

Analysis of the Influence of Job Effort, Job Insecurity, Task-Oriented Leadership on Work Performance and Organizational Commitment During the Covid 19 Pandemic Recovery Period in Indonesia

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ABSTRACT

The aim of the study was to analyze and examine the effect of job effort, job insecurity, task-oriented leadership on job performance and organizational commitment. Using the Partial Least Squares Structural Equation Modeling Method (PLS-SEM). This research involved hotel employee respondents from various big cities in Indonesia. Data was collected through an online survey that used a questionnaire that had been tested for validity and reliability. The results of the PLS-SEM analysis show that job effort has a positive and significant effect on job performance. Job insecurity is proven to have a negative and significant effect on job performance. Meanwhile, job effort and task-oriented leadership are proven to have a positive and significant influence on organizational commitment. However, job insecurity is not proven to have a significant effect on organizational commitment. The results of this study can be used as a guide for managers and organizational leaders in designing strategies to improve employee performance and commitment amid the recovery situation from the Covid-19 pandemic in Indonesia.

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INTRODUCTION

The Covid-19 pandemic has had a significant impact on organizations around the world, including in Indonesia. Organizations must adapt to fast and uncertain changes in dealing with the recovery situation from this pandemic. Amidst these challenging conditions, it is important to understand the factors that can affect job performance and organizational commitment. One factor that can play an important role in this context is job effort which reflects the level of effort given by employees in carrying out job duties and responsibilities. In the recovery period from the Covid-19 pandemic, a high level of effort may be required to overcome challenges and restore organizational performance. In addition, job insecurity is also a significant factor in the context of pandemic recovery.

In a global market environment that buckled under the influence of Covid-19, employees have high levels of uncertainty about work[1]. This phenomenon is not surprising, given the global loss of revenue in the hotel, tourism and aviation industries and many more employees losing their jobs due to defensive strategies in organizations implemented to fight the effects of Covid-19[2]. The Covid-19 pandemic has caused significant economic changes, including mass layoffs and a decline in job stability. A high level of job insecurity can affect employee work performance, because they feel inhibited and worried about the continuation of their careers. Task-oriented leadership must be able to play an important role in influencing work performance and organizational commitment during the pandemic recovery. Task-oriented leaders provide clear direction, monitor performance, and ensure employees' tasks

are carried out effectively. In recovery situations, effective leadership can help direct employees toward set goals and rebuild job performance and organizational commitment.

Past research has found that employee engagement mediates the relationship between job insecurity and intention to leave in the hospitality industry[3]. Job insecurity affects various things related to work outcomes, such as absence from work and innovative behavior for hotel workers through self-efficacy[4]. Hotel employees who are plagued by job insecurity have lower levels of job engagement, as a result they display higher switching intentions and lower service recovery performance[5]. Some of the results of these studies have provided insight into optimizing employee performance. Due to the importance of a more in-depth study of this issue, further research is still needed to understand the influence of job effort, job insecurity, task-oriented leadership on work performance and organizational commitment during the recovery from the Covid-19 pandemic in Indonesia.

Job Efforts

Job effort refers to the physical, emotional and psychological demands of work and considers the level of job responsibility and pressure to work overtime[6]. Job effort can cover a number of aspects, including work intensity, persistence, motivation, and persistence in completing work tasks. Job effort has a positive relationship with work performance. Employees who exhibit high levels of job effort tend to achieve better results in job tasks. A high level of job effort is associated with better job performance, including higher productivity and better quality of work[7].

Job effort is also related to organizational commitment. Employees who exhibit high levels of job effort tend to have higher levels of commitment to the organization they work for. Job effort has a positive influence on organizational commitment, which includes employee loyalty, identification, and involvement with the organization[8]. Job effort involves the level of effort exerted by employees in carrying out their duties and responsibilities at work. Job Effort includes energy, time, and persistence invested in carrying out work to the fullest. A high level of job effort reflects employees who are dedicated, committed and have a strong motivation to achieve good results on the job.

Several studies have shown a positive relationship between job effort and job performance. High job effort is associated with better job performance[9]. Employees who actively invest sufficient energy and time in work tend to achieve higher results in terms of productivity, quality of work and achievement of goals.

