



## Job Insecurity, Grit and Work Engagement in the Hospitality Industry During Covid-19

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### Abstract

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This research was conducted to identify the influence of job insecurity and grit toward work engagement on 276 hospitality employees during the COVID-19 pandemic. It consisted of 81 male respondents and 195 female respondents. The sampling technique used was the purposive sampling technique, which has specific criteria. Those criteria are hospitality workers in hotels, the food and beverage industry, administration, marketing, travel, transportation, and housekeeping companies in Jakarta. This research used three measurement tools, namely, the Utrecht Work Engagement Scale (17 items;  $\alpha = .856$ ), the Job Insecurity Scale (9 items;  $\alpha = .887$ ), and the Grit Scale (12 items;  $\alpha = .797$ ). Multiple linear regression was used as a data analysis method. The findings indicated that during the COVID-19 pandemic, job insecurity and grit had an impact on the level of work engagement among hospitality employees. Job insecurity and grit both significantly affect how motivated people are at work in the hospitality industry. Employees' job insecurity and grit have a positive relationship that can raise the value of work engagement. Therefore, decreasing job insecurity calls for high levels of grit and work engagement to keep employee positions within the organization. The strongest correlation was found between the dimensions of grit (perseverance of effort) and work engagement (dedication). Unlike this research, which was conducted on hospitality workers, the previous research was conducted on general workers. They expected the best performance, including maintaining a friendly smile and offering the best service in all circumstances while the pandemic was ongoing.

## INTRODUCTION

The hospitality industry is a form of business related to providing services to the community to meet their needs, such as entertainment. In general, hospitality is closely related to a hotel or restaurant, but actually, hospitality has a broader meaning. The Oxford English Dictionary describes hospitality as the reception and entertainment of guests, visitors, or strangers with liberality and goodwill. Moreover, the most developed hospitality industry is the hotel industry. The hotel industry is a service industry in that it

provides lodging, food and beverage, and other services for the public that are managed commercially (Septhayuda, 2014). Business marketing has an easy way to advertise their services in the information technology era thanks to websites like Traveloka, Tiket.com, and others that provide hotel services at various prices. Online services are convenient for customers.

Work engagement is essential for a hospitality employee because it will vary depending on the individual. Work engagement was initiated by Kahn (1990), and according to Kahn, work engagement results in concurrent work and expression based on what an individual enjoys doing to complete tasks or promote themselves, as well as teamwork, personal expression (physical, cognitive, and emotional), and being active (Kahn, 1990).

Employees who are engaged in their work are different from those who are not, according to Bakker and Schaufeli (2015). Employees who are engaged at work are in better mental, emotional, and psychosocial health than those who are not (Mulia et al., 2022; Wardani & Oktafiansyah, 2020). Additionally, this research has demonstrated that job involvement has several advantages for many businesses and organizations. This favorable factor is linked to job satisfaction, strong corporate loyalty, and a lower risk of leaving their position (Demerouti et al., 2001).

According to Schaufeli et al. (2002), vigor, dedication, and absorption are the three aspects that affect how people engage in their work. Vigor is mental fortitude and zeal so that people can perform effectively without experiencing trouble and exhaustion at work (Wardani & Firmansyah, 2021; Wardani & Werinussa, 2021). Employees that are dedicated to their work experience sentiments of pride, passion, and inspiration as a result of their employment (Wardani et al., 2020; Wulandari & Wardani, 2021). Employees who are absorbed in their work show this passion without exerting any pressure on others (Akbar & Manurung, 2020; Setiani & Manurung, 2020). Employees won't have an issue with the working conditions or duration because they appreciate their jobs and find it difficult to leave them unfinished.

The strength of hospitality workers is their passion. Their work ethic must be strong, and their morale must be good. They must also be actively engaged at work, which will benefit them. Employees are said to be fully engaged at work when they are upbeat, fully committed, and focused on all tasks at hand (Anwar & Wardani, 2021). Work engagement is defined as being disciplined in one's work habits, keeping regular work hours, and performing tasks by one's duties or job specifications (Wardani et al., 2021; Wardani & Anwar, 2019).

