

The Employees' Well-Being as a Mediator of Work Stress and Job Insecurity Influences on Health Workers' Performance During Covid-19 Pandemic Era

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This study aims to analyze and examine 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. This research is explanatory research with data collection methods using survey methods through distributing questionnaires. Respondents in this study were 187 health workers who worked in a hospital in East Java, Indonesia. Data analysis using Partial Least Square. The results showed that work stress had a negative and insignificant effect on the performance of health workers, job insecurity had a negative and significant effect on the performance of health workers, while employees' well-being had a positive and significant effect on the performance of health workers. Job stress has a negative but not significant effect on employees' wellbeing and job insecurity has a negative and significant effect on employees' wellbeing. The results of testing the indirect effect show that employees' well-being is not able to mediate the effect of work stress on the performance of health workers in a negative and insignificant way, while the effect of job insecurity on the performance of health workers employees' well-being is able to mediate negatively and significantly. The conclusion of this research is that work stress, job insecurity, and employees' wellbeing are very important for improving performance.

Keywords: Employee Performance; Employee Welfare; Job Insecurity; Job Stress

INTRODUCTION

The emergence of the Covid-19 virus which later became an international scale disaster or what can be called as a pandemic is a threat as well as a challenge for companies in their efforts to maintain the company's existence as well as in efforts to manage the performance of its assets in the form of human resources which were very affected by the disaster (Manalu, 2021). The negative effects of this pandemic have greatly affected people's lives both in terms of the economy, social and culture, religion, and the health aspect that has been most affected. The World Health Organization (WHO) released data on September 18, 2021 showing that more than 226 million world people have contracted the coronavirus and more than 4 million of them have died due to the malignancy of this virus. Indonesia through the Covid-19 Task Force released data that more than 4 million Indonesians were infected with the Covid-19 virus, more than 3 million people recovered, and more than 140 thousand people died from the virus.

The economic crisis, social order crisis, and psychological pressure are something that must be faced, especially the economic crisis for the business sector in the service sector. Stress, public panic, and increased public fear are the causes of decreased performance for those who work in the service sector (Guberina & Wang, 2021). During the current pandemic, the presence of the company represented by management is very important as an effort to listen to labor complaints related to current conditions as well as mutually reinforcing and providing support to improve performance by managing the creation of a positive work environment for the workforce as an important asset company (Leitão et al., 2019).

Campbell et al. (1993) said that performance is a combination of two perspectives, namely the behavioral perspective and the results perspective. The behavioral perspective is explained as the activities of workers or employees in working and working, while the results perspective is the output that is evaluated as a result of the previous behavioral perspective. Thus, it can be concluded that performance according to Campbell et al. (1993) is the result of an evaluation from a behavioral perspective and a collaborative outcome perspective. In addition to the behavioral and outcome perspectives, performance is also separated into effectiveness and productivity. The form of effectiveness is explained as the effort made in fulfilling the stated target, while effectiveness indicates the effort or sacrifice made in production activities which usually has a unit of measure.

Yu et al. (2021) found that employee performance is negatively affected by the feelings of stress experienced by employees at work. Sverke et al. (2019) added that the job insecurity factor is also a factor that negatively affects employee performance. Meanwhile, according to Khoreva and Wechtler (2018), employee welfare factors play a positive role in efforts to improve employee performance.

Employees who work in the service industry, especially health workers in hospitals, have a high intensity in making direct or indirect contact with customers from various circles. The most common forms of contact are conversation and touch with customers. The high intensity of contact made by health workers to customers makes employees have a high chance of contracting the virus. As a result, health workers experience a psychological burden (Sun et al., 2021), in the form of stress, job insecurity, and disruption of the sense of well-being obtained by health workers with very large changes resulting in decreased performance as a result of situations that are not conducive to pandemic conditions that were not previously experienced by the current generation of health workers (Khan et al., 2021).

