

The Influence of Mental Health and Job Insecurity on Job Performance with Psychological Resilience as A Moderator in Generation Z E-Commerce Employees

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ABSTRACT

E-commerce workers are prone to experiencing stress, anxiety, job insecurity and depression due to high work pressure and mass layoffs. This study aims to analyze the moderating role of resilience to job insecurity and mental health on the performance of Gen Z employees in Indonesia. Questionnaires were given to 290 employees of the top 5 e-commerce companies in Indonesia using a purposive sampling technique, with an analytical technique using SEM-PLS. The measurement tools used are SRQ-20 (Self-Reporting Questionnaire -20), IPWQ (Individual Performance Work Questionnaire), JIS (Job Insecurity Scale). The results of the study show that good mental health conditions have a positive effect on employee performance with moderation of psychological resilience increasing the positive effect of mental health. Meanwhile, job insecurity has a negative effect on employee performance and employees with high psychological resilience will reduce the negative effect of job insecurity on employee performance.

Keywords: Mental Health, Job Insecurity, Job Performance, Psychological Resilience, E-commerce

INTRODUCTION

Today's workforce is diverse, not only by gender, race and ethnicity but also by age. The Indonesian Central Statistics Agency (BPS) provided data from the 2020 survey that the Baby Boomer Generation was 11.56%, Gen The characteristics of generation Z born in 1997-2012 (BPS, 2021) are known as a generation that is proficient, close to technology and flexible (Aeni, 2022). E-Commerce in Indonesia is a startup company which is seen as an industry with a fast rhythm, flexible working hours and high demands for creativity, so this can be experienced by employees (Ryza, 2019).

The results of a survey conducted by Deloitte (2022) show that Gen Z is 46% more likely to experience stress compared to millennials who are 38% more likely to experience stress. In research conducted by Hennekam, Richard & Grima (2020) shows that poor mental health conditions can have a negative impact on work performance in the form of lower work quality, slower speed, and more errors. Work stress is a dimension of mental health (Thompson, 2021). Kimura, Band, & Fernandez-Ferrin (2018) stated that excessive workload is a trigger for stress and affects a person's mental health condition.

The next phenomenon is the occurrence of a wave of layoffs or layoffs in the startup industry, such as what Shopee did by implementing efficiency through layoffs for 3% of its employees (CNBC Indonesia, 2022). Job insecurity is defined as the level of uncertainty employees feel about how long they can maintain their current position (Sverke et al.,

2006). Research conducted by (Chirumbolo, 2020) found that there was a negative relationship with Job Insecurity

Research conducted by Salamzadeh & Dana (2021) on Iranian startup companies revealed that the challenge facing startups today is Human Resources. Managing the ability to survive and rise in the work environment during very dynamic and fast conditions in technology companies such as E-Commerce is very important. van Rens & Heritage (2021) researched 500 circus artists who are known to have a job with high levels of physical and mental anxiety and stress, showing that workers with a high level of resilience show a higher level of psychological well-being as indicated by levels of depression, lower anxiety and stress with a higher level of individual development.

The role of high resilience in overcoming stress and anxiety shows that a person has the ability to recover from stress (Okechukwu et al, 2022). Resilience also shows that employees who have high resilience will have a moderating influence on employee performance by reducing the negative influence of job insecurity on employee performance (Aguiar-Quintana et al, 2021). Unfortunately, in Aguiar-Quintana et al's (2021) research, job performance was only seen from task performance. In this research, job performance is looked at from Task Performance, Contextual, Performance, and Counter Productive Work Behavior (CWB), which is new from previous research.

Based on this background, the problem formulation is: 1) Does a good Mental Health condition

positively influence Job performance? 2) Does high Job Insecurity negatively affect job performance? 3) Does Psychological Resilience increase the positive influence of good Mental Health on Job performance? 4) Does Psychological Resilience reduce the negative influence of high job insecurity on job performance?

The aim of this research is to measure, inform and determine the influence of mental health and job insecurity on job performance which is moderated by psychological resilience in Generation Z E-Commerce employees

LITERATURE REVIEW

1. Mental Health

Mental health is a state of well-being when individuals are aware of their own abilities, can work productively, can cope with the normal stresses of life, and can make a contribution to their community (WHO, 2018). Jackson & Frame (2018) stated that mental health is part of a person's general health and well-being. Frank, Conti, & Goldman (2005) explain the definition of mental health more comprehensively and view mental health in a "positive" way. According to Thompson (2021), antisocial personality, hopelessness and work stress are dimensions of mental health. This research uses the Self-Reporting Questioner (SRQ-20) indicator based on WHO (1994) which is used by Perissotto et al (2021) as a reference. Can be concluded that

H1: Good mental health conditions have a positive effect on job performance

2. Job Insecurity

Job insecurity according to Vander, De Witte & De Cuyper (2014) is defined as the level of uncertainty that employees feel about how long they can maintain their current position. The background to job insecurity is caused by age, gender, personality, socio-economics, contract type, and social support (Sverke et al., 2006). Chirumbolo (2020) found that job insecurity is divided into 2 dimensions, namely qualitative job insecurity (QLJI) as mediation and quantitative job insecurity (QTJI) influencing work performance with economic factors as research moderators. In this research, the variable Job Insecurity measured using the JIS (Job Insecurity Scale) indicator which comes from research conducted by Vander, De Witte & De Cuyper (2014). Can be concluded that

H2: High job insecurity has a negative effect on job performance

3. Job Performance

The definition of job performance in the last 10 to 15 years has evolved greatly. Researchers define job performance from various and different points of view. Job performance or job performance is a means of achieving a job, role, or organizational goal or set of goals (Campbell, 1990), but is not the actual result of actions taken in the workplace. Campbell (1990) argues that job performance is not a single act, but a "complex activity". The three dimensions of job performance according to Borman & Motowidlo (1993) are Task Performance, Contextual

Performance and Adaptive Performance. Another opinion from Koopman (2014) states that there are 3 dimensions of job performance, namely Task Performance, Contextual Performance, and Counter Productive Work Behavior (CWB).

Job Performance Variables measured using indicators sourced from research conducted by Koopman (2014) who formulated indicators in Job Performance called IPWQ (Individual Performance Work Questionnaire and has been translated into Indonesian by Widyastuti & Hidayat (2018).

4. Psychological Resilience

The American Psychological Association (2014) define resilience as "the process of adapting well in the face of adversity, trauma, tragedy, threats, or even significant sources of stress. Determinants of resilience include a number of biological, psychological, social and cultural factors that interact with each other to determine how a person responds to stressful experiences (Southwick et al., 2014). In Kimura, Bande & Fernandez-Ferrin's (2018) research, resilience had a positive moderating interaction between workers who had excessive workloads and performance. This research measures Psychological Resilience by using indicators sourced from research conducted by (Aguiar-Quintana T et al, 2021) and (Campbel-Sils & Stein, 2007) as supporting research. This variable

has 10 indicators which contain positive statements regarding a person's Psychological Resilience. Can be concluded that

H3: Psychological Resilience increases the positive influence of Mental Health on Job performance

H4: Psychological Resilience reduces the negative influence of Job Insecurity on Job performance

RESEARCH METHODS

1. Population and Sample

The analytical tool used is the Structural Equation Model (SEM) so that the minimum determination for a sample according to Hair et al (2010) is 5-10 times the number of indicators. This research uses (52 indicators X 5) = minimum sample of 260. Researchers have collected 309 respondents, but only 290 met the criteria. So this research used 290 respondents. Collection was carried out primarily by distributing questionnaires via Google Form using a 1-5 Likert scalar.

2. Data Analysis Method

Data analysis using SmartPLS 3.0 software. Data analysis includes descriptive statistical analysis, measurement model analysis (test validity, reliability, coefficient of determination, f square or effect size, model fit test, and hypothesis testing), The research model used is:

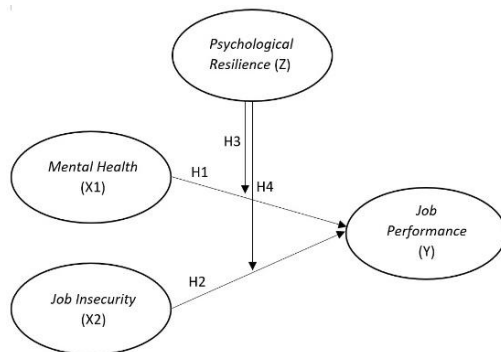


Figure 1. Research Model

RESEARCH RESULT

1. Descriptive Analysis

Table 1. Results of descriptive analysis

Variable	Grand Mean
Mental Health	3,949
Job Insecurity	1,922
Job Performance	3,978
Psychological Resilience	3,958

Source: Results of researcher data processing

The average value from the results of descriptive analysis is only information about the interval category for each statement, not intended to test a predetermined hypothesis. Table 1 shows that the employee's mental health condition variable is good, while the score for job insecurity is low, meaning that employees experience high job insecurity regarding their work. Job performance and psychological resilience show high scores, this indicates that employees have good performance and resilience.

2. Measurement Model Analysis

Table 2. Results of validity and reliability analysis

Indicator	Loading factors	Cronbach's Alpha	conclusion
MH01	0.806	0.972	Valid & Reliable
MH02	0.823		Valid &

			Reliable
MH03	0.794		Valid & Reliable
MH04	0.790		Valid & Reliable
MH05	0.810		Valid & Reliable
MH06	0.816		Valid & Reliable
MH07	0.798		Valid & Reliable
MH08	0.816		Valid & Reliable
MH09	0.794		Valid & Reliable
MH10	0.812		Valid & Reliable
MH11	0.827		Valid & Reliable
MH12	0.812		Valid & Reliable
MH13	0.787		Valid & Reliable
MH14	0.788		Valid & Reliable
MH15	0.824		Valid & Reliable
MH16	0.793		Valid & Reliable
MH17	0.831		Valid & Reliable
MH18	0.818		Valid & Reliable
MH19	0.825		Valid & Reliable
MH20	0.805		Valid & Reliable
JI02	0.842	0.864	Valid & Reliable
JI03	0.862		Valid & Reliable
JI04	0.821		Valid & Reliable
PR01	0.802	0.930	Valid & Reliable
PR02	0.766		Valid & Reliable
PR03	0.773		Valid & Reliable
PR04	0.786		Valid & Reliable
PR05	0.777		Valid & Reliable
PR06	0.773		Valid & Reliable
PR07	0.772		Valid & Reliable
PR08	0.798		Valid & Reliable
PR09	0.782		Valid &

			Reliable
PR10	0.797		Valid & Reliable
JP01	0.788	0.970	Valid & Reliable
JP02	0.792		Valid & Reliable
JP03	0.803		Valid & Reliable
JP04	0.821		Valid & Reliable
JP05	0.818		Valid & Reliable
JP06	0.807		Valid & Reliable
JP07	0.826		Valid & Reliable
JP08	0.835		Valid & Reliable
JP09	0.815		Valid & Reliable
JP10	0.817		Valid & Reliable
JP11	0.809		Valid & Reliable
JP12	0.829		Valid & Reliable
JP13	0.818		Valid & Reliable
JP14	0.819		Valid & Reliable
JP15	0.801		Valid & Reliable
JP16	0.819		Valid & Reliable
JP17	0.797		Valid & Reliable
JP18	0.822		Valid & Reliable

Source: Results of researchers' data processing

Based on table 2, it can be seen that all indicators show loading factor values ≥ 0.70 and the alpha coefficient (Cronbach's alpha) has a number > 0.6 . This means that all indicators meet the criteria for validity and reliability (Wijanto, 2015; Malhotra, 2010). The next analysis is the coefficient of determination (R²). According to Hair et al (2014), the aim is to measure the proportion of variation in the dependent variable. The following are the results of

testing the coefficient of determination:

Table 3. R² Value Table

	R Square	R Square Adjusted
Job Performance	0.726	0.721

Source: Results of researcher data processing

In table 3 above, the R square obtained is 72.6%. This means that the mental health and job insecurity variables are able to explain the job performance variable by 72.6% and the remainder is explained by other factors not explained in the model. Next is Test *effect size* which aims to measure how much influence each independent variable has on the dependent variable. The following are the results of the F Test analysis:

Table 4. Table of Effect Size Values

Variable	Job Performance	Interpretation of effect sizes
Mental Health	0.168	Medium effect size
Job Insecurity	0.201	Medium effect size
Psychological Resilience	0.021	Small effect size

Source: Results of researchers' data processing

The mental health variable has a moderate influence on job performance because the F-Square value is >0.15 . Furthermore, the F-Square value of 0.201 for the Job insecurity variable has a moderate effect on job performance. For the moderating variable, namely psychological resilience, it has an F-Square value of 0.021, meaning that psychological resilience has a small effect according to Cohen (1992). Next is model fit testing which aims to see whether the model meets the model fit criteria or not. The

following are the results of the model fit test using SmartPLS 3 software:

Table 5. Model Fit Results Table

	Saturated Model	Estimated Model
SRMR	0.035	0.035
d_ULS	1,696	1,654
d_G	1,118	1,123
Chi-Square	1635,181	1627,986
NFI	0.881	0.881

Source: Results of researchers' data processing

In table 5 it can be seen that the SRMR (Standardized Root Mean Square Residual) value is $0.035 < 0.1$. So based on Hu & Bentler (1999) with an SRMR of less than 0.10 or 0.08, the model used meets the fit criteria. Next, model measurements were carried out using SmartPLS 3. The following is an image of the research model measurements:

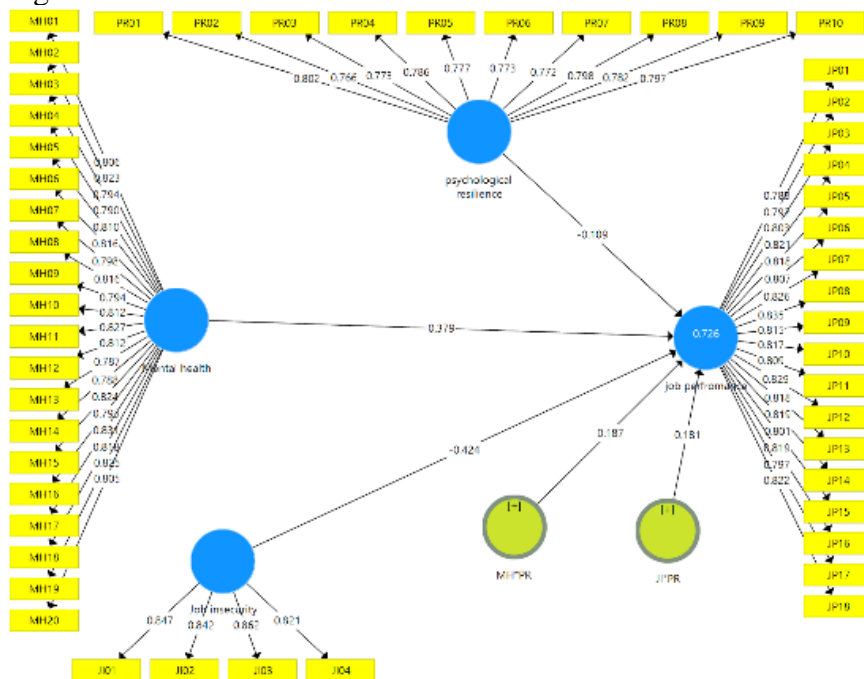


Figure 2. Measurement Model Using SmartPLS
 Source: Researcher Data Processing Results (2022)

From Figure 2 you can see the direct influence of mental health and job insecurity on job performance. Mental health shows a direct positive influence of 0.379 and job insecurity has a negative influence on job performance of -0.424. This is in line with research by Jackson & Frame (2018) which states that excessive work stress has a negative impact on a person's mental health and poor mental health can have a negative

impact on a person's performance, however, good health will have a positive impact on a person's performance.