Job Insecurity

Previous cross-sectoral studies have documented that employees' perceived job insecurity has exacerbated mental health complaints[10], work withdrawal behaviors, and work-family conflicts[11]. Systematic reviews and meta-analyses provide further support that job insecurity impedes employee well-being[12]. Job insecurity was found to be related to job burnout[13] and its core dimension, emotional exhaustion[14]. The moderating effect of union support between job insecurity and emotional exhaustion appears insignificant.

Fear of Covid-19 increases feelings of insecurity at work which in turn affects emotional exhaustion, and the relationship

between job insecurity and burnout is influenced by organizational support[14]. Job insecurity has a direct effect on subjective well-being with psychological capital acting as a significant moderator[15]. Job insecurity is associated with decreased job satisfaction, psychological well-being, and employee performance[16].

Job insecurity is an individual's perception or concern regarding uncertainty regarding the continuity of work in the future. This includes concerns about possible job loss, changes in duties or responsibilities, or uncertainty about salary and benefits derived from work. Employees who feel insecure at work tend to experience higher levels of stress, anxiety and dissatisfaction, which in turn can affect productivity and quality of work.

Job insecurity can have a negative impact on organizational commitment. Job insecurity is negatively related to organizational commitment, including affective and normative commitment[17]. Employees who feel insecure at work tend to have lower levels of commitment to the organization they work for, which can affect loyalty and involvement in achieving organizational goals.

Task-Oriented Leadership

Task-oriented leadership is a leadership approach that focuses on the tasks that must be completed. Leaders with this leadership style pay primary attention to planning, assigning tasks, monitoring performance, achieving goals, emphasizing efficiency, meeting targets, and completing tasks properly. Task-oriented leadership has a positive impact on employee performance and organizational effectiveness. Task-oriented leadership has a positive relationship with employee performance[18].

Task-oriented leadership has a positive relationship with employee job satisfaction and organizational performance [19]. Leaders who emphasize clear tasks and goals help create a structured work environment, provide clear guidelines, and facilitate the achievement of organizational targets. Leaders with this leadership style tend to provide clear directions, set measurable goals, organize tasks, ensure efficiency in carrying out tasks, prioritize target achievement, expected results, and emphasize fulfilling high work standards [20].

Task-oriented leadership has two key elements, namely; (a) identify, communicate clear goals to the team, outline the steps to be taken to achieve these goals, and organize task assignments efficiently, and (b) monitor individual and team performance regularly, provide constructive feedback, provide guidance, and support in overcoming obstacles that may arise in completing tasks.

The benefits of task-oriented leadership are; (a) can help create a clear structure, reduce ambiguity, facilitate achievement of organizational targets, help increase productivity and team efficiency, and (b) can help improve work quality, because it pays attention to high work standards and procedures [21].

Job Performance

Job performance refers to the extent to which an employee achieves the goals set by the organization or superior, as well as the extent to which the employee demonstrates ability and competence in carrying out his duties and responsibilities. Job performance is an important measure for evaluating the effectiveness and contribution of employees to the organization. Employees who feel

motivated tend to have strong intrinsic and extrinsic drives to achieve goals and fulfill job duties well. High work motivation is positively related to better job performance [22]. In addition, organizational support also plays an important role in improving job performance. Employees who feel they have high organizational support tend to show better job performance [23].

Employees who have relevant and adequate skills or competencies in carrying out work tasks will tend to show better performance. Employee competence is positively related to higher job performance [24]. Furthermore, the work environment can also affect job performance. A supportive work environment, such as good communication, team collaboration, and adequate resources, can improve employee performance. A work environment that promotes continuance and personal development can contribute to better performance [7].

Organizational Commitment

Achieving a higher level of commitment in the workplace offers home work as a distinctive form of work [25]. Commitment has a stronger correlation with performance than in management control. Organizational commitment refers to the level of desire and loyalty of an employee to the organization where they work.