Reports from health workers stated that more than 50% of them experienced performance cuts due to 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 during a pandemic, is something that must be fought for and given to them. This is because health workers are on the front line in dealing with and treating patients who are infected with the Covid-19 virus. Health workers with poor performance become dangerous for the safety of patients and themselves because they will treat patients with poor treatment and also become indifferent to themselves in the process of handling this Covid-19 pandemic outbreak (Pourteimour et al., 2021).

Covid-19 is a challenge for health workers because apart from being in charge of carrying out the process of dealing with a pandemic, 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 the worrying pandemic conditions (Mo et al., 2020). Research from Yu et al. (2021) found reasons that made health workers tend to feel work stress due to the Covid-19 pandemic including (1) there was a high probability that they would be infected; (2) they felt worried that they would become because their family and friends become infected with the virus; (3) fear about financial factors such as unpaid or late payments; and (4) society looks cynically at them that they work in a place that is a source of disease and has the potential to spread it to them. As a result, health workers have the potential to feel work stress which has the potential to generate negative behavior and attitudes which result in a decrease in performance while they work and work and indirectly their work performance also decreases.

The feeling of insecurity for employees at work raises 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, a decline in the quality of work life, and in the end all of this leads to a decrease in their performance and work performance (Erdem, 2020). The people's cynical view of health workers and the lack of support given to them makes health workers feel that what they sacrifice at work is in vain and they feel that they are working in unsafe conditions (Abbas et al., 2021).

The insecurity of the economic, social, and psychological conditions of health workers due to the pandemic has led to feelings from professionals such as doctors and other health services about unsafe working conditions which have resulted in them having poor mental health so that their performance has also decreased at work and work (Galbraith et al., 2021). Unsafe conditions for workers at work have negative consequences that will be received such as feelings of high anxiety and depression (Basyouni et al., 2021), the emergence of a sense of emotion that tends to be negative, decreased motivation, and the emergence of feelings of indifference to work and work performance (Yiwen & Hahn, 2021). As a result, the performance and work performance that are expected to be obtained optimally absolutely will not be obtained because health workers feel more stressed psychologically because their security and safety are threatened if they are forced to continue working in such conditions (Laovoravit et al., 2021). Unsafe conditions at work also cause the level of well-being felt by health workers to decrease due to uncertain work environment safety and the many disturbances that arise during the work process.

Research conducted by Elsafty and Ragheb (2020) indicates that the welfare of health workers is a mandatory item for them to support their performance to remain optimal as well as an effort to keep them from leaving the organization easily. Companies, in this

case, represented by management and committees through their people development program, are expected to be present in compiling and designing programs that support health workers in feeling well-being at work, especially during pandemic conditions (Lara & Atutubo, 2021). One of the factors in reducing the interest of health workers to leave the organization as well as reducing their sense of burnout, as well as stimulating optimal performance is 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 work and work activities through the availability of personal protective equipment (PPE) and masks that are fit and proper to their needs as well as the availability of oxygen (Zhang et al., 2021). This is because health workers are considered to be struggling to tackle this epidemic or pandemic with limited facilities and infrastructure and even tend to be dangerous for themselves.

This research aims to determine the influence of work stress and job insecurity on employee well-being and the performance of health workers, as well as the role of employees' well-being in mediating the influence of work stress and job insecurity on the performance of health workers. This research is very important because during the Covid-19 pandemic, health workers had a leading role in overcoming all the problems that occurred.

LITERATURE REVIEW

The literature review regarding the theoretical review and the results of previous research can be described as follows.

Theory Review

Performance of Health Workers

Performance is a combination of two perspectives, namely the behavioral perspective and the results perspective. From a behavioral perspective and a results perspective, performance is also separated into forms of effectiveness and forms of productivity. According to Armstrong (2016), performance can be measured using five measurement indicators, which consist of caring, ability, punctuality, independence, and work relationships.

Work Stress

Job stress is a negative physical and emotional response that occurs when job requirements do not match the abilities, resources, or needs of employees. 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 as a result of stress. Stress is an individual's negative reaction and causes a variety of complex personal, emotional and negative behavioral problems. In particular, job stress causes signs of tension, such as physical and mental fatigue, which in turn can lead to obesity, hypertension, diabetes, sleep disturbances, anorexia, muscle rigidity, and symptoms will worsen when chronic stress develops, also depression can strike.

Tongchaiprasit and Ariyabuddhiphongs (2016) argue that job stress can lead to decreased job satisfaction and increased employee desire to leave the organization, work stress causes negative attitudes of employees towards work and work stress has a negative effect on work as a whole. That is, work stress can be said to be a negative factor that is detrimental to the company. Not only causing physical and mental disturbances to employees but also directly affecting the company's performance (Yu et al., 2021).

According to Robbins and Judge (2019), work stress has consequences that can be used as an indicator for measuring the stress level of employees in an organization or company. Several consequences that can be used as indicators include physiological symptoms, psychological symptoms, and behavioral symptoms.

Job Insecurity

Job insecurity or job insecurity is a condition felt by workers where they feel powerless in ways to maintain existence to work in conditions that threaten both their health and their own lives (Greenhalgh & Rosenblatt, 1984). Job insecurity can be described as an unclear condition experienced by workers in their work and its continuity in the future whether it continues to exist or has ended.

The dimensions of measuring job insecurity are based on Dachapalli and Parumasur (2012), namely (1) the level of perception of how important aspects of work are felt by employees; (2) the level of threats regarding negative changes in aspects of work that are felt by employees; (3) the level of employee perceptions about how important the job as a whole is; (4) the level of employee threats regarding negative changes to their work as a whole; and (5) the powerlessness of employees in facing and overcoming threats both in aspects and in the work as a whole.

Employees' Well-being

Employees' well-being or workforce welfare is a feeling felt by workers towards the aspects of life they live such as life in the household, life in interacting with other people, life around work, life around health, and life with other activities (Gharia et al., 2020). Employees' well-being which is defined in a broader sense involves aspects of safety and health for the workforce when working in the workplace.

Three important components that need to be emphasized in order to reach employees' well-being such as positive mood, satisfaction with life, and away from negative vibes (Diener et al., 2018). Workers who feel well-being at work will directly have a positive impact, especially with regard to positive thinking and feeling attached to their work in a positive sense as well (Sirgy & 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 work as not something that contains dissatisfaction and conflict but becomes an arena that they want to enjoy in achieving something that they and the organization want (Baek et al., 2018).

Management provides many positive factors to employees in the workplace to enhance their well-being. Many researchers suggest that good management of employee welfare results in a positive relationship between employees and productivity and work relations. If employees are satisfied and happy at work, they are more likely to trust their superiors, comply with company regulations and policies, provide suggestions for improvement, and support their colleagues. Gharia et al. (2020) state that there are eight factors in both mental and physical health and subjective well-being in employee welfare, namely work arrangements, security and change, job control and workload autonomy, workplace relations, organizational justice, balance work-life, and meaningfulness in the workplace.

Page in Hudin and Budiani (2021) explains that well-being has two dimensions, namely the intrinsic dimension and the extrinsic dimension. The intrinsic dimension is related to employees' feelings regarding various tasks at work, while the extrinsic dimension is related to everything in the work environment that can influence employees while working.

Review of Previous Studies

The Effect of Work Stress on the Performance of Health Workers

Covid-19 pandemic poses a significant challenge for healthcare professionals, as they not only bear the responsibility of managing the pandemic but also need to navigate and cope with heightened work demands and pressures stemming from the pandemic's concerning conditions (Mo et al., 2020). When employees grapple with work-related stress, its adverse effects are directly felt within the organization. According to Tongchaiprasit and Ariyabuddhiphongs (2016), job stress can lead to diminished job satisfaction, increased inclination of employees to leave the organization, negative attitudes toward work, and overall impairment of work performance. Yu et al. (2021), Astuti et al. (2021), Puspitawati & Atmaja (2021), and Teoh et al. (2021) in the results of their studies found that work stress had a significant effect on causing a decrease in the performance and health workers in particular.

H1: Work stress has a significant effect on the performance of health workers.