The psychological state of workers who are threatened by job instability in the future is known as job insecurity. According to Svergke et al. (2002), people's subjective assessments of the possibility of losing their jobs led them to develop feelings of job insecurity. In the framework of their connection with the employer, temporary hospitality workers will have a weaker bargaining position. There is no assurance that they will be

able to work at the company once the contract expires. According to Ashford, Lee, and Bobko (1989), organizational changes including mergers, downsizing, reorganizing new technologies, and physical threats to employees might put them in danger. In other words, this threat will make work difficult and may result in job insecurity.

Workers are also expected to be conscientious, show a persistent interest in their work, and be able to solve difficulties to boost the individual's sense of security in their working environment (Arnes & Wardani, 2020; Wardani & Amalia, 2021). Workers typically work harder and complete their tasks sooner if they desire to keep working. Being a hospitality employee also requires tenacity and a high level of enthusiasm to survive (Sukandar & Wardani, 2022). Grit theory refers to tenacity and zeal. According to grit theory, grit is characterized by tenacity, toughness, ambition, and the need to succeed. In this situation, sustaining long-term goal concentration is necessary (Fadhlilah & Wardani, 2021). Grit is the consistency of interest and perseverance over an extended period (Duckworth et al., 2007).

Employees will attain high success and become special employees if they have passion and tenacity. Consistent interest and persistent effort make up the grit dimension. How consistently a person works toward a specific objective is measured by their level of interest (passion). The main interests and objectives of a person, which are not easily replaced by other interests and objectives, show the consistency of interest. Persistence of effort is the final one. It is defined as the length of time an individual maintains a goal while being strong and committed to achieving it. Therefore, work engagement and grit among hospitality professionals are key assets to overcoming a variety of difficulties and barriers and achieving one's objectives. An individual working in hospitality must be in sound psychological health. It is beneficial for them to follow their vocation wholeheartedly. Therefore, to foster good job engagement and grit, many in the hotel industry are able to find solutions. Employees' likelihood of experiencing job insecurity can be decreased by having strong work engagement and consistent grit.

If someone is worried about losing their job, they will work harder, more actively, and with greater enthusiasm. Additionally, they are hesitant to be careless and unable to overcome challenges at work. This case helps scholars better understand how grit and job insecurity affect professional engagement. Sverke, Hellgren, and Näswall (2002) discovered that job insecurity has an immediate effect on workers and organizations in both the short and long terms. Sverke, Hellgren, and Näswall (2002) assert that organizational/corporate commitment, job happiness, job involvement, and leader trust will all be impacted in the short run. Long-term effects on physical, mental, and performance issues may cause workers to lose interest in the business and may lead to burnout (Albieri et al., 2017; Wong et al., 2019).

They take into account the fact that there is a growing need for hospitality services on an annual basis. The greatest hospitality contract will be long-lasting and make things easier for businesses that hire hospitality staff. Suzuki, Tamesue, Asahi, and Ishikawa

(2015) explained one of the correlations between grit and work engagement, which is regarded as an indicator of work performance. The analysis's findings demonstrate that grit is a powerful predictor of both job success and academic performance. Individuals' grit levels will increase more rapidly if they feel comfortable in their jobs. However, it won't be easy to feel protected when working in the hotel industry. A person cannot acquire a high level of engagement at work only through grit. Therefore, job insecurity is required to encourage work engagement.

This research was carried out during the COVID-19 pandemic, which was brought on by the severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). This virus belongs to a brand-new cluster that has never been recognized before. Humans are impacted by the transmission. The common signs of COVID-19 include coughing, shortness of breath, and fever. On average, the incubation phase lasts from the fifth day to the fourteenth. Acute respiratory syndrome, pneumonia, and even mortality have all been linked to COVID-19. The WHO claimed that COVID-19 began in the Chinese province of Hubei's city of Wuhan in December 2019. WHO designated COVID-19 as a pandemic in March 2020. As the virus later expanded to other nations, including Indonesia, COVID-19 instances grew and spread over the country quite swiftly. As of July 9, 2020, the Ministry of Health recorded at least 70.736 COVID-19 positive cases with 3.417 fatalities (Indonesia, 2020).

