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**The Mediating Role of Workaholism Behavior in the Influence of Job Insecurity on Emotional Exhaustion in Hotel Employees in Surakarta**

NanditaNury Latifah<sup>1</sup>, Hidajat Hendarsjah<sup>2</sup>

<sup>1</sup>Sebelas Maret University, Department of Management,  
Ir. Sutami No.36-A street, Kentingan, Surakarta, Central Java Indonesia

<sup>2</sup>Sebelas Maret University, Department of Management,  
Ir. Sutami No.36-A street, Kentingan, Surakarta, Central Java Indonesia

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**Abstract**

The pandemic and government policies that require everyone to stay at home have made tourism including hotels experience a decline in visitors. As a result, many of these hotels had to close and lay off some of their employees. This causes concerns about job security for employees who are still working. Then many employees try to keep their jobs by doing workaholic behavior (workaholism). However, this behavior will result in mental and physical exhaustion (emotional exhaustion). This study aims to analyze the mediating role of workaholism behavior on the effect of job insecurity on emotional exhaustion. This study uses researchers using a cross section study method. Data collection in the form of primary data using a questionnaire adopted from previous research at the hotel where they worked in 2022 when the Indonesian government's Restriction of Community Activities policy was still in effect during the covid-19 pandemic. Based on the results of the analysis, it is concluded that job insecurity has a positive influence on emotional exhaustion, workaholism behavior is influenced by job insecurity, and has an influence on emotional exhaustion, and workaholism behavior plays a mediating role in the influence of job insecurity on emotional exhaustion. The results showed the influence of job insecurity on workaholism, which means that job insecurity causes employees to perform workaholism to maintain their jobs.

**Keywords:** Job insecurity, Emotional exhaustion, Workaholism, Pandemic, Hotel

**1. Introduction**

*1.1 Introduce the Problem*

The Covid-19 virus outbreak has made many changes to the world, in Indonesia itself many tourism businesses have to be closed due to the implementation of the Indonesian government's Restriction of Community Activities policy which took effect in early 2021. Based on a report from the Indonesian Hotel and Restaurant Association here are 1,504 hotels that must be closed ((Sandi, 2020). Surakarta tourism agency reported a decrease in visitor levels from 2019 to 2020 by 73.4% in Surakarta City. the decline that occurred in Surakarta was greater than in several

other cities such as Bandung (50%), Semarang (56%), and Yogyakarta (70%)(Muttaqien, 2021; Statistic Indonesia, 2021; Statistics Indonesia, 2023). Statistic Indonesia also reported a decrease in the level of visitors from 2019 amounting to 47.06% to 31.98% in 2021 in Surakarta City(Statistics Indonesia, 2021).

The closure of the hotel and the decrease in visitors resulted in many employees losing their jobs, so that employees who are still working become afraid because they feel that their jobs could be lost at any time. Job insecurity or fear of losing a job will result in the mental health of the employee himself, namely triggering stress and increasing emotional exhaustion (Akgunduz&Eryilmaz, 2018).

Job insecurity is the fear felt by employees of losing their jobs (Grunberg et al., 2006). According to Thompson et al., (2017) job insecurity can trigger job stress which can lead to physical and psychological health problems, negative reactions and attitudes, depression and psychological distress, and impaired function (Thompson et al., 2017). In the research of Kerse, et al. (2018), employees who work under the perception of job insecurity will show relatively higher levels of emotions such as stress and fatigue than other employees (Kerse et al., 2018).

Emotional exhaustion will occur when a person experiences both physical and emotional fatigue caused by extreme work or personal demands (Maslach & Leiter, 2008). Emotional exhaustion felt by employees can have an impact on reducing levels of job satisfaction, job performance, and organizational commitment, as well as increasing the intention to move (Rathi& Lee, 2016).

According to the Conservation of Resources Theory (COR), someone whose job is threatened, they will try to do the maximum work in order to maintain their job (Hobfoll, 1989). One of them is by doing workaholism behavior, where someone will sacrifice their social and personal life to work (NG et al., 2007). Workaholism is a situation where an individual limits his personal life for the sake of work (Porter, 2001). Kim et al., (2019) stated that there is a possibility that job insecurity can lead to the need to work harder to stay employed (Kim et al., 2019). This behavior can lead to a high workload on a person where excessive burden and continuous stress will ultimately reduce work efficiency which causes mental and physical damage or emotional exhaustion (Shimazu & Schaufeli, 2009).

Effort-Recovery Theory (ERT) which explains how prolonged or repeated daily stress at work can affect health if not balanced with adequate recovery and rest time (Zhang et al., 2020). Research shows that workaholism is positively associated with emotional exhaustion due to impaired recovery (Clark et al., 2016). A person can experience emotional exhaustion when they feel the threat of losing what they value, or have actually lost it, or cannot obtain it after an effort to obtain it and is not balanced by an adequate recovery period (Hobfoll et al., 2018).

Research from Jihao Zhang (2020) and JaeWon Shin (2020) based on COR and ERT theories, that someone who is threatened with job loss will make maximum efforts by mobilizing all the resources they have to keep the job. Someone who makes maximum effort must be balanced with adequate rest, otherwise there will be a buildup of workload and eventually become physical and mental fatigue (Shin & Shin, 2020; Zhang et al., 2020).

Based on the description, the research can be conducted in Surakarta because of the high rate of decline in visitors which has an impact on the decline in tourists staying at the hotel. In addition,

this research needs to be done to add insight into the role of workaholism in employees who experience job insecurity and the negative consequences of emotional exhaustion. The purpose of this study is to prove the mediating role of workaholism on the effect of job insecurity on emotional exhaustion. Workaholism is a new mediator because previous research has never tested the mediating role of workaholism on the effect of job insecurity on emotional exhaustion.

## *1.2 Literature Review*

### 1.2.1 Emotional Exhaustion

Hobfoll (1989) defines emotional exhaustion as a state of chronic emotional and physical decline (Hobfoll, 1989). This state is caused by the inner effort that continues to be expended until there is no energy left for recovery (Hobfoll et al., 2018). Maslach and Jackson (1981), divided fatigue into 3 types, namely emotional exhaustion, depersonalization, and reduced perceptions of personal achievement. Emotional exhaustion occurs when a person experiences feelings of physical and emotional exhaustion caused by work or extreme personal demands (Chen & Eyoum, 2021; Maslach & Leiter, 2008). Emotional exhaustion felt by employees can have an impact on reducing levels of job satisfaction, job performance, and organizational commitment, as well as increasing the intention to move (Rathi & Lee, 2016).

According to the Conservation of Resources (COR) theory, individuals will try to obtain, maintain, and protect what they value and minimize the threat of losing it (Hobfoll, 1989). Based on this theory, a person can experience emotional exhaustion when they feel the threat of losing what they value, or have actually lost it, or cannot obtain it after an effort to obtain it. This situation can occur when resources are consumed for a long time without sufficient recovery time resulting in increased fatigue, anxiety, tension, and a negative impact on organizational productivity (Hobfoll et al., 2018).

### 1.2.2 Job insecurity

Job insecurity is the fear felt by employees of losing their jobs (Grunberg et al., 2006). Job insecurity is a stressor that has many negative effects on employee attitudes and behavior (Zhao et al., 2010). According to Thompson et al., (2017) Job insecurity can trigger job stress which can lead to physical and psychological health problems, negative reactions and attitudes, depression and psychological distress, and impaired function (Thompson et al., 2017). In Kerse, Kocak, & Ozdemir's research, (2018), employees who work under the perception of job insecurity will show relatively higher levels of emotions such as stress and fatigue than other employees (Kerse et al., 2018).

Employees' fear of losing their jobs (Job insecurity) will become an emotional burden on the employee. If this situation lasts a long time it will cause emotional exhaustion (Thompson et al., 2017). According to research by Kerse et al. (2018) and Lauren et al. (2016), employees who are threatened with job loss will show higher levels of negative emotions such as stress and fatigue than their colleagues who do not experience this threat (Kerse et al., 2018; Lauren et al., 2016). Research from Zhang (2020) shows that job instability which results in employees experiencing job insecurity will increase working time and work intensity to reduce the feeling of job insecurity. However, if done continuously, the resources will be depleted and result in emotional exhaustion (Zhang et al., 2020).

H1. Job Insecurity affects emotional exhaustion

Shin & Shin's (2020) research concluded that someone whose job is threatened will encourage workaholism because the greater the perceived job insecurity, they will increase their workload so that they are considered a valuable asset by managers so that they can avoid the risk of dismissal (Shin & Shin, 2020). The same results were also found by Sverke who stated that workers who are threatened with layoffs will increase their own workload in an effort to convince the organization that they are valuable assets (Sverke&Hellgren, 2001).

H2. Job Insecurity affects workaholism

1.2.3 Workaholism

Workaholism is a state in which an individual limits their personal life for the sake of work (Porter, 2001). Workaholism is also defined as a state of being obsessed with work and the loss of balance between one's personal life and work, besides this state is characterized by the behavior of being too absorbed in work (Shin & Shin, 2020). Workaholism can be caused by several drivers, one of which is job instability. Shin & Shin's (2020) research concluded that someone whose job is threatened will encourage workaholism, this is due to perceived job insecurity so they will increase their workload so that they are considered a valuable asset by managers so that they can avoid the risk of dismissal(Shin & Shin, 2020). According to the effort-recovery model, high workloads can trigger tension and cause negative consequences on health due to impaired recovery (Zhang et al., 2020). In accordance with Geurts & Sonnentag's research, (2006), impaired recovery can cause emotional exhaustion(Geurts & Sonnentag, 2006).

H3. Workaholism mediates the effect of job insecurity on emotional exhaustion.

1.2.4. Research Framework

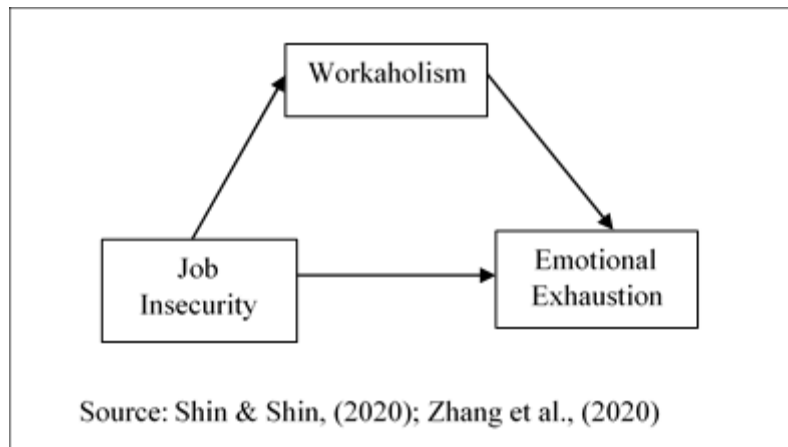


Figure 1. Research Framework

The research framework is used to describe the relationship between variables to be studied. Figure 1 shows that this research framework examines job insecurity as an independent variable, workaholism as mediating variables, and emotional exhaustion as the dependent variable. In accordance with COR theory, a person will be motivated to maintain their current resources when there is a threat of losing these resources (Hobfoll, 1989). The existence of the covid-19

pandemic and the implementation of PKM which caused a decrease in hotel visitors caused fear in employees of losing their jobs. This fear triggers extreme efforts workaholicism so that employees can maintain their jobs (Shin & Shin, 2020). According to ERT theory, someone who has expended resources must be balanced with an adequate recovery period (Meijman & Mulder, 1998). However, employees who are threatened with job loss will shorten the recovery period so that it can cause emotional exhaustion (Zhang et al., 2020).

## **2. Method**

Researchers used a cross section study method. Where according to Sekaran and Bougie, (2016) research using this method is a study that studies the dynamics of the relationship or influence between various risk factors and effects and uses a data collection approach or observations made by researchers at one time (Sekaran & Bougie, 2016).

### *2.1 Identify Subsections*

It is both conventional and expedient to divide the Method section into labeled subsections. These usually include a section with descriptions of the participants or subjects and a section describing the procedures used in the study. The latter section often includes description of (a) any experimental manipulations or interventions used and how they were delivered—for example, any mechanical apparatus used to deliver them; (b) sampling procedures and sample size and precision; (c) measurement approaches (including the psychometric properties of the instruments used); and (d) the research design. If the design of the study is complex or the stimuli require detailed description, additional subsections or subheadings to divide the subsections may be warranted to help readers find specific information.

Include in these subsections the information essential to comprehend and replicate the study. Insufficient detail leaves the reader with questions; too much detail burdens the reader with irrelevant information. Consider using appendices and/or a supplemental website for more detailed information.

### *2.2 Data Collection Technique*

Data collection was carried out by respondents by filling out a questionnaire containing 12 questions. The questionnaire uses a 5-point Likert scale answer (strongly disagree, disagree, disagree, disagree, agree, strongly agree) which is adopted from several previous studies.

### *2.3 Sampling Procedures*

The population in this study were employees hotels in Surakarta City. Determination of the sample size can be done by multiplying the number of question indicators and a number between 5 and 10 (Hair et al., 2010). In this study, a minimum sample size of 60 samples and a maximum of 120 samples were obtained. Researchers use the Cluster Random Sampling sampling technique, where clusters or hotels are randomly selected and employees in the hotel will be sampled. The sample used was 103 people. The research was conducted directly at the hotel where they worked in 2022 when the Indonesian government's Restriction of Community Activities policy was still in effect during the covid-19 pandemic.