The Effect of Job Insecurity on the Performance of Health Workers

Feelings of uncertainty in the workplace pose several challenges for organizations, including reduced effectiveness and efficiency among healthcare professionals, diminished motivation levels, deteriorating quality of work life, and ultimately, a decline in their overall work performance and accomplishments (Erdem, 2020). The prevalent cynical perception of healthcare workers and the lack of adequate support further exacerbate these challenges, causing healthcare professionals to perceive their efforts as futile and their working conditions as unsafe (Abbas et al., 2021). Research conducted by Sverke et al. (2019) 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 Effect of Employees' Well-Being on the Performance of Health Workers

Elsafy and Ragheb (2020) indicate that the welfare of health workers is one of the items that must exist for them as a support for their optimal performance as well as an effort to keep them from easily leaving the organization. Companies, in this case, represented by management and committees through their people development program, are expected to be present in compiling and designing programs that support health workers in feeling well-being at work, especially during pandemic conditions (Lara & Atutubo, 2021). Another study conducted by Khoreva and Wechtler (2018) also has the same research results that employee welfare significantly improves their performance.

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

The Effect of Job Stress on Employees' Well-Being

Yu et al. (2021) confirmed through their research results that work stress has a significant negative effect on employee well-being. The high intensity of contact made by health workers to customers makes employees have a high chance of contracting the virus. As a result, health workers experience a psychological burden (Sun et al., 2021), in the form of stress, job insecurity and disruption of the sense of well-being obtained by health workers with very large changes resulting in decreased performance as a result of situations that are not conducive to pandemic conditions that were not previously experienced by the current generation of health workers (Khan et al., 2021). Reports from health workers stated that more than 50% of them experienced decreased performance due to mental health disorders due to prolonged pandemic conditions that were not conducive to work (Tahara et al., 2021).

H4: Work stress has a significant effect on employees' well-being.

The Effect of Job Insecurity on Employees' Well-Being

Unsafe conditions for workers at work have negative consequences that will be received such as feelings of high anxiety and depression (Basyouni et al., 2021), the emergence of a sense of emotion that tends to negative, decreased motivation and the emergence of feelings of indifference to work and work performance (Yiwen & Hahn, 2021). As a result, the performance and work performance that are expected to be obtained optimally absolutely will not be obtained because health workers feel more stressed psychologically because their security and safety are threatened if they are forced to continue working in such conditions (Laovoravit et al., 2021).

Unsafe conditions at work also cause the level of well-being felt by health workers to also decrease due to uncertain work environment safety and the many disturbances that arise during the work process. Pacheco et al. (2020) found in their research results that job insecurity causes a decrease in the welfare of health workers.

H5: Job insecurity has a significant effect on employees' well-being.

The Effect of Work Stress on the Performance of Health Workers through Employees' Well-Being

Management provides many positive factors to employees in the workplace to enhance their well-being. Many researchers suggest that good management of employee welfare results in a positive relationship between employees and productivity and work relations (De Jong et al., 2016). If employees are satisfied and happy at work, they are more likely to trust their superiors, comply with company regulations and policies, provide suggestions for improvement, and support their colleagues (Edgar et al., 2017). So the research conducted by Cantante-Rodrigues et al. (2021) confirmed from the results of their research that employee welfare is able to significantly mediate the effect of work stress on employee performance.

H6: Work stress has a significant effect on the performance of health workers through employees' well-being as a mediator.

The Effect of Job Insecurity on the Performance of Health Workers Through Employees' Well-Being