COVID-19 has had a significant impact on several areas, particularly the economy, and health. Large-Scale Social Restrictions (PSBB) are enacted in Indonesia. The implementation of work-from-home (WFH) for employees is prohibited by this law, as is the driving and, in some cases, the temporary closure of a variety of public facilities, including hotels, restaurants, schools, and tourist attractions. The objective is to slow down and stop COVID-19 transmission. The epidemic will affect those working in the hotel industry. The vast majority of employees who are disconnected are the PSBB's effect. It is really harmful to a lot of people, particularly workers in the hospitality industry.

The number of employees at Hilton Hotels was 2.100 (22%), as reported by CNN Indonesia (2020). The CEO of Hilton Hotels, Nassetta, asserts that there has never been a moment when a worldwide crisis has had an impact on the hotel and tourism industries in Hilton's 101 years of business. The COVID-19 outbreak is decimating the global tourism industry because PSBB was established. Also, it has resulted in activity restrictions and region closures. Once it had been done, fewer flights were made. Numerous other businesses, including Marriott and Hyatt, are still affected in addition to Hilton. The Hyatt hotel reportedly decided to fire 1.300 employees in March due to extremely low (business) income and a very gradual rate of recovery (CNN Indonesia, 2020).

Based on interviews with three employees, they served as the hotel staff during the COVID-19 pandemic. One of the Park Lane Hotel's staff members was interviewed by the researcher. The following is how he additionally described his office's layoffs:

*"I was quite alarmed when my friend informed me that fewer people would be working due to the coronavirus. I immediately felt weak and kept thinking about being jobless, my family at home, and what I should eat because I was frightened of losing my job. Every day I come to work straight away, working through lunch on occasion, in the hopes that my employer will reconsider his decision to terminate me" (AB, 2020).*

Meanwhile, HE who is currently employed with a restaurant in Central Jakarta, claimed that the existence of COVID-19 made it impossible for him to work every day. HE was compelled to share the shift with other workers.

*"In April, a lot of my friends lost their jobs. Despite my fear of contracting a virus since it spreads quickly, I am grateful that I was not laid off. However, since there is nothing else I can do but focus on my work and think positively, I choose to give up despite my genuine concern about the Coronavirus" (HE, 2020).*

Moreover, YO, an online taxi bike driver, claimed that his business was unable to offer Go-Ride or Grab-Bike services due to the COVID-19 outbreak. He did so since those rules forbade direct contact between drivers and passengers and came from the DKI regional authority. Finally, internet taxi bike drivers solely provide food deliveries or product transactions. YO acknowledged that there were more than 20 orders available to him before the COVID-19 epidemic, but that there are now just five orders available.

*"As long as I continue to live a healthy lifestyle, wear a mask, wash my hands anytime I see a sink, carry hand sanitizer in my purse, and keep a safe distance from people, I won't need to worry too much about COVID-19. I remain on standby at the base for taxi bike drivers as long as COVID-19 is present to await the order. I'll thus take any orders right away. I continue to persevere. It indicates that I am continually awaiting orders. It does not bother me sometimes till late at night. I continue to enjoy speaking with other drivers" (YO, 2020).*

The reasoning given above demonstrates how someone concerned about losing their job will be more dedicated, active, and enthusiastic in carrying out their task. The researcher's ability to understand how grit and job insecurity affect work engagement is strengthened by this remark. Sverke, Hellgren, and Näswal (2002) discovered that job insecurity has an immediate effect on workers and organizations in both the short and long terms. The study asserts that organizational or corporate commitment, job happiness, work engagement, and leader trust will all be impacted in the short run. Long-term effects on physical, emotional, and performance issues may cause workers to turn against the business (Sverke et al., 2002). The impact of work engagement on hospitality personnel must therefore be investigated by researchers. The previous research, Grit and Job Engagement: A Cross-Sectional Study researched by Suzuki, Tamesue, Asahi & Ishikawa

(2015) looked at one of the connections between grit and work engagement, which is regarded as an outcome indicator for work performance. Grit is a superb predictor of both work performance and academic performance, as shