

# THE IMPACT OF JOB STRESS, JOB INSECURITY, AND WORK ENGAGEMENT ON JOB PERFORMANCE AMONG HOTEL INDUSTRY EMPLOYEES IN SIEM REAP, CAMBODIA, DURING THE COVID-19 PANDEMIC

Elite OL1, and Damrong Sattyawaksakul2\*

Asia-Pacific International University

\*E-mail: [damsat@apiu.edu](mailto:damsat@apiu.edu)

Received: 2025-01-30

Revised: 2025-03-14

Accepted: 2025-04-04

## ABSTRACT

Prior studies have explained how job stress, job insecurity, and work engagement influence job performance under normal conditions. However, there have been limited empirical studies during an unprecedented crisis. This study examined the impact of job stress, job insecurity, and work engagement on job performance during the COVID-19 pandemic among the hotel industry employees in Siem Reap, Cambodia. Data were collected from 212 respondents who were hotel industry employees in Siem Reap. The collected data were analyzed using descriptive statistics, Pearson's correlation coefficient, simple regression, and multiple regression analysis. The results revealed that job stress and job insecurity had a statistically significant impact on job performance (Job stress: Beta = 0.179, p = 0.000; Job insecurity: Beta = 0.414, p = 0.000). In addition, job stress and job insecurity had a statistically significant impact on work engagement (Job stress: Beta = -0.157, p < .05; Job security: Beta = 0.830, p = 0.000). Finally, work engagement had a statistically significant impact on job performance (Beta = 0.502, p = 0.000). The results of this research can be used to help employers understand the factors that influence employees' job performance if similar events occur in the future. The study recommends several improvements for employees and employers in the hotel industry in Siem Reap. These include communication with each other, minimizing utilities and other expenses during a pandemic, controlling employees' emotions when problems arise, and improving employees' work performance rather than worrying about issues that may occur in the future.

**Keywords:** job stress, job insecurity, work engagement, job performance, Siem Reap Province

## INTRODUCTION

COVID-19 has had a negative influence on many business sectors, especially in the tourism and hospitality industry. Siem Reap Province is a tourist destination because of the Hindu temple called Angkor Wat. After the number of people infected by COVID-19 increased during the middle of 2020 and the restrictive laws of many countries around the world to limit traveling to protect their citizens, the number of tourists who came to visit Siem Reap rapidly dropped. Many businesses that provide services to tourism were pushed to close their operations since they could not continue running with less income. By January 2021, many hotels closed their operations temporarily as the pandemic spread, and they reopened their operations later in 2022 when the country started to welcome tourists without restriction. However, most hotels were reopened with only half of their employees working daily due to the number of guests being less than 30 percent of the hotel's capacity. In addition, most of the tourists who come to visit Cambodia more recently prefer to spend less than before the pandemic. COVID-19 has shifted the way guests make decisions about buying services in the tourist industry.

In this difficult period, the fear of losing one's job and the fear of the pandemic resulted in stress and insecurity among the hotel workers. This stress may negatively affect employees' job performance. Both employees and employers need to understand the situation to adjust the way that they manage human resources. In this study, the cognitive job stress and affective job insecurity of hotel industry employees caused by the COVID-19 pandemic were analyzed; some of these employees may have experienced both forms of job stress and job insecurity during the pandemic.

A key area of research has been understanding how factors such as job stress (Ghias & Saboor, 2023; Oktaviola & Subariyanti, 2023), job insecurity (Shoss & Vancouver, 2024), and work engagement (Ghias & Saboor, 2023) influence job performance under normal conditions. However, there have been limited empirical studies during such an unprecedented crisis. Particularly, the COVID-19 pandemic brought about significant disruptions in the workplace, impacting employees' job performance in various ways. Ngo et al. (2021) reported that more than half (53 percent) of workers were suspended

during the pandemic, and an average of 40 percent of workers remained suspended after the pandemic. Among those who returned to work, workers were employed, on average, fewer hours and earned less in July 2020 compared to pre-pandemic July 2019. Therefore, there is a need to investigate the impact of job stress, job insecurity, and work engagement on job performance during the COVID-19 pandemic among the hotel industry employees in Siem Reap, Cambodia.

### RESEARCH OBJECTIVES

The purpose of this research study is to examine the impact of job stress, job insecurity, and work engagement on job performance among hotel industry employees in Siem Reap, Cambodia, during the COVID-19 pandemic.

### EXPECTED BENEFITS

The results of this research can be used to help employers understand the factors that influence employees' job performance if similar events occur in the future and to help with the future management of employees in the hotel industry, including human resource management policy development.

### RESEARCH SCOPE

This research study attempts to discuss the impact of job stress, job insecurity, and work engagement on job performance during the COVID-19 pandemic among hotel industry employees in Siem Reap, Cambodia. The study investigated if hotel employees were stressed and felt insecure during the COVID-19 pandemic, both from the pandemic and from the low number of tourists that may have threatened their jobs. The study investigated the phenomenon of one-star hotel employees to five-star hotel employees.

