			
Z13	0,872	Valid			

Source: Primary Data Processed, 2023

The results are obtained in Table 1 if the results of the convergent validity measurement (Convergent Validity Test) obtained outer loading values on each indicator of each outer loading variable greater than ( $\geq$ ) 0.5. This shows that each variable with dimensions measuring work



stress, job insecurity, employees' well-being, and health worker performance is valid and can be used to measure the variables.

The results of the discriminant validity test can be seen in the AVE value presented, namely:

**Table 2.** Discriminant Validity Test Results Data

Variable	AVE Value	Description
Job Stress	0,592	Valid
Job Insecurity	0,522	Valid
Health Workforce Performance	0,630	Valid
Employees' Well-being	0,629	Valid

Source: Primary Data Processed, 2023

The research output through Table 10 obtained data showing the value of AVE in the results of discriminant validity testing on the variables of work stress, job insecurity, employees' well-being, and health worker performance has an Average Variance Extracted (AVE) value greater than ( $\geq$ ) 0.5 means that the validity of the research model has been tested and can be used to continue measuring in research activities.

The results of composite reliability testing can be seen in the value of composite reliability and the value of Cronbach's alpha in the following table:

**Table 3.** Value Composite Reliability and Cronbach's Alpha

Variable	Composite Reliability Value	Cronbach's Alpha Value
Job Stress	0,897	0,867
Job Insecurity	0,928	0,915
Health Workforce Performance	0,944	0,935
Employees' Well-being	0,956	0,951

Source: Primary Data Processed, 2023

Based on the measurement results in Table 3, it was obtained that the composite reliability and Cronbach's alpha value on each variable has a value of  $\geq 0.6$  which indicates that each research variable has a good and reliable reliability value to be used in continuing research measurements.

R-square testing or coefficient of determination is used in measuring the ability of the dependent variable to explain its effect on the dependent variable along with the strengths or weaknesses of the research model used. The results of the R-square test or the coefficient of determination of the study can be seen in the following table 4:

**Table 4.** R-Square Test Results in Data (Coefficient of Determination)

Variable	Value of Coefficient of Determination (R <sup>2</sup> )
Health Workforce Performance	0,692
Employees' Well-being	0,478

Source: Primary Data Processed, 2023

Based on Table 4, the R-square value or coefficient of determination on the health worker performance variable has a value of 0.692 or equivalent to 69.2%. This shows that the performance construct of health workers can be explained by variables of work stress, job insecurity, and employees' well-being by 69.2%. In contrast, the R-square output for the employees' well-being variable is 0.478, equivalent to 47.8%, which shows that the employee's well-being construct can be explained by the variables of work stress and job insecurity by 47.8%.

Q-Square testing or Goodness of Fit also called the coefficient of total determination, is used in measuring the level of good or not the research carried out for its impact on the model used in the study. Q-Square or Goodness of Fit or can also be called the coefficient of total determination, is obtained using the formula:

$$Q^2 = 1 - (1 - R^2_1) (1 - R^2_2)$$

$Q^2$  = Total Coefficient of Determination  
 $R^2$  = Coefficient of Determination

The calculation result based on the above formula is:

$$Q^2 = 1 - (1 - 0,692) (1 - 0,478) = 1 - (0,308) (0,522) = 1 - 0,1608 = 0,8392$$

Based on the calculation results, it was found that the Q-Square value in explaining the relationship between two latent constructs in the research model amounted to 0.8392 or 83.92% of its contribution to research both through direct and indirect influences.

Seven hypothetical items have been removed in this study which is then analyzed and measured using the help of a tool, namely the SmartPLS 3 application program obtained by a model declared fit for research. The output of direct effect testing on the two constructs used in the study (Y and Z) can be seen in the following Table 5:

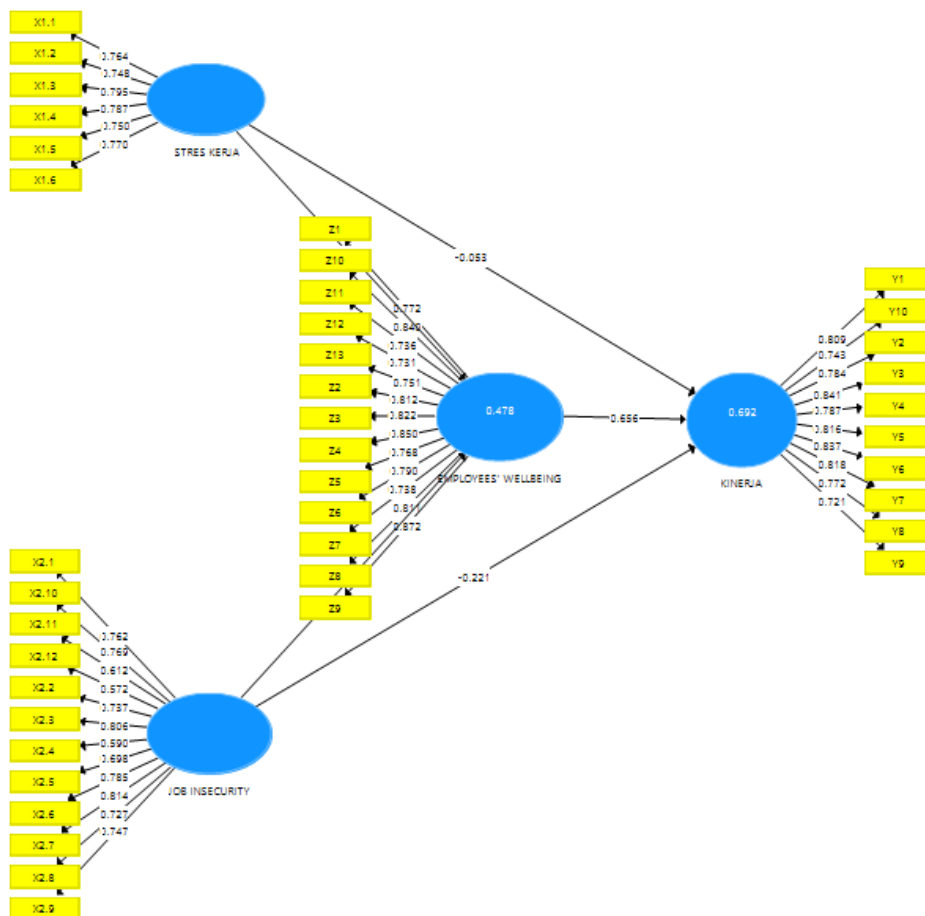


Figure 2. Conceptual Framework Through SEM Test Measurement

**Table 5. Direct Influence Test Results in Data**

Hypothesis	Line Coefficient	Standard Deviation	T-Statistic	P-Values	Description
Work Stress > Performance	-,053	0,047	1,130	0,259	Rejected Hypothesis
Job Insecurity > Performance	- 0,221	0,074	2,975	0,003	Accepted Hypothesis
Employees' Well-being> Performance	0,656	0,057	11,457	0,000	Accepted Hypothesis
Work Stress > Employees' Well-being	- 0,012	0,078	0,153	0,878	Rejected Hypothesis
Job Insecurity > Employees' Well-being	- 0,689	0,051	13,518	0,000	Accepted Hypothesis

Source: Primary Data Processed, 2023

The output of the analysis and calculation of the first hypothesis found that the value of the path coefficient was  $-0.053$ ; a standard deviation value of  $0.047$ ; a T-statistic value of  $1.130$ ; and a P-value of  $0.259$ . The conclusion is that work stress has a negative and insignificant effect on the performance of health workers. The second hypothesis examines the effect of job insecurity on the performance of health workers. The analysis and calculation results found that the value of the path coefficient was  $-0.221$ ; a standard deviation value of  $0.074$ ; a T-statistic value of  $2.975$ ; and a P-value of  $0.003$ . The conclusion is that job insecurity has a negative and significant effect on the performance of health workers.