Organizational support felt by employees, both in the form of social support and task-related support, can increase organizational commitment. Perceptions of organizational justice can also influence organizational commitment. Employees who feel they are treated fairly in organizational decision-making, rewards, and peer treatment tend to have higher

organizational commitment. Perceptions of distributive justice and procedural justice are positively related to organizational commitment[26]. Career development opportunities provided by the organization can also affect organizational commitment. Employees who feel they have the opportunity to develop skills and advance careers within the organization tend to have higher organizational commitment.

Job Effort and Job Performance

The higher the level of job effort, the higher the job performance that can be achieved by individuals. There is a positive relationship between job effort and job performance[27], and better organizational contribution [28]. Individuals who give high effort in carrying out work tasks tend to achieve higher levels of performance compared to individuals who give lower efforts. High job effort is positively associated with high job performance.

H1: Job effort has a significant effect on job performance.

Job Effort and Organizational Commitment

High job effort is positively related to perceptions of high organizational support, which in turn is associated with higher organizational commitment[23]. High job effort is positively related to a higher level of engagement with the organization, this is a dimension of organizational commitment[8]. This job effort refers to the extent to which individuals invest energy, time, and persistence in carrying out work tasks, while organizational commitment refers to the level of attachment and individual loyalty to the workplace. Individuals who give high effort at work tend to feel a strong emotional

attachment to the organization, have a high desire to remain in the organization, and feel they have a moral obligation to comply with organizational norms. So, there is a positive relationship between high job effort and organizational commitment.

H2: Job effort has a significant effect on Organizational Commitment.

Job Insecurity and Job Performance

Job insecurity is a condition in which an individual feels unsure or has no certainty regarding the continuity, stability or continuity of work in the future. This can be caused by focus and attention being distracted by concerns about job stability, thereby reducing the ability to focus on actual work tasks[29]. The context of job insecurity also shows its impact on decreasing work motivation[30]. Individuals who experience job uncertainty tend to have lower motivation and are less motivated to achieve high performance. Job insecurity can also reduce commitment and loyalty to the organization, which in turn can affect job performance.

H3: Job insecurity has a significant effect on job performance.

Job Insecurity and Organizational Commitment

Job insecurity and organizational commitment are interrelated constructs in the context of organizational behavior. Job insecurity refers to individual uncertainty about the continuity, stability or continuity of work in the future, while organizational commitment reflects an individual's attachment to the organization where he works. Job insecurity is likely to have an impact or influence on organizational commitment. Uncertainty about work can

interfere with individual identification with the organization, undermine their emotional and normative ties to the organization, and reduce the desire to contribute and commit in the long term. Job uncertainty can interfere with individual perceptions of organizational stability and fairness, which in turn can undermine commitment[16]. Job insecurity can negatively affect job satisfaction and perceptions of distributive injustice (the perception that the rewards received are not proportional to the contributions made)[31]. While there is an influence between job insecurity and organizational commitment, it is important to remember that individuals may respond to and deal with job insecurity in different ways.

H4: Job insecurity has a significant effect on organizational commitment.

Task-Oriented Leadership and Job Performance

Task-oriented leadership is a leadership style that focuses on achieving tasks, meeting targets, and carrying out tasks effectively. Emphasizes performance monitoring, setting clear goals, dividing tasks, and supervising work. Task-oriented leadership has a positive influence on job performance[32]. This leadership style encourages discipline, task fulfillment, and focus on results that can improve individual performance in achieving set goals and tasks.

H5: Task-oriented leadership has a significant effect on job performance.

Task-Oriented Leadership and Organizational Commitment

Task-oriented leadership can be associated with higher levels of organizational commitment. This leadership style provides clear direction, monitors performance, and focuses on task accomplishment. This can affect employees' perceptions and attitudes towards the organization, which in turn contributes to higher levels of commitment. This leadership provides a clear framework, clarifies expectations, and pays attention to good task accomplishment. Studies on the relationship between task-oriented leadership and organizational commitment in the industrial sector in Pakistan, show that employees who have leaders with this leadership style tend to have higher levels of organizational commitment[33].

H6: Task-oriented leadership has a significant effect on organizational commitment.

RESEARCH METHODS

Referring to the literature review, this research was conducted based on the theoretical framework below in [Figure 1](#).