The second direct influence is the variable job insecurity with job performance showing a negative influence on job performance. This is in line with research by Chirumbolo & Areni (2010) which states that job insecurity has a negative influence on job performance.

Table 6. Table of Hypothesis Testing Results

	Original Sample	T-statistics	P-Values	Significance	Conclusion
Mental Health -> Job Performance	0.379	4,065	0,000	Significant	Accepted
Job Insecurity -> Job Performance	-0.424	4,122	0,000	Significant	Accepted
Psychological Resilience*Mental Health -> Job Performance	0.187	2,027	0.043	Significant	Accepted
Psychological Resilience*Job Insecurity-> Job Performance	0.181	1,676	0.094	Not significant	Accepted

Source: Researcher Data Processing Results (2022)

From table 6, all variables meet the criteria for the hypothesis. The moderating role of psychological resilience on job insecurity with job performance does not meet the elements of significance, but the original sample shows a positive influence. This means that psychological resilience can reduce

the negative influence of job insecurity on job performance. To make interpretation easier, researchers conducted a slop analysis test to see the moderating role of psychological resilience on the independent variables. The following are the results of simple slop analysis testing using SmartPLS 3 software:

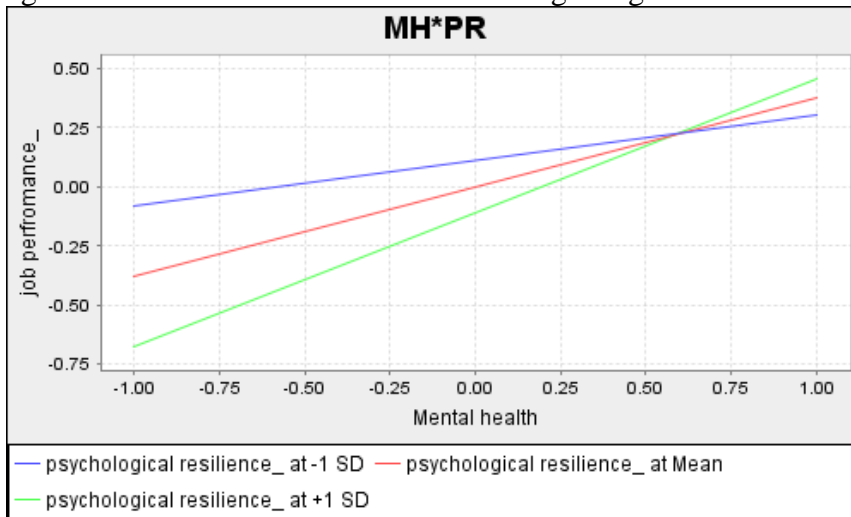


Figure 3 Moderation of PR towards MH and JP

Source: Researcher Data Processing Results (2022)

Figure 3 shows that employees with psychological resilience have a high slope in their job performance. Meanwhile, employees with low psychological resilience show a low slope of the line with job performance. This means that psychological resilience as a moderating variable can increase the positive influence of mental health on job performance. From these results it can be concluded that hypothesis 3 can be accepted because it can increase the positive influence of good mental health on job performance. Next, to see the moderating effect of psychological resilience on job insecurity and job performance, researchers analyzed using simple slope analysis from SmartPLS. Following are the results of the analysis:

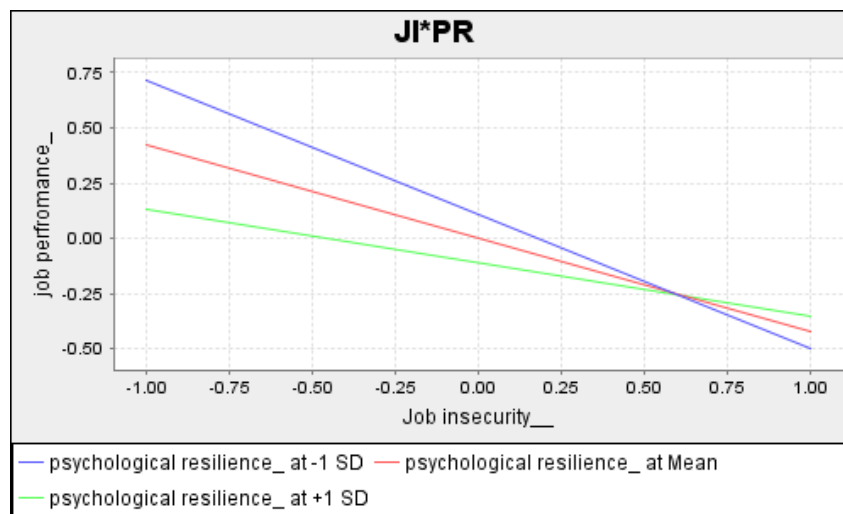


Figure 4 PR moderation of JI and JP

Source: Researcher Data Processing Results (2022)

In Figure 4, the green line shows that if someone has high psychological resilience, it can reduce the negative influence of job insecurity on job performance. On the other hand, the blue line shows that if someone has low psychological resilience, the negative influence of job insecurity on job performance will be stronger, as indicated by the steeper the blue line is relative to the green line. This moderation effect is different from mental health, because the moderation of psychological resilience on job insecurity is not significant but can still reduce the negative effects of job insecurity. These results show that the fourth hypothesis can be accepted because psychological resilience reduces the negative influence of job insecurity on job performance.

Companies that are able to maintain employee mental health by paying attention to the level of work stress they experience can have a positive influence on mental health conditions. Research by Kimura, Bande & Fernandez-Ferrin (2018)

shows that there is a direct influence of work overload on sales performance. This is in line with research by Jackson & Frame (2018) which states that excessive workload can cause stress and also have a negative effect on a person's performance. Meanwhile, Thompson (2021) stated that work stress is a dimension of mental health. So it can be concluded that when someone experiences stress it will have an impact on mental health which will lead to a decrease in employee performance.

Conditions of insecurity that are not good for e-commerce employees can occur because e-commerce companies in Indonesia use high-risk business models. The threat of Termination of Employment Rights (PHK) or high layoff makes employees feel unable to maintain their jobs so that employees have no guarantee that their jobs will remain stable from day to day, week to week, or year to year. This can affect the performance of employees who feel they are insecure about keeping their

jobs. On the other hand, the challenge that startups are currently facing is Human Resources (Salamzadeh & Dana, 2021). This is in line with research by Piccoli, Reisel & De Witte (2021) which states that Job Insecurity is negatively related to contextual performance and task performance, where contextual performance and task performance are part of the job performance dimensions in this research.

Okechukwu et al (2022) and Miller et al (2021) also produced results that are in line with this research, namely the role of *psychological resilience* can reduce the negative effects of anxiety and depression. The role of management and HR practitioners in this case is very decisive in developing employee resilience. Programs that can increase a sense of resilience in the midst of high pressure can be a management option to increase employee resilience. The meta theory regarding resilience comes from Richardson (2002) who explains that resilience qualities such as optimism, hope, and meaningful involvement ensure a higher level of immunity than helplessness, hopelessness, and depression.

Companies can create programs that can increase optimism, hope and higher engagement so that the resilience experienced by employees also increases. At Tokopedia, in order to maintain the well-being of its employees by paying attention to how to maintain mental health. programs such as e-counseling, support groups, mindfulness meditation classes, and providing wellbeing kits.