The analysis and calculation results found that the path coefficient value was  $0.656$ ; a standard deviation value of  $0.057$ ; a T-statistic value of  $11.457$ ; and a P-value of  $0.000$ . The conclusion is that employees' well-being positively and significantly affects the performance of health workers. The analysis and calculation results found that the value of the path coefficient was  $-0.012$ ; a standard deviation value of  $0.078$ ; a T-statistic value of  $0.153$ ; and a P-value of  $0.878$ . The conclusion is that work stress has a negative and insignificant effect on employees' well-being. The analysis and calculation results found that the value of the path coefficient was  $-0.689$ ; a standard deviation value of  $0.051$ ; a T-statistic value of  $13.518$ ; and a P-value of  $0.000$ . The results are obtained if job insecurity negatively affects employees' well-being.

The results of testing the hypothesis of indirect influence on two mediating variables can be seen in the following Table 6:

**Table 6. Indirect Influence Test Results in Data**

Hypothesis	Line Coefficient	Standard Deviation	T-Statistic	P-Values	Description
Work Stress > Employee Well-being> Performance	- 0,008	0,052	0,152	0,880	Rejected Hypothesis
Job Insecurity > Employee Well-being> Performance	- 0,453	0,054	8,425	0,000	Accepted Hypothesis

Source: Primary Data Processed, 2023

The analysis and calculation results found that the value of the path coefficient was  $-0.008$ ; a standard deviation value of  $0.052$ ; a T-statistic value of  $0.152$ ; and a P-value of  $0.880$ . In conclusion, work stress has a negative but not significant effect on the performance of health workers through employees' well-being. The analysis and calculation results found that the value

of the path coefficient was -0.453; a standard deviation value of 0.054; a T-statistic value of 8.452; and a P-value of 0.000. The conclusion is that job insecurity has a negative and significant effect on the performance of health workers through employees' well-being.

Based on the results of hypothesis testing that has been carried out regarding the effect of work stress on the performance of health workers, work stress has a negative and insignificant effect on the performance of health workers. That is, the more health workers feel stress due to work, the worse the performance of health workers will be, but the change will not be significant and vice versa. The results of the study are different from previous research conducted by Yu et al. (2021); Wong et al. (2021); Vijayan (2017); and Putri and Sary (2020) in the results of the study found that work stress had a significant effect in causing a decrease in the performance of companies and health workers in particular.

Based on the results of hypothesis testing that has been carried out regarding the effect of job insecurity on the performance of health workers, job insecurity has a negative and significant influence on the performance of health workers. This means that the insecurity at work that health workers increasingly feel will make their performance worse and significantly change and vice versa. This result is also in line with research conducted by Callea et al. (2016); Sverke et al. (2019); Fischmann et al. (2018); and Darvishmotevali et al. (2017) also confirmed that job insecurity has a negative and significant effect on employee performance.

Feelings of insecurity at work cause various problems for the company, such as a decrease in the effectiveness and efficiency of health workers at work, a decrease in the motivation of health workers at work, deteriorating quality of work life, and in the end, it all boils down to a decrease in their performance and work performance for service-based work. This poor performance has an overall bad result.

Based on the results of hypothesis testing that has been carried out regarding the effect of employees' well-being on the performance of health workers, the results show that employees' Well-being has a positive and significant influence on the performance of health workers. This means that health workers who increasingly feel well-being will improve their performance, and the changes are significant and vice versa. Other studies conducted by Khoreva & Wechtler (2018); Ruokolainen et al. (2018); Johari et al. (2018); and Haddon (2018) also have the same research results that employee welfare significantly improves their performance.