#### *2.4 Variable Operational Definitions*

Job Insecurity is defined as the fear of an employee due to the threat of job loss (Zhang et al., 2020). This variable is measured using 4 question items from Witte's research, (1999)(Witte, 1999). The 4 question items are as follows:

- a. The possibility that I will lose my job soon
- b. I am afraid of not being able to keep my job
- c. I feel insecure about the future of my job
- d. I think I will lose my job in the near future

Emotional Exhaustion is defined as someone who experiences feelings of physical and mental fatigue due to extreme work or personal demands (Zhang et al., 2020). This variable is measured using 4 question items from Maslach & Jackson's research, (1981) and modified by Kim et al., (2019)(Kim et al., 2019; Maslach & Jackson, 1981). The 4 question items are as follows:

- a. I feel emotionally exhausted with my life
- b. I feel tired when I go home after work
- c. I feel tired when I wake up in the morning and have to work
- d. I feel tense when I think about doing the tasks assigned to me

Workaholism behavior is defined as the behavior of employees who want to constantly work at the expense of their health and social life (Shin & Shin, 2020). This variable is measured using 4 question items from Porter's research, (2001) and modified by (Kim et al., 2019)(Kim et al., 2019; Porter, 2001). The 4 question items are as follows:

- a. My conversation topics are always about the company, including during breaks
- b. I don't mind working long hours at my company
- c. I fear failure if I don't work hard
- d. I think about my company all day

#### *2.5 Data Analysis*

Data analysis uses the help of the smartPLS4 application to answer the research hypothesis. Validity analysis using AVE and Factor loading, reliability analysis using Cronbach's alpha and Homogeneity reliability. Testing the Structural Equation Model (SEM) model with Smart PLS software. Structural or inner model can be measured by looking at the R-Square value of the model which shows how much influence between variables in the model. Hypothesis testing is done by comparing the T-table value with the T-statistic using Smart PLS software. If the T-statistic is higher than the T-table value, it means that the research hypothesis is supported or accepted. However, if the T-statistic is lower than the T-table value, the research hypothesis is rejected. Testing the mediating effect between variables can be done using the Hair et al. method (2010) through four steps, namely:

1. Testing the effect of the independent variable on the dependent variable in accordance with the model and involving the mediating variable (effect A)
2. Testing the effect of independent variables on the dependent variable according to the

model without involving mediating variables (effect B)

3. Testing the effect of independent variables on mediating variables according to the model (effect C)
4. Testing the effect of the mediating variable on the dependent variable according to the model (effect D).

Based on the results of the examination of the four effects above, then the intervention of the mediating variable can be carried out by referring to the following criteria:

1. Full mediation, if the effects of C and D are significant but the effect of A is not significant
2. Partial mediation, if the effects of C, D, and A are significant
3. Non-mediation, if the effects of C, D, and A are significant but the effect A path coefficient is almost equal to the effect B path coefficient
4. Not mediation, if the effect of C and or effect D is not significant.

The significance value can be calculated by comparing the t table value with the calculated t value, if the calculated t value is greater than the t table value, it can be concluded that there is a significant mediating effect(Hair et al., 2010).

### **3. Results**

#### *3.1 Profile and Demographic Data of respondents*

In this study, 103 respondents were employees of hotels, the characteristics of respondents in this study were 56,3% male and 43,7% female. Based on age 39,8% less than 25 years, 47,6% between 25 to 30 years, and 12,6% above 30 years. Based on tenure 30,1% 1-3 years, 37,9% between 3 to 5 years, and 34% above 5 years. Based on the last education of respondents, 68% of high school graduates, 13,6% of diploma graduates and 18,4% of bachelor graduates.

#### *3.2 Validity and reliability test*

Table 2. Reliability and Validity Test

	<b>Factor Loading</b>	<b>StandarDeviasi</b>	<b>P-Value</b>	<b>Cronbach's <math>\alpha</math></b>	<b>CR</b>	<b>AVE</b>
<b>Job insecurity</b>				0.949	0.963	0.868
<b>JI1</b>	0.911	0.016	0.000			
<b>JI2</b>	0.951	0.011	0.000			
<b>JI3</b>	0.930	0.016	0.000			
<b>JI4</b>	0.934	0.012	0.000			
<b>Workaholism</b>				0.902	0.931	0.772
<b>W1</b>	0.884	0.020	0.000			
<b>W2</b>	0.905	0.020	0.000			
<b>W3</b>	0.860	0.025	0.000			
<b>W4</b>	0.866	0.026	0.000			
<b>Emotional exhaustion</b>				0.911	0.938	0.791
<b>EE1</b>	0.820	0.039	0.000			
<b>EE2</b>	0.933	0.009	0.000			
<b>EE3</b>	0.911	0.016	0.000			
<b>EE4</b>	0.890	0.016	0.000			

Table 2 shows the results of all reliability and validity tests. The Cronbach's alpha and composite reliability values in this study are greater than 0.6 and 0.7, respectively, which means that the measurement tool is reliable to use. The factor loading value and AVE value in this study are more than 0.5, which means that all instruments are declared valid.