According to Sverke et al (2006), the background of a person

experiencing job insecurity is age, gender, personality, socio-economics, type of contract, and social support. This means that the complexity of these factors can cause someone to have a high level of job insecurity so that the employee experiences a feeling of insecurity about maintaining their job. Here management or HR practitioners need to pay attention to the age, gender, personality and other things of their employees so that they do not experience high levels of job insecurity.

This research has proven that mental health and job insecurity have an influence on job performance among Gen Z employees in the top 5 e-commerce companies. The moderating role of psychological resilience is also important because there is a moderating influence on job performance and job insecurity. However, if analyzed carefully, there are very interesting findings that companies/HR practitioners in the e-commerce industry can pay attention to. This finding is that the mental health condition is better compared to the condition of job insecurity in e-commerce employees.

CONCLUSION

The aim of this research is to see, measure and understand the moderating role of psychological resilience on mental health and job insecurity on job performance and to see the direct influence of each independent variable. Mental health has a positive and significant influence on job performance, this indicates that employees with good mental health have a positive impact on their work performance. So mental

health is important in improving work, both in terms of Task Performance, Contextual Performance and Counterproductive Work Behavior.

Job Insecurity has a negative and significant influence on job performance. This indicates that employees with a high sense of job insecurity can have a negative impact on their work performance.

1. Psychological Resilience

Psychological resilience strengthen the positive and significant influence of mental health on job performance. This indicates that the higher the employee's psychological resilience, the higher the positive influence of mental health on job performance.

Psychological resilience weakens the negative and insignificant influence of job insecurity on job performance. This indicates that the higher the employee's psychological resilience, the negative impact of job insecurity on job performance will not be significantly reduced.

2. Managerial Implications

Companies can create programs that can increase employee psychological resilience, maintain mental health to remain in good condition, and reduce the feeling of job insecurity experienced, which will have a positive impact on employee performance, so it is hoped that it can help the company achieve its goals.

Managers or HR practitioners need to be present to increase their sense of security and optimism so that the feeling of job

insecurity they experience can be reduced. If this is ignored, it will have a negative impact on the employee's performance.

According to test results, the condition of job insecurity or job insecurity in Generation Z is high, whereas according to Sverke et al (2006) older people can experience higher levels of job insecurity. HR practitioners or companies need to carry out programs to reduce job insecurity at all age or generation levels. In implementing improvements to employee work performance, of course the role of all stakeholders is not spared. This requires support from the top management level so that it can run well

3. Research Limitations

This research measures job performance with respondents' personal assessment scores. This can be subjective, biased, and can influence work performance results that are less than objective.

Gender roles were not discussed in this study. This aims to focus research on solving problems in general. Previous research shows that there are differences in mental health conditions between genders when they experience poor mental health. However, this cannot be discussed in depth in this research.

This research only focuses on generation Z. Previous research shows that older people can experience higher job insecurity. This research focuses on generation Z because it aims to answer the phenomena that occur in this generation.

The distribution of the questionnaire did not mention specific positions or managerial levels. It is possible that different results may occur in certain positions, but this has not been the focus of this research. Thus, the diversity of information from the results is still incomplete.

4. Suggestions for Further Research

Regarding job performance which is still assessed personally by respondents, further research can mitigate this by taking a company perspective, looking for secondary data that strengthens the objectivity of employee performance assessments, as well as conducting in-depth interviews with leaders who assess the performance of their subordinates.

Future research can examine more deeply how men and women compare when experiencing poor mental health conditions and a high sense of job insecurity regarding their work performance. It is also hoped that this research will provide additional information regarding the psychological resilience conditions of men and women when experiencing conditions of high work pressure.

Generation Y and the Boomer generation can be the object of further research. These results may be different from this research because according to previous research, the older a person is, the higher the level of job insecurity. Future research can focus or compare at certain levels of position. Each position level in the company has a different level of work pressure, this can bring new perspectives and information to further research.

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