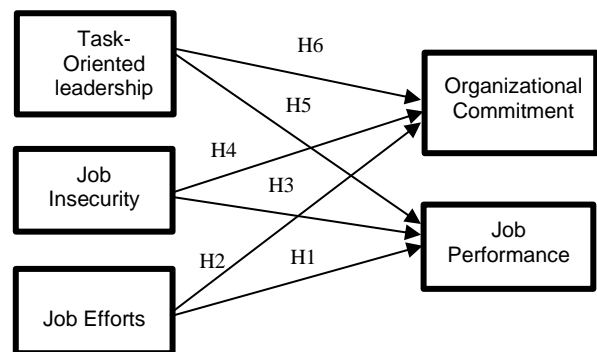


Figure 1. Conceptual Framework

This research was conducted using an online survey method for worker respondents in the Central Java province area from March 2023 to May 2023. After the process of checking and checking the

data, the final sample that met the criteria was 213 data respondents. Data were analyzed using Partial Least Squares

Structural Equation Modeling (PLS-SEM) with SMART PLS Version 3.3.2 software.

Table 1. Profile of Respondents

Description	Information	Amount	Percentage
Gender	Male	94	43.32%
	Female	119	54.84%
Graduate	Senior High School	119	54.84%
	Diploma	2	0.92%
	Bachelor	76	35.02%
	Master	16	7.37%
Profession	Government employees	50	23.04%
	Private employees	103	47.47%
	Etc	60	27.65%

RESULTS AND DISCUSSION

Structural model testing needs to be done with path analysis to test the direct effect between the hypothesized variables. By

using bootstrapping techniques to test the significance of the path coefficient in the study. The complete results of hypothesis testing can be seen in [table 2](#), as follows:

Table 2. Hypothesis Testing Results

Hypothesis	Sample Mean	Standard Deviation	T-Test	p Value	Results
H1	0.319	0.066	4.835	0.000	Accepted
H2	0.355	0.058	6.089	0.000	Accepted
H3	0.089	0.091	0.978	0.329	Rejected
H4	0.195	0.078	2.506	0.013	Accepted
H5	0.178	0.087	2.041	0.042	Accepted
H6	0.279	0.050	5.618	0.000	Accepted

The results of testing hypothesis 1 (accepted), are based on the results of the t-test test value of 4,835 and a p-value of 0,000, using a 95% confidence level and a standard t value of 1.96. This shows that there is a significant influence between Job

Effort and job performance. This influence has an important impact on the organization because with high job effort it tends to contribute to increased job performance. When employees put maximum effort into their jobs, they tend

to achieve better results and higher productivity. This can have a positive impact on the achievement of organizational goals and operational success. Employees who give high effort at work also tend to have a higher level of commitment to the organization, will feel attached and have a strong emotional attachment to the vision, mission and values of the organization. High commitment can affect employee retention, motivation, and the desire to contribute optimally to the organization. Employees who give high effort tend to be more loyal to the organization and more involved in organizational activities. So, they may feel more psychologically attached to the organization, take initiative, share ideas, and participate actively in improving organizational performance and innovation. The impact of a positive relationship between job effort and job performance can help organizations achieve their goals, increase productivity, and strengthen their competitiveness in the marketplace.

The results of testing hypothesis 2 (accepted), are based on the results of the t-test test value of 6,089 and a p-value of 0,000. This shows that there is a significant influence between job effort and organizational commitment. This means that the higher the level of job effort exerted by an individual, the higher the level of employee commitment to the organization. Employees who give high effort at work tend to have a strong emotional attachment to the organization, feel connected to the vision and mission of the organization, and show high commitment to achieving organizational goals. Employees who give high effort at work tend to have a higher level of commitment to the organization will feel attached and have a strong emotional

attachment to the vision, mission and values of the organization. As a result, highly committed employees are more likely to remain loyal to the organization and contribute long-term, which can increase employee retention. In addition, employees who have a high level of commitment tend to be more motivated for better performance, participate actively in organizational activities, have a strong sense of responsibility for organizational success, and strive to achieve common goals. This can increase productivity and collaboration among employees, and encourage greater initiative and participation.