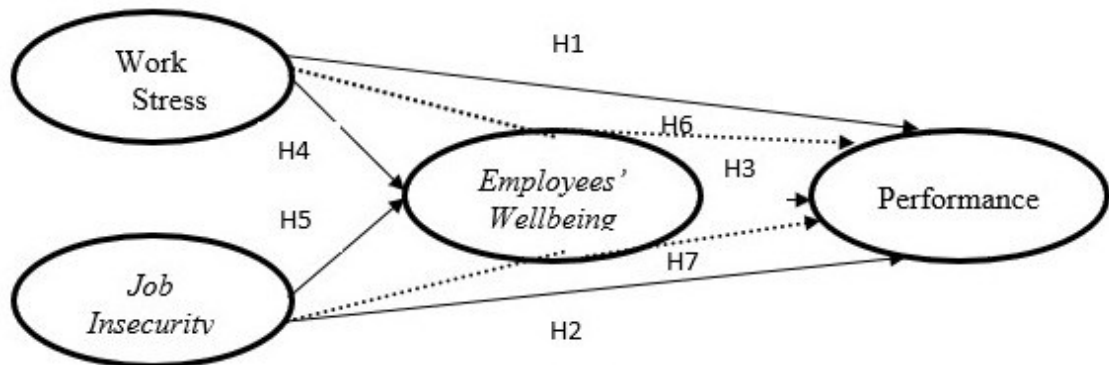
Employees experiencing a sense of well-being in the workplace are likely to yield positive outcomes, particularly in terms of fostering optimism and fostering a positive connection with their work (Sirgy & Lee, 2016). Companies committed to enhancing employee welfare often receive favorable responses from their workforce, who perceive work not as a source of dissatisfaction or conflict but as a fulfilling endeavor aligned with both personal and organizational goals (Baek et al., 2018). Kurnia and Widigdo (2021) through their research stated that employee welfare mediates the effect of job insecurity on employee performance

H7: Job insecurity has a significant effect on the performance of health workers through employees' well-being as a mediator.

Conceptual Framework

This conceptual framework is prepared based on the description of the literature review and is strengthened by the results of previous studies that are relevant to the research conducted. Figure 1 below is a conceptual framework or research framework.

Figure 1. Research Conceptual Framework



RESEARCH METHOD

This research was conducted on health workers who handle special Covid-19 referral patients from hospitals in the East Java region. with a sample of 187 respondents. The research method uses a survey method with a combined qualitative and quantitative approach, where qualitative data is analyzed quantitatively based on respondents' answer scores. Research data collection uses a questionnaire with 5 alternative answer choices, each of which is given a score. The data analysis technique uses Structural Equation Models - Partial Least Square (SEM-PLS) analysis.

RESULTS

The R-square test or the coefficient of determination is used to measure 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 Table 1 below.

Table 1. R-Square Test Result Data (Coefficient of Determination)

Variable	Value of Determinant Coefficient (R^2)
Performance of Health Workers	0.692
Employees' Well-Being	0.478

Source: Primary Data Processed, 2023

Based on Table 1, it is obtained that the R-square value or the coefficient of determination on the health worker performance variable has a value of 0.692 or the equivalent of 69.2%. This shows that the health worker performance construct can be explained by the variables of work stress, job insecurity, and employees' well-being by 69.2% and the remaining 30.8% is explained by other variables not used in the study.

The R-square output for the employees' well-being variable is 0.478, equivalent to 47.8% which indicates that the employees' well-being construct can be explained by the variables of job stress and job insecurity of 47.8% and the difference from the total value, namely 52.2%, is in other constructs that are not used in this study.

Based on the calculation results, it was found that the Q-Square value in explaining the relationship between the two latent constructs in the research model was 0.8392 or 83.92% of its contribution to research either through direct or indirect influence. The remaining 0.1608 or 16.08% is explained by other variables outside the research.

Hypothesis Test

There are seven hypothetical items that have been formulated in this study which were then analyzed and measured using the help of a tool, namely the SmartPLS 3 application program, which obtained a model that was 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 Table 2 below.

Table 2. Data on the Results of the Direct Effect Test

Hypothesis	Path Coefficient	Standard Deviation	T-Statistic	P-Value	Information
H1	- 0.053	0.047	1.130	0.259	Hypothesis Rejected
H2	- 0.221	0.074	2.975	0.003	Hypothesis Accepted
H3	0.656	0.057	11.457	0.000	Hypothesis Accepted
H4	- 0.012	0.078	0.153	0.878	Hypothesis Accepted
H5	- 0.689	0.051	13.518	0.000	Hypothesis Accepted

Source: Primary Data Processed, 2023

H1: Work Stress Has a Significant Influence on the Performance of Health Workers

The output of the analysis and calculation of the first hypothesis found that the path coefficient value is -0.053; standard deviation value of 0.047; the 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.

H2: Job Insecurity Has a Significant Influence on the Performance of Health Workers

The second hypothesis tests the effect of job insecurity on the performance of health workers. The results of the analysis and calculations found that the path coefficient value is -0.221; standard deviation value of 0.074; the 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.

H3: Employees' Well-Being Has a Significant Influence on the Performance of Health Workers

The results of the analysis and calculations found that the path coefficient value was 0.656; standard deviation value of 0.057; the T-statistic value of 11.457; and the P-value of 0.000. The conclusion is that employees' well-being positively and significantly influences the performance of health workers.

H4: Work Stress Has a Significant Influence on Employees' Well-Being

The results of the analysis and calculations found that the path coefficient value is -0.012; standard deviation value of 0.078; the T-statistic value of 0.153; and the P-value of 0.878. The conclusion is that work stress has a negative and insignificant effect on employees' well-being.

H5: Job Insecurity Has a Significant Influence on Employees' Well-Being

The results of the analysis and calculations found that the path coefficient value is -0.689; standard deviation value of 0.051; the T-statistic value is 13.518; and the P-value of 0.000. The result is obtained if job insecurity has a negative and significant effect on employees' well-being.

The results of testing the hypothesis of the indirect effect on the two mediating variables can be seen in Table 3 below.

Table 3. Data from Indirect Influence Testing Results

Hypothesis	Path Coefficient	Standard Deviation	T-Statistic	P-Value	Information
H6	- 0.008	0.052	0.152	0.880	Hypothesis Rejected
H7	- 0.453	0.054	8.425	0.000	Hypothesis Accepted

Source: Primary Data Processed, 2023

H6: Work Stress Has a Significant Effect on the Performance of Health Workers Through Employees' Well-Being as a Mediator

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

H7: Job Insecurity Has a Significant Effect on the Performance of Health Workers Through Employees' Well-Being as a Mediator

The results of the analysis and calculations found that the path coefficient value is -0.453; standard deviation value of 0.054; the 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.

DISCUSSION

The Effect of Work Stress on the Performance of Health Workers

Based on the results of hypothesis testing that has been done regarding the effect of work stress on the performance of health workers with the result that work stress has a negative and not significant 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 but the change is not significant and vice versa. The research results are different from previous study that has been conducted by Yu et al. (2021) found that work stress had a significant effect on causing a decrease in the performance of companies and health workers in particular.

The Effect of Job Insecurity on the Performance of Health Workers

Based on the results of hypothesis testing that has been carried out regarding the effect of job insecurity on the performance of health workers with the result that job insecurity has a negative influence and significant changes to the performance of health workers. This means that the feeling of insecurity at work is increasingly felt by health workers, it will make their performance worse and the changes significant and vice versa. These results are also in line with research conducted by Sverke et al. (2019) also confirmed that job insecurity has a negative and significant effect on employee performance.

The feeling of insecurity at work raises various problems for companies such as a decrease in the effectiveness and efficiency of health workers at work, a decrease in the motivation of health workers at work, a decline in the quality of work life, and in the end all this leads to a decrease in their performance and work performance in service-based jobs. poor performance that results in a bad overall.

The Effect of Employees' Well-Being on the Performance of Health Workers

Based on the results of testing the hypothesis that has been carried out regarding the effect of employees' well-being on the performance of health workers with the result that employees; well-being has a positive and significant impact on the performance of health workers. This means that health workers who feel increasingly prosperous at work will make their performance better and the changes will be significant and vice versa. Another study conducted by Khoreva and Wechtler (2018) also has 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 as a support for their performance to remain optimal as well as an effort to keep them from easily leaving the organization. The company, in this case, which is represented by the management and committee through its people development program, is expected to be present in compiling and designing programs that support health workers in feeling well-being at work, especially during a pandemic. One of the factors in reducing the interest of health workers to leave the organization as well as reducing their sense of burnout, as well as stimulating optimal performance is through welfare (Rasdi et al., 2021).