The welfare of health workers is one of the items that must exist for them to support their performance to remain optimal and to restrain them from easily leaving the organization. The company, represented by management and committees through its people development program, is expected to be present in preparing and designing programs that support health workers in feeling well-being at work, especially during conditions during the pandemic. One of the factors in reducing the interest of health workers to leave the organization also reduces their burnout and stimulates optimal performance through welfare (Rasdi et al., 2021).

Based on the results of hypothesis testing that has been done regarding the effect of work stress on employees' well-being, the results show that work stress affects employees' well-being negatively and does not significantly change. This means that the more health workers feel the stress of work, the less well-being they will feel at work, but the change is not significant and vice versa. This is different from the research results of Yu et al. (2021); Pignata et al. (2016); Haver et al. (2019); and Xavier (2018), who confirmed through the results of his research that work stress has a significant negative effect in its effect on employee well-being.

Based on the results of hypothesis testing that has been carried out regarding the effect of job insecurity on employees' well-being, job insecurity in its effect on employees' well-being has

a negative and significant effect on changes. This means that health workers who increasingly feel insecurity at work will make them feel less well-being, and the changes are significant and vice versa. The research is in line with the research that has been conducted by Richter & Näswall (2019); To *et al.* (2020); Pacheco *et al.* (2020); and De Witte *et al.* (2016) found in the results of their research that job insecurity causes a decrease in the welfare of health workers.

Unsafe conditions for workers at work have negative consequences that will be received such as high anxiety and depression that are felt, the emergence of emotions that tend to be negative, decreased motivation, and the emergence of feelings of indifference to work and work performance, as a result of which performance and work performance that is expected to be obtained optimally will not be accepted because health workers feel more tense feelings Psychologically because his security and safety are threatened if he insists on continuing to work in such conditions. Unsafe conditions at work also cause the level of welfare felt by health workers to decrease due to uncertain safety of the work environment and the many disturbances that arise during the work process.

The results of the research hypothesis test related to indirect effects or indirect influences that have been carried out on the effect of work stress on the performance of health workers through employees' well-being as a mediator with the results that employees' well-being is unable to mediate the effect of work stress on the performance of health workers. This means that the more health workers feel the stress caused by work, will make their performance declines even though they have gained the welfare that health workers have felt, and the change is not significant. So that the results of this study are different from previous research conducted by Cantante-Rodrigues *et al.* (2021), Yan *et al.* (2020), and Devonish (2013) confirmed from the results of their research that employee well-being could mediate the effect of work stress on employee performance significantly.

The results of the research hypothesis test related to indirect effects or indirect influences that have been carried out on the effect of job insecurity on the performance of health workers through employees' well-being as a mediator with the results that employees' well-being can mediate the effect of job insecurity on the performance of health workers negatively and significantly. This means that health workers feel the more insecurity at work, the better their performance will be after they feel well-being at work, and the change is significant.

Darvishmotevali & Ali (2020); Parent-Lamarche *et al.* (2021); Nikmah & Martdianty (2021); and Kurnia & Widigdo (2021) through their research also stated that employee welfare mediates the effect of job insecurity on employee performance. Workforces who feel well-being at work will have a positive impact, especially related to positive thinking and feeling attached to their work in a positive sense. Organizations that always strive to provide the best version of welfare for their workforce will make them provide positive feedback for the organization, such as the view of the workforce that views that work is not a matter of dissatisfaction and conflict but an arena that they want to enjoy in achieving something they and the organization want.

## CONCLUSION

Based on the analysis, calculation, and discussion, food can be collected several conclusions that work stress has a negative and insignificant effect on the performance of health workers. Job insecurity has a negative and significant effect on the performance of health workers. Employees' well-being has a positive and significant effect on the performance of health workers. Work stress has a negative and insignificant effect on employees' well-being. Job insecurity has

a negative and significant effect on employees' well-being. Employees' well-being cannot mediate the effect of job stress on the performance of health workers. Employees' well-being successfully mediates the effect of job insecurity on the performance of health workers. Further researchers are always expected to update research with additional different research variables to get the development of previous studies as well as additional insight into future research to be better and better than before.

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