The results of testing hypothesis 3 (rejected), are based on the results of the t-test value of 0.978 and the p-value of 0.329. This shows that there is no significant influence between job insecurity and job performance. Although intuitively it might be expected that job insecurity will have a negative impact on job performance, the test results show that in this sample there is no significant effect between the two variables. By knowing that job insecurity does not have a significant effect on job performance, organizations can focus their attention on other factors that are more relevant and have a greater influence on employee performance. This can assist organizations in directing their resources and efforts to improve performance effectively. Furthermore, job insecurity often relates to the ambiguity and uncertainty felt by employees regarding their jobs. These findings can provide direction for organizations to work on improving communication and transparency regarding tasks, organizational changes, and decision-making processes. In this way, organizations can reduce the level of uncertainty felt by employees, which can

contribute to increased job satisfaction and organizational commitment.

The results of testing hypothesis 4 (accepted), are based on the results of the t-test test value of 2.506 and a p-value of 0.013. This shows that job insecurity has a significant effect on organizational commitment. This means that the higher the level of job insecurity felt by employees, the higher the level of organizational commitment they show, (Salleh, Ismail, and Abdullah, 2018). Job insecurity can drive employees to seek stability and certainty in an organizational context. To deal with uncertainty, employees tend to develop a stronger commitment to the organization they work for. They may be more likely to identify with the organization, feel attached to the organization's goals and values, and commit to actively contributing. In addition, there are several impacts that can occur for the organization due to this influence, including employees who have strong organizational commitment tend to be more motivated to make maximum contributions to their work. This can increase individual and team productivity as a whole, positively affecting organizational performance.

The results of testing hypothesis 5 (accepted), are based on the results of the t-test test value of 2.041 and a p-value of 0.042. This shows that task-oriented leadership has a significant effect on job performance. Leaders with task orientation tend to provide clear instructions, clarify performance expectations, and emphasize work efficiency and effectiveness. Task-oriented leadership provides clear direction to employees regarding goals, tasks, and work expectations[34]. This helps employees clearly understand what is expected and provides a clearer focus on executing work. Task-oriented leadership

can also increase employee motivation to achieve desired results. Leaders who provide clear directions and provide constructive feedback can motivate employees to improve performance and achieve set targets. This provides an opportunity for employees to develop skills and abilities in carrying out assigned tasks, which in turn can improve performance.

The results of testing hypothesis 6 (accepted), are based on the results of the t-test testing value of 5,618 and a p-value of 0,000. This shows that task-oriented leadership has a significant effect on organizational commitment. Task-oriented leadership is a leadership style in which leaders place emphasis on task completion, goal attainment, and individual performance[20]. The influence of task-oriented leadership on organizational commitment can have several implications for organizations, including: (a) it can assist in increasing the level of individual commitment to the organization; (b) support the achievement of organizational goals, provide encouragement for employees to be actively committed and work with enthusiasm to achieve the expected results; (c) can positively influence individual and team performance. By providing strict directions and high performances standards, leaders can encourage employees to work with focus and high discipline, resulting in better performance in achieving organizational goals. This leadership style can also have an impact on increasing productivity within the organization by creating a work environment that supports efficient performance and helps increase individual and team productivity as a whole. Furthermore, it can provide constructive feedback to set high performance standards that can assist employees in

identifying areas of development, and planning steps to improve their skills.

CONCLUSION

Based on the results and discussion, it can be concluded that job effort, job insecurity, and task-oriented leadership have a significant effect on organizational commitment. Job effort, and task-oriented leadership have a significant effect on job performance. Meanwhile, job insecurity did not significantly affect work performance during the recovery period from the Covid-19 pandemic in Indonesia.

However, this research has some limitations that need to be considered. First, data collection is done through self-report surveys, which can result in

perceptual bias or inaccurate responses. In addition, this research was conducted during the recovery of the Covid-19 pandemic in Indonesia, so the findings may not be directly applicable to other contexts, regions or times. Suggestions for future research that can use a longitudinal research design to observe changes in these variables from time to time and see the long-term impact, involve a more representative sample, involve additional variables such as organizational support or job adaptation and can take into account differences in cultural or organizational contexts in understanding the impact of these factors.

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