### LITERATURE REVIEW

#### Job Stress

Job stress refers to the tension an employee feels due to an imbalance between the demands of the job and the ability to cope with them. This can harm employee performance, job satisfaction, and overall happiness (Astorquiza-Bustos et al., 2020; Djamaluddin, 2022; Hastuti et al., 2022). Work stress can arise from many different factors, such as excessive workload, lack of control, and poor work-life balance (Alphin, 2022). This can lead to physical and psychological

symptoms, including decreased productivity, job dissatisfaction, and even health problems (Rahman and Azim, 2018). The effects of workplace stress can be short-term, causing discomfort and disruption during work, or long-term, leading to illness and absenteeism. Understanding and managing workplace stress is vital for organizations to improve employee performance and well-being.

### Job Insecurity

Job insecurity refers to the subjective perception and fear of losing one's current job or worrying about the possibility of losing one's job in the future. This is a major stressor affecting employees globally (Saif et al., 2023). Job insecurity can arise due to changes in environmental conditions, such as organizational changes or automation of routine tasks (Adawiah et al., 2023; Graham et al., 2023). It is associated with negative outcomes, including increased emotional exhaustion, decreased engagement, and physical and mental health problems (Nikolic & Mirkovic, 2023). The relationship between job insecurity and well-being is influenced by factors such as job satisfaction (Witte & Hoogtem, 2021). Job insecurity acts as a stressor, leading to decreased happiness, motivation,

work engagement, and productive behaviors, while increasing counterproductive behaviors. Overall, job insecurity is a significant concern, affecting employees' psychological health and performance.

### Work Engagement

Work engagement refers to a positive mental state in which individuals are fully absorbed, dedicated, and energized by their work. It is characterized by high levels of vigor, dedication, and absorption (Nurbayanti & Dwarawati, 2023; Genita & Dwarawati, 2023). Work engagement is influenced by job demands and job resources, and it can have a significant impact on various aspects of employee well-being and organizational outcomes (Kaur & Mehta, 2023; Taris, 2023). Engaged workers tend to experience higher levels of satisfaction, motivation, and performance, and they are more likely to contribute to the achievement of organizational goals (Taris, 2023). Work engagement is distinct from other concepts such as burnout and workaholism, although there may be some overlap. It is associated with intrinsic regulation, authenticity at work, and satisfaction of needs for affiliation, autonomy, and competence (Abidin et al., 2021).

### Job Performance

Job performance refers to the behavioral outcomes, level of achievement of tasks and responsibilities in an organization. It is a multidimensional concept that is defined and measured differently across occupations and industries. Aspects of job performance include task performance, direct and indirect contributions to the technical core of the organization, and contextual performance, supporting the organizational, social, and psychological climate. Factors such as job satisfaction, motivation, and engagement have a significant impact on employee performance. In addition, personality traits, cognitive abilities, knowledge, and skills are causal antecedents of job performance. It is important to emphasize factors such as job satisfaction, motivation, and engagement to enhance employee performance (Muchhal, 2014; Ramawickrama et al., 2017; Sebayang & Lestario, 2021).

### HYPOTHESIS

Several studies found stress negatively impacts employee engagement and performance (e.g., Gomath et al., 2022; Tongchaiprasit & Ariyabuddhiphongs, 2016). This leads to poor performance, poor

work quality, and reduced productivity (Issahaku & Ruhana, 2023; Pasaribu et al., 2023; Rasheed et al., 2023). High levels of work stress can affect employee performance, reduce productivity, and affect overall work quality (Gomathy et al., 2022). Conversely, while job stress is detrimental, some argue that moderate levels of stress can enhance performance by fostering resilience, engagement, and adaptability in employees (Puspitawati & Dhamadewi, 2021). Therefore, the first two hypotheses are presented as follows.

*H1: Job stress has a positive effect on job performance among the employees of the hotels in Siem Reap, Cambodia, during the COVID-19 Pandemic.*

*H2: Job stress has a positive effect on work engagement among the employees of the hotels in Siem Reap, Cambodia, during the COVID-19 Pandemic.*

Job insecurity can have both positive and negative effects on employees' engagement and performance (Medlin & Green, 2009). Some studies suggest a negative relationship between job insecurity and performance, while others indicate a positive or curvilinear association. The impact of job insecurity on performance is influenced by various factors,

such as the quality of the relationship between employees and their supervisors, the presence of mediating variables like job stress, and the perception of job insecurity as an individual or collective phenomenon (Portovedo et al., 2023). Additionally, job insecurity has been found to have a negative direct effect on job performance (Ma et al., 2023). However, when job insecurity is perceived as a collective issue, employees may demonstrate higher performance due to job preservation motives (Natalia et al., 2022; Nikolova et al., 2022). Thus, the researchers hypothesize that:

*H3: Job insecurity has a positive impact on job performance among the employees of the hotels in Siem Reap, Cambodia, during the COVID-19 Pandemic.*

*H4: Job insecurity has a positive impact on work engagement among the employees of the hotels in Siem Reap, Cambodia, during the COVID-19 Pandemic.*