The Effect of Job Stress on Employees' Well-Being

Based on the results of hypothesis testing that has been carried out regarding the effect of work stress on employees' well-being with the result that work stress has a negative effect on employees' well-being and the change is not significant. This means that the more health workers feel stress due to work, the less well-being they will feel at work but the change is not significant and vice versa. This is different from the results of research from Yu et al. (2021) who confirmed through their research results that work stress has a significant negative effect on employee welfare.

The Effect of Job Insecurity on Employees' Well-Being

Based on the results of hypothesis testing that has been carried out regarding the effect of job insecurity on employees' wellbeing with the result that job insecurity has a negative and significant effect on employees' wellbeing. This means that health workers who feel increasingly insecure at work will make them feel less well-being at work and the changes will be significant and vice versa. The research is in line with the research results that have been conducted by Sverke et al. (2019) and Pacheco et al. (2020) found in their research results 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 feelings of anxiety and depression that are felt, the emergence of emotions that tend to be negative, decreased motivation, and the emergence of feelings of indifference towards work and work performance, as a result, work performance and achievement that is expected to be obtained optimally will absolutely not be obtained because health workers feel more psychologically tense because their security and safety are threatened if they are forced to continue working in such conditions. Unsafe conditions at work also cause the level of well-being felt by health workers to also decrease due to uncertain work environment safety and the many disturbances that arise during the work process.

The Effect of Work Stress on the Performance of Health Workers Through Employees' Well-Being as Mediator

The results of the research hypothesis test related to the indirect effect or the indirect effect that has been carried out regarding the effect of work stress on the performance of health workers through employees' wellbeing as a mediator with the result that

employees' wellbeing is not able to mediate the effect of work stress on the performance of health workers. This means that the more health workers feel stress due to work will make their performance decrease even though they have received the welfare that has been felt by health workers and the change is not significant. So the results of this study are different from previous research conducted by Cantante-Rodrigues et al. (2021) that confirmed from the results of their research that employee welfare is able to significantly mediate the effect of work stress on employee performance.

The Effect of Job Insecurity on the Performance of Health Workers Through Employees' Well-Being as Mediator

The results of the research hypothesis test related to the indirect effect or the indirect effect that has been carried out regarding the effect of job insecurity on the performance of health workers through employees' wellbeing as a mediator with the result that employees' wellbeing is able to mediate the effect of job insecurity on the performance of health workers in a negative and significant way. This means that the more insecurity at work is felt by health workers, the better their performance will be after they feel well-being at work and the change is significant.

Kurnia and Widigdo (2021) through their research also stated that employee welfare mediates the effect of job insecurity on employee performance. Workers who feel well-being at work will directly have a positive impact, especially with regard to positive thinking and feeling attached to their work in a positive sense as well. 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 work as not something that contains dissatisfaction and conflict but becomes an arena that they want to enjoy in achieving something that they and the organization want.

CONCLUSION

Based on the analysis, calculations, and discussions that have been done previously, the following conclusions can be drawn: (1) Job stress has a negative and insignificant effect on the performance of health workers; (2) Job insecurity has a negative and significant effect on the performance of health workers; (3) Employees' wellbeing has a positive and significant effect on the performance of health workers; (4) Job stress has a negative and insignificant effect on employees' well-being; (5) Job insecurity has a negative and significant effect on employees' well-being; (6) Employees' well-being is not able to mediate the effect of work stress on the performance of health workers; and (7) Employees' well-being successfully mediates the effect of job insecurity on the performance of health workers.

Covid-19 is a challenge for health workers because apart from being in charge of carrying out the process of handling a pandemic, 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 the worrying pandemic conditions. Future researchers are expected to always update research with the addition of different research variables in order to obtain developments in previous studies as well as additional insight into future research that will be better and better than before.

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DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interest.

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