Model suitability analysis (SEM) is carried out by Discriminant validity test, where the purpose of discriminant validity is to ensure that the constructs measured by certain indicators or items are truly different or not too correlated with each other.

3.3 Hypothesis Test

Table 3. Hypothesis Test

		<b>Original sample (O)</b>	<b>T statistics ((O/STDEV))</b>	<b>P values</b>	<b>Status Hypothesis</b>
<b>Job Insecurity</b>	->	0.618	8.236	0.000	H1
<b>Emotional Exhaustion</b>					Accepted
<b>Job Insecurity</b>	->	0.572	8.289	0.000	H2
<b>Workaholism</b>					Accepted
<b>Workaholism -&gt;Emotional Exhaustion</b>		0.562	5.995	0.000	H3
					Accepted
<b>Job Insecurity &gt;Workaholism</b>	->	0.321	5.318	0.000	H4
<b>Emotional Exhaustion</b>					Accepted



In table 3, the direct test of the effect of job insecurity on emotional exhaustion without the mediation of workaholism is significant, meaning that hypothesis 1 is accepted. The test of the effect of job insecurity on workaholism is significant and the effect of workaholism on emotional exhaustion is significant, meaning that hypotheses 2 and 3 are accepted. The results of the analysis indicate the mediating role of workaholism on the effect of job insecurity on emotional exhaustion, so hypothesis 4 is accepted. Meaning that in this study workaholism has a mediating role on the effect of job insecurity on emotional exhaustion.

#### **4. Discussion**

In this study, it was found that job insecurity or employee concerns about sudden termination of employment directly had a positive and significant effect on emotional exhaustion or fatigue felt by employees both physically and mentally. The results of this study are in line with research from Zhang (2020) which shows that job insecurity will increase work time and work intensity to reduce the sense of job insecurity (Zhang et al., 2020). In this study, employees who are afraid of losing their jobs will presentism so that there is a buildup of fatigue that is not balanced with a sufficient recovery period resulting in emotional exhaustion. The same results are also shown in Thompson's 2017 research where someone who feels their job is threatened will increase emotional burden which, if it lasts a long time, will result in emotional exhaustion (Thompson et al., 2017). Research from Kerse in 2018 also shows that someone who experiences job insecurity has a higher level of negative emotions than those who do not experience job insecurity (Kerse et al., 2018).

COR theory states that someone who experiences job insecurity will try to do the job optimally (Hobfoll, 1989). In line with research from Kim 2019 that someone who experiences job insecurity will work harder and increase their workload (Kim et al., 2019). This is done so that the person can maintain the resources they have (Hobfoll et al., 2018). In this study, the effect of job insecurity on workaholism is positive and significant in accordance with research from Sverke which says that workers who are threatened with layoffs or experience job insecurity will increase their own workload as a form of sacrifice to the organization to be considered a valuable asset (Sverke & Hellgren, 2001). In addition, research from Shin 2020 also concluded that the greater the job insecurity experienced by employees, the higher they will try and encourage workaholism behavior in order to avoid the risk of dismissal (Shin & Shin, 2020).

According to the Effort-Recovery Theory theory, prolonged or repeated daily stress at work can affect health if not balanced with an adequate recovery period. In Clark's 2016 study, it was found that workaholism was positively associated with emotional exhaustion due to impaired recovery (Clark et al., 2016). According to Hobfoll 2018, emotional exhaustion can occur when there is a threat of losing a job that makes a person increase his workload to look better than his colleagues where this can be done with workaholism behavior, but not balanced with adequate rest time (Hobfoll et al., 2018; Shin & Shin, 2020). This study proves the mediating role of workaholism on the effect of job insecurity on emotional exhaustion in accordance with COR and ERT theories and previous research. The existence of the covid-19 pandemic and the implementation of Indonesian government's Restriction of Community Activities policy which caused a decrease in hotel visitors caused fear in employees about losing their jobs. This fear triggers extreme efforts in the form of workaholism behavior (Shin & Shin, 2020) so that

employees can maintain their jobs. According to ERT theory, someone who has expended resources must be balanced with an adequate recovery period (Meijman& Mulder, 1998). However, employees who are threatened with losing their jobs will shorten the recovery period so that it can cause emotional exhaustion (Zhang et al., 2020).

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