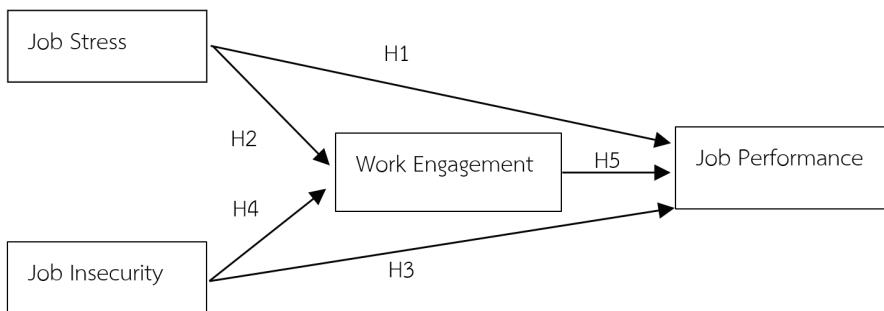
Several studies found components of work engagement, including vigor, dedication, and absorption, are positively correlated with job performance (Corbeanu & Iliescu, 2023). Additionally, work engagement mediates the

relationship between job crafting and job performance, indicating that higher levels of work engagement lead to better job performance (Naqshbandi et al., 2023). Furthermore, the hybrid workplace model, specifically flexible work, positively affects work engagement, which in turn positively influences job performance (Chumba, 2022). Overall, work engagement plays a crucial role in enhancing employee performance and should be considered by organizations to improve job performance (Asim et al., 2022; Khusnia & Sopiah, 2022; Naveed, 2022). Thus, it can be hypothesized that:

*H5: Work engagement has a positive impact on job performance among the employees of the hotels in Siem Reap, Cambodia, during the COVID-19 Pandemic.*

## CONCEPTUAL FRAMEWORK

This study examines the impact of job stress, job insecurity, and work engagement on job performance among the hotel industry employees in Siem Reap, Cambodia, during the COVID-19 pandemic. Based on the literature and the proposed hypotheses, a conceptual framework is proposed as shown in Figure 1.



**Figure 1** Conceptual Framework

## METHODOLOGY MATERIAL

### Population and Sample Size

The population of this study was the hotel employees in Siem Reap, Cambodia. According to the Siem Reap tourism department, there were 228 hotels and 248 guesthouses in 2020. There were approximately 13,983 employees, of which 12,192 people worked in hotels and apartments and 1,791 people in guesthouses. This study focused only on hotel employees and adopted 14,000 as its approximate population. According to Yamane (1973), the sample size of 400 individuals was intended to provide a confidence level of 95% and a margin of error of 5% accuracy. Both stratified random sampling methods and quota sampling methods were used to collect the data. The hotels were categorized into 3 levels: 4–5-star hotels; 3-star hotels; and 1–2-star hotels. About 100 samples were

targeted at the employees of 4–5-star hotels. About 200 samples were targeted at the employees of 3-star hotels, and about 100 samples were targeted at the employees of 1–2-star hotels. As a result, four hundred (400) samples were the total target. The employees within each category were divided in terms of position level: leadership level and employee level. Then, researchers collected data from each of the hotel categories and position levels. They were asked to spend about ten minutes participating in this study by completing a survey questionnaire, which was sent via various social media platforms and by email; hard copies were also distributed in addition to the online survey.

### Research Instrument

The survey instrument was comprised of two sections. Section 1 addressed

the demographic variables of age, gender, level of education, positions, and the information on the level of hotel (1 to 5 stars). Section 2 was the Likert-type statements, which measured the participants' perception of job stress, job insecurity, work engagement, and job performance. Job performance was measured using an 8-item scale from Shang et al. (2016) and Paramita and Sudharto (2022). Job stress was measured using an 8-item scale from Lait & Wallace (2002), Jamal (2010), and Min (2013). Job insecurity was measured using an 8-item scale from Akgunduz & Eryilmaz (2018) and Pienaar et al. (2013). Work engagement was measured using an 8-item scale from Paramita and Sudharto (2022).

The content validity of the questionnaire was confirmed using the Index of Item Objective Congruence (IOC) method; the questionnaire was reviewed by three experts in the field before it was translated into the Khmer language. The results showed that only four items received IOC scores of 0.70; the rest of the questions received scores of 1.0. The overall average score was 0.96.

In addition, a total of 30 hotel employees in Siem Reap, Cambodia who

were not part of the sample group took the survey. Cronbach's alpha was used to determine the dependability rating to check that the items were internally consistent. The results showed that Cronbach's Alpha value was higher than 0.90 for all measurement items, which indicated that the survey questionnaire was appropriate to use.

### Data Analysis

Descriptive statistics, Pearson's Correlation Coefficient, Simple Regression Analysis, and Multiple Regression Analysis were used to test the hypotheses against the data obtained from the questionnaires.

## RESULTS

### Demographic Information

This data set contains the information of 212 respondents who were hotel industry employees in Siem Reap, Cambodia, during the COVID-19 pandemic. The information gathered from them pertains to their gender, age, marital status, category of hotel, years of service in the hotel, employment position, and salary range. The majority of the respondents were female (80.7%), 21-40 years old (85.3%), and married (58%). The majority of them work in 3-star hotels (45.3%) and 4-5-star hotels

(45.8%), with 1-5 years of service (58%), in the front office (32.1%), and with a salary range of \$300-400 per month (58%).

### Level of Work Performance and Its Antecedents

Table 1 shows the mean and standard deviation scores for the items that examined levels of job stress, job

insecurity, work engagement, and job performance. The findings in Table 1 indicated high levels of job insecurity and work performance among the respondents of the hotel industry employees in Siem Reap, Cambodia. In addition, the job stress and work engagement were at the average level.

**Table 1** Level of Job Performance and its Antecedents (n = 212)

Variable	Mean	SD	Level
Job Stress	3.03	0.53	Average
Job Insecurity	3.65	0.61	High
Work Engagement	3.34	0.66	Average
Job Performance	3.63	0.67	High

### Correlation Among the Variables

A test of the correlation between the components of job stress, job insecurity, work engagement, and job performance

was performed using Pearson's Correlation; the results are shown below in Table 2.

**Table 2** Pearson's Correlation Test Among Variables (n = 212)

Variables	Job Performance	Job Stress	Job Insecurity	Work Engagement
Job Performance	1.00			
Job Stress	0.413**	1.00		
Job Insecurity	0.781**	0.448**	1.00	
Work Engagement	0.784**	0.213**	0.701**	1.00
VIF		1.283	2.409	2.018

Note: \* p < .05; \*\* p < .01

The correlation analysis in Table 2 reveals significant relationships among the variables of job stress, job insecurity, work engagement, and job performance of the hotel industry employees in Siem Reap, Cambodia. For the relationship between the dependent variable and independent variables, job performance showed positive correlations with job stress ( $r = 0.413, p < 0.01$ ), job insecurity ( $r = 0.781, p < 0.01$ ), and work engagement ( $r = 0.784, p < 0.01$ ).

The correlation coefficients ( $r$ )

were between 0.213 to 0.784, statistically significant at the 0.01 level, or multicollinearity may occur. Therefore, the researcher conducted a further test of multicollinearity using VIF values. The test results showed VIF values ranging from 1.283 to 2.4099, which were less than 10. This indicated that there was no relationship among the variables or no multicollinearity; hence, they could be used for multiple regression analysis and indicated that every independent variable could be used to predict job performance.

**Table 3** Regression Table for Work Engagement (n = 212)

Variables	DV: Job Engagement		
	Model 1	Model 2	Model 3
Job Stress	0.265**		-0.157*
Job Insecurity		0.768**	0.830**
R	0.213	0.701	0.710
R Square	0.045	0.492	0.504
F	10.008**	203.150**	106.364**

Note: \*  $p < .05$ ; \*\*  $p < .01$

### Relationship Between Job Stress, Job Insecurity, Work Engagement, and Job Performance

In Table 3, the results of simple regression analysis and multiple regression analysis with work engagement as the dependent variable are shown. The simple regression analysis found that in Model 1, job stress significantly predicted

work engagement ( $B = 0.265, p < 0.01$ ), explaining 21.3% of the variance in work engagement. In Model 2, job insecurity was a significant predictor of work engagement ( $B = 0.768, p < 0.01$ ), accounting for 70.1% of the variance in work engagement. The multiple regression analysis (Model 3) found that job stress had a negative effect on work engagement statistically

significant at the 0.05 level. Job insecurity had a positive effect on work engagement statistically significant at the 0.01 level. The coefficient of determination of the model was 71.0% ( $R^2 = 0.504$ ). The overall regression models for all three models were highly significant ( $p < 0.01$ ), as indicated by the F-values.

Table 4 presents the results of the regression analysis with job performance as the dependent variable (DV) and job stress, job insecurity, and work engagement, as the independent variables (IVs). The simple regression analysis found that in Model 4, job stress significantly predicted job performance ( $B = 0.522$ ,  $p < 0.01$ ), explaining 41.3% of the variance in job performance. In Model 5, job insecurity was a significant predictor of job performance ( $B = 0.870$ ,  $p < 0.01$ ), accounting for 78.1% of the variance in job performance.

Model 6 showed that work engagement significantly predicted job performance ( $B = 0.797$ ,  $p < 0.01$ ), explaining 78.4% of the variance in job performance. The overall regression models for all three models were highly significant ( $p < 0.01$ ), as indicated by the F-values.

According to the multiple regression analysis (Model 7), it was found that all factors had a positive effect on the job performance of the hotel industry employees in Siem Reap, Cambodia, during the COVID-19 Pandemic, statistically significant at the 0.01 level, with a coefficient of determination of 85.8% ( $R^2 = 0.736$ ). The researcher therefore used Model 7 to explain the relationship between job stress, job insecurity, work engagement, and job performance of the hotel industry employees in Siem Reap, Cambodia during the COVID-19 Pandemic.

**Table 4** Regression Table for Job Performance (N = 212)

Variables	DV: Job Performance			
	Model 4	Model 5	Model 6	Model 7
Job Stress (X1)	0.522**			0.179**
Job Insecurity (X2)		0.870**		0.414**
Work Engagement (X3)			0.797**	0.502**
R	0.413	0.781	0.784	0.858
R Square	0.171	0.610	0.615	0.736
F	43.212**	328.793**	335.927**	193.281**

Note: \*  $p < .05$ ; \*\*  $p < .01$

## CONCLUSION AND DISCUSSION

### Relationship between Job Stress and Job Performance (Hypothesis 1)

The results of the analysis supported Hypothesis 1, as job stress has a positive effect on job performance among the employees of the hotels in Siem Reap, Cambodia, during the COVID-19 pandemic. This result conflicts with most of the literature, which suggests that job stress leads to poor performance, poor work quality, and reduced productivity (Issahaku & Ruhana, 2023; Pasaribu et al., 2023; Putra et al., 2023; Rasheed et al., 2023; Vijayan, 2018). High levels of work stress can affect employee performance, reduce productivity, and affect overall work quality (Gomathy et al, 2022). However, prior research literature pointed out that job stress can have both positive and negative effects on job performance, depending on how it is perceived and managed. Positive stress, known as eustress, can drive motivation and enhance job satisfaction, ultimately leading to better outcomes (Iftikhar et al., 2023). In conclusion, job stress can positively influence job performance under certain conditions, particularly when the stress is at a manageable level and

employees can channel it productively. Especially during the pandemic, when the supervisor supports the employees and employees help each other, this supportive work environment can mitigate negative stress effects, fostering a more productive atmosphere. Positive stress encourages individuals to confront challenges, enhancing their performance levels.

### Relationship between Job Security and Job Performance (Hypothesis 3)

The results of the analysis supported Hypothesis 3, as job security has a positive effect on job performance among the employees of the hotels in Siem Reap, Cambodia, during the COVID-19 pandemic. These results are aligned with other studies. Job security plays a crucial role in influencing job performance, with various studies highlighting its impact. Research conducted in South Korea emphasized the positive relationship between perceived job security and job performance, noting the psychological effects of organizational commitment and motivation (Kim, 2020). Similarly, a study of Pakistan's food and beverage industry found that job insecurity negatively

affected job performance, while subjective well-being mediated this relationship positively (Sarfraz et al., 2023). Moreover, a study at Berger Construction Company in Nigeria revealed a significant positive effect of job security on employee performance (Ofre & Andow, 2023). Additionally, research on high-star hotel employees in China demonstrated that job security factors like job prospect security and stability positively influenced job performance, emphasizing the importance of ensuring employees' work safety for improved efficiency (Libin & Ahmad, 2022). Job security can have a significant impact on job performance, influencing both the quality and quantity of work employees produce. Job security helps reduce anxiety and stress, as employees are less worried about losing their jobs. When employees feel secure in their positions, they can focus more on their tasks and less on external uncertainties. This results in improved productivity and performance. Therefore, the collective evidence suggests that job security indeed has a positive effect on job performance across various industries and regions.

#### **Role of Work Engagement (Hypothesis 2 and 4)**

The results of the analysis supported Hypothesis 2 that job stress has a positive effect on work engagement among the employees of the hotels in Siem Reap, Cambodia, during the COVID-19 pandemic. Similar to Hypothesis 1, job stress can have varying effects on work engagement based on different studies. While some research has indicated a positive relationship between job stress and work engagement (Muchtadin & Sundary, 2023), other studies have suggested a negative impact of job stress on work engagement (Park & Han, 2023). Job stress can lead to lower satisfaction and engagement among employees, affecting their overall performance negatively (Park & Han, 2023). Furthermore, a study on Peruvian nurses highlighted the importance of self-efficacy as a mediator in the relationship between stress and work engagement, emphasizing the need to strengthen personal resources like self-efficacy to improve work engagement and satisfaction levels among nurses (Cabrera-Aguilar et al., 2023). Additionally, Rahmayanti et al. (2023) found that work stress had a significant positive effect on employee engagement but did not significantly affect doctors' performance,

indicating a complex relationship between stress, engagement, and performance in healthcare settings. Therefore, the relationship between job stress and work engagement is complex and can be influenced by various factors such as individual resilience, self-efficacy, and organizational support.

Hypothesis 4 of this research posited that job insecurity has a positive impact on work engagement among the employees of the hotels in Siem Reap, Cambodia, during the COVID-19 pandemic. From the analysis, Hypothesis 4 is supported. Similar to prior studies, job insecurity has been shown to have a significant impact on work engagement across various industries. However, the results of these studies are mixed. Studies on frontline workers during the COVID-19 pandemic highlighted that job insecurity led to decreased work engagement (Dewi & Martdianty). Similarly, research on hotel employees emphasized that perceived job insecurity negatively affected work engagement, leading to psychological withdrawal behavior (Yasami et al., 2024).

On the other hand, a study on hospitality workers during the pandemic found that job insecurity had a positive

influence on work engagement, indicating that lower job insecurity levels were associated with higher work engagement levels (Wardani et al., 2023). Additionally, research on honorary education staff revealed that job insecurity had a strong influence on work engagement, with a 56% impact observed among the participants (Ramadhanty & Rozana, 2023). These findings collectively suggest that job insecurity indeed plays a crucial role in shaping employees' levels of work engagement in various professional settings. In summary, during the crisis period, when employees perceive their jobs as secure, they are more likely to exhibit higher levels of engagement and commitment to their organization. This relationship is supported by various studies that highlight the mediating effects of motivation and organizational commitment on job performance.

### **Relationship between Work Engagement and Job performance (Hypothesis 5)**

Hypothesis 5 of this research posited that work engagement has a positive impact on job performance among the employees of the hotels in Siem Reap, Cambodia, during the COVID-19

pandemic. From the analysis, Hypothesis 5 was supported. The results are in line with other research and literature. Work engagement plays a crucial role in influencing job performance across various sectors. Research has indicated that work engagement positively impacts different facets of job performance. Corbeanu & Iliescu (2023), in their systematic literature review of 174 unique studies, found that the components of work engagement, including vigor, dedication, and absorption, were positively correlated with job performance. Naqshbandi et al. (2023) examined how working in a hybrid workplace affected job performance through the mediation of work engagement among employees working in universities in Nigeria. The study revealed that work engagement intervened in the relationship between job crafting and job performance, indicating that higher levels of work engagement lead to better job performance. Other studies (Asim et al., 2022; Khusnia & Sopiah, 2022; Naveed, 2022) confirmed that work engagement plays a crucial role in enhancing employee performance and should be considered by organizations to improve job performance.

There are several reasons for the

relationship between work engagement and job performance. Rothbard (2001) emphasized that workplace well-being is a key factor in work engagement. Workplace well-being creates work engagement among the employees, which in turn affects employee performance (Zhenjing et al., 2022). The results of this study showed that the workplace well-being situation was high among the employees of the hotels in Siem Reap, Cambodia, during the COVID-19 pandemic. That led workers to have energy, remain strong and vigorous, like going to work, always persevering, be enthusiastic about their job, and continue working for long periods.

## SUGGESTIONS AND RECOMMENDATIONS

After spending several months on this research study, the researcher proposes several recommendations from its findings. First, employers should have endeavored to minimize utility and other expenses and allowed employees to work only a few days per week during the COVID-19 pandemic. This study found that employee layoffs during the pandemic increased job stress on employees' daily work.

Second, clear communication is necessary for employees to understand a company and employer's decision-making process during a pandemic. Employers should have meetings to explain company conditions and their decisions to all employees to alleviate fears that they will be terminated. This study found that employees' negative imaginations affected concentration on their work and increased job insecurity.

Third, during the pandemic, employees should control their emotions when they encounter problems. The study found that most employees felt that their job results were not good during the pandemic, and they were overthinking about situations that had not yet occurred.

If they cannot control their emotions that are influenced by external factors, it can have a negative impact on their job engagement and make them feel less enthusiastic about their work.

Finally, employers had options to improve or decrease employee work performance during the pandemic. This study found that employees tended to overperform by doing more than they were asked because they thought that this was a good opportunity for them to keep their jobs during the pandemic, so they needed to hang on to them rather than lose them. Employers provided opportunities for employees to show their ability rather than closing their companies.

## REFERENCES

Abidin, N.S.Z., Jah, N. J. A., Rahmat, N. H., Aziz, A. A., & Nadri, H. N. (2021). Investigating work engagement at workplace. *International Journal of Asian Social Science*, **11**(9), 409–420.

Adawiah, R., Jimad, H., & Mardina, N. (2023). Effect of job insecurity, characteristics profession workload on employee performance with job satisfaction as mediation at Pt Kimia Farma Tbk. *The International Journal of Business and Management*, **11**(1), 157–164.

Akgunduz, Y., & Eryilmaz, G. (2018). Does turnover intention mediate the effects of job insecurity and co-worker support on social loafing? *International Journal of Hospitality Management*, **68**, 41–49.

Alphin, M. (2022). Consequences of job stress on mental health with emphasis on strategic intermediaries. *International Journal of Advanced Studies*, **11**(1), 51–56.

Asim, H., Shahzad, A. A., Nafees, B., & Mubarak, M. F. (2022). Examining the factors affecting exports performance: Empirical evidence from Finland. **Journal of Independent Studies and Research Management and Social Sciences & Economic**, 20(2), 74–91.

Astorquiza-Bustos, B. A., Castillo-Caicedo, M., & Gómez-Mejía, A. (2020). Job stress in the labor market: An application of the fuzzy set measurement method for the Colombian case. *Lecturas de Economía*, 93, 189–224.

Cabrera-Aguilar, E., Zevallos-Francia, M., Morales-García, M., Ramírez-Coronel, A. A., Morales-García, S. B., Sairitupa-Sánchez, L. Z. (2023). Resilience and stress as predictors of work engagement: the mediating role of self-efficacy in nurses. **Front Psychiatry**, 14:1202048.

Corbeanu, A., & Iliescu, D. (2023). The link between work engagement and job performance. **Journal of Personnel Psychology**, 22(3), 111–122.

Chumba, R. (2022). The relationship between employee engagement, job fit and job performance: an explorative study. **Journal of Human Resource & leadership**, 6(5), 21–31. <https://doi.org/10.53819/81018102t2107>

Dewi, P. P. C., & Martdianty, F. (2023). The fear of Covid-19 and perceived employability effect on emotional exhaustion and work engagement: The mediating role of job insecurity. **Jurnal Dinamika Manajemen**, 14(2), 261–272.

Djamaluddin, N. M. (2022). Pengaruh stres kerja terhadap kinerja pada tenaga kesehatan dimasa pandemi Covid-19. **Fair Value**, 5(2), 1110–1118.

Ghias, W., & Saboor, Q. U. A. (2023). Impact of job stress on employee's performance: moderating role of job crafting among remote work employees. **Pakistan Journal of Social Research**, 5(2), 966–977. <https://doi.org/10.52567/pjsr.v5i02.1210>

Genita, B. S., & Dwarawati, D. (2023). Pengaruh resilience at work terhadap work engagement pada dokter hewan. **Bandung Conference Series Psychology Science**, 3(1). <https://doi.org/10.29313/bcsp.v3i1.5464>

Gomathy, C., Aparrajit, R., Vishnu, J., & Rangaprasad, S. V. (2022). The effect of stress on employees' productivity in service industry. **International Journal of Scientific Research in Engineering and Management Research**, 6(4), 1–4.

Graham, A. B., Sinclair, R. R., Sliter, M. (2023). Job insecurity and health and well-being: What happens when you really need or love your job?. *Economic and Industrial Democracy*, 109–128. <https://doi.org/10.1177/0143831x231183995>

Hastuti, N. T. L. P., Wahyuningsih, S. H., & Handayani, S. D. (2022). A bibliometric analysis of research developments of work stress on hospital nurses. *Journal of Economics and Business*, 5(3), 249–262.

Iftikhar, K.M., Ahmed, F., Wajidi, Imtiaz, F., Nooruddin, K., & Mehmood, N. (2023). Impact of positive stress on job performance with reference to public sector of Pakistan: A case study of healthcare workers. *International Journal of Social Science & Entrepreneurship*, 3(3), 451–467.

Issahaku, A., & Ruhana, S. A. (2023). Job stress and its effects on job performance of employees: Ghana Revenue Authority in Tamale metropolis as a case study. *Journal of Social Science Studies*, 10(1), 136–157.

Jamal, M. (2010). Burnout among Canadian, Chinese, Malaysian and Pakistani employees: An empirical examination. *International Management Review*, 6(1), 31–41.

Kaur, H., Mehta, P. (2023). Direct and mediating effects of work engagement on organisational commitment: A conceptual framework. *International Journal of Business Excellence*, 30(1), 76–93.

Kim, B., J. (2020). Unstable jobs harm performance: The importance of psychological safety and organizational commitment in employees. *Sage Open*, 10(2). <https://doi.org/10.1177/ 2158244020920617>

Khusnia, R., & Sopiah (2022). The role of work motivation in employee performance: Systematic literature review. *International Journal of Science and Management Studies*, 5(6), 46–57.

Lait, J. and Wallace, J. E. (2002). Stress at work: A study of organizational-professional conflict and unmet expectations. *Relations Industrielles*, 57(3), 463–490.

Libin, X., Ahmad, F, A. (2022). Study on the impact of job security on job performance and anxiety sensitivity of grass-roots employees in high star hotels. *The International Journal of Neuropsychopharmacology*, 25(1), A3.

Ma, Q., Chen, M., Tang, N., & Yan, J. (2023). The double-edged sword of job insecurity: When and why job insecurity promotes versus inhibits supervisor-rated performance. *Journal of Vocational Behavior*, 140, 103823.

Manna, S., Mukherjee, S., Das, D., and Saha, A. (2023). Impact of COVID-19 on the world economy. *Journal of Climate Change*, 9(1), 67–72.

Medlin, B., & Green, K. W. (2009). Enhancing performance through goal setting, engagement, and optimism. *Industrial Management & Data Systems*, 109(7), 943–956. <https://doi.org/10.1108/02635570910982292>

Muchhal, D. S. (2014). HR practices and job performance. *IOSR Journal of Humanities and Social Science*, 19(4), 55–61.

Muchtadin, M., & Sundary, Z., E. (2023). The connection between work motivation and work stress with work engagement for Bakti Timah Medika employees. *Jurnal Psikologi*, 14(2), 161–173.

Naqshbandi, M. M., Kabir, I., Ishak, N. A., & Islam, M. Z. (2023). The future of work: work engagement and job performance in the hybrid workplace. *The Learning Organization*, 31(1), 5–26.

Natalia, F., Lindawati, T., & Pradana, D. W. (2022). The effect of job insecurity on performance through job stress as intervening variables for retail store employees in Surabaya. *Research in Management and Accounting*, 5(1), 23–33. <https://doi.org/10.33508/rima.v5i1.3718>

Naveed, M. (2022). Relationship of work engagement and burnout with adaptive job performance: Role of psychological ownership. *Journal of Independent Studies and Research Management and Social Sciences & Economics*, 20(2), 65–87.

Ngo, S., Khon, L., Sour, M., Nuth, S., Khun, S. (2021). *The COVID-19 pandemic and workers in Cambodia: magnitude of impact on suspended workers and implication for policy and programme intervention*. Phnom Penh: Centre for Policy Studies.

Nikolic, J., L., & Mirkovic, V. (2023). Occupational burnout among employees in Serbian banking sector: Evidence during Covid-19 Pandemic. *Inzinerine Ekonomika-Engineering Economics*, 34(5), 500–513.

Nikolova, I., Stynen, D., Van Coillie, H., & De Witte, H. (2022). Job insecurity and employee performance: Examining different types of performance, rating sources and levels. *European Journal of Work and Organizational Psychology*, **31**(5), 713–726. <https://doi.org/10.1080/1359432X.2021.2023499>

Nurbayanti, R., & Dwarawati, D. (2023). Pengaruh work engagement terhadap work-family enrichment pada perawat gigi. *Bandung Conference Series Psychology Science*, **3**(1). <https://doi.org/10.29313/bcsp.v3i1.5384>

Ofre, M., O., & Andow, H., A. (2023). Effect of job security on employee performance in Berger Construction Company in Nigeria. *International Journal of Research Publications*, **116**(1), 13–25.

Oktaviola, S. R., & Subariyanti, H. (2023). Pengaruh Kepuasan Kerja Dan Stress Kerja Terhadap Kinerja Karyawan (Studi Kasus Pada Karyawan PT Tandoox Global Indonesia). *Dinamika Publik*, **1**(4), 210–227. <https://doi.org/10.59061/dinamikapublik.v1i4.432>

Paramita, N. K. S., & Suwandana, I. G. M. (2022). Effect of job stress, work conflict, and workload on employees' performance. *European Journal of Business and Management Research*, **7**(4), 125–128.

Park, M., S., & Han, N., Y. (2023). Effects of job overload on job stress, organizational unfairness, and counterproductive task behavior. *Journal of the Korean Data Analysis Society*, **25**(6), 2309–2323.

Pasaribu, H. M. S., Dalimunthe, R. F., Sembiring, B. K. F. (2023). The effect of extrinsic motivation and job stress on employee performance with job satisfaction as an intervening variable at Pt. Bank Negara Indonesia (Persero) TBK. Usu Branch Medan. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration*, **3**(2), 1333–1351.

Pienaar, J., De Witte, H., Hellgren, J., & Sverke, M. (2013). The cognitive/affective distinction of job insecurity: validation and differential relations. *Southern African Business Review*, **17**(2), 1–22.

Portovedo, L., Veloso, A., Portela, M. (2023). Job insecurity and performance: Contributions for an integrative theoretical framework. In **Developing diversity, equity, and inclusion policies for promoting employee sustainability and well-being** (pp. 61–98). <https://doi.org/10.4018/978-1-6684-4181-7.ch004>

Puspitawati, N. M. D., Atmaja, N. P. C. D. (2021). How job stress affect job satisfaction and employee performance in four-star hotels. **International Journal of Applied Business and International Management**, 6(2), 25–32. <https://doi.org/10.32535/ijabim.v6i2.1168>

Putra, A. W., Pono, M., Wahda. (2023). Work stress and work motivation on employee performance. **Ilomata International Journal of Management**, 4(3), 329–339.

Rahman, M. K. U., & Azim, N. (2018). The impact of job stress and empowerment on employees' performance : An analysis of private and public sector universities of Khyber Pukhtunkhwa, Pakistan. **The Middle-East Journal of Business**, 13(1), 8–12.

Rahmayanti, F., Noermijati, N., Armanu, A., & Rohman, F. (2023). The impact of work stress on doctor's performance through employee engagement and moderation of the COVID-19 pandemic (study on primary health care). **Open Access Macedonian Journal of Medical Sciences**, 11(E), 203–212.

Ramadhanty, L., & Rozana, A. (2023). Pengaruh job insecurity terhadap work engagement pada tenaga kependidikan honorer di sekolah. **Bandung Conference Series: Psychology Science**, 3(1), 91–100.

Ramawickrama, J., Opatha, H., & Pushpakumari, M. D. (2017). A synthesis towards the construct of job performance. **International Business Research**, 10(10), 66–81.

Rasheed, A., Ghias, W.B., & Saboor, Q. (2023). Impact of job stress on employee's performance: moderating role of job crafting among remote work employees. **Pakistan Journal of Social Research**, 5(2), 966–977.

Rothbard, N.P. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. **Administrative Science Quarterly**, 46(4), 655–684.

Saif, N., Khan, M. T., Shaheen, I., & Rehman, H. (2023). Knowledge toward employee's behaviour during job insecurity: Evidence from four different sectors of developing country context. *International Journal of Knowledge and Learning*, 16(2), 111–133.

Sarfraz, M., Anwar, J., & Shah, S., A., M. (2023). Effect of job insecurity on job performance: Looking through the lens of subjective well-being. *Dynamic Relationships Management Journal*. 12(1), 5–20.

Sebayang, A. M. S., Lestario, F. (2021). An investigation of employee performance in state-owned enterprises. *EPRA International Journal of Economic, Business and Management Studies*, 8(9), 34–43.

Shang, K.-C., Chao, C.-C., & Lirn, T.-C. (2016). The application of personality traits model on the freight forwarding service industry. *Maritime Business Review*, 1(3), 231–252.

Shoss, M. K., & Vancouver, J. B. (2024). A dynamic, computational model of job insecurity and job performance. *Journal of Applied Psychology*, 109(2), 222–237. <https://doi.org/10.1037/apl0001142>

Taris, T.W. (2023). Workplace engagement and motivation. *Advances in Motivation Science*, 10, 179–213.

Tongchaiprasit, P., & Ariyabuddhiphongs, V. (2016). Creativity and turnover intention among hotel chefs: The mediating effects of job satisfaction and job stress. *International Journal of Hospitality Management*, 55, 33–40. <https://doi.org/10.1016/j.ijhm.2016.02.009>

Vijayan, M. (2018) Impact of job stress on employees' job performance in Aavin, Coimbatore. *Journal of Organisation & Human Behaviour*, 6(3), 21–29.

Wardani, L., Werinusa, J., Istiqomah, I., & Bustami, M., R. (2023). Job insecurity, grit and work engagement in the hospitality industry during Covid-19. *Journal An-Nafs: Kajian Penelitian Psikologi*, 8(1), 20–36.

Witte, D. H, Hootegem, V. A. (2021). *Job insecurity: challenge or hindrance stressor? Review of the evidence and empirical test on entrepreneurs*. In C. Korunka (ed.) *Flexible working practices and approaches* (213–229). Springer, Cham.

Yamane, T. (1973). **Statistics: An introductory analysis**. Harper & Row.

Yasami, M., Phetvaroon, K., Dewan, M. and Stosic, K. (2024). Does employee resilience work? The effects of job insecurity on psychological withdrawal behavior and work engagement. **Journal of Hospitality and Tourism Insights**, Vol. ahead-of-print No. ahead-of-print.

Zhenjing, G., Chupradit, S., Ku, K.Y., Nassani, A.A., Haffar, M. (2022). Impact of employees' workplace environment on employees' performance: A multi-mediation model. **Frontiers in Public Health**, 10:890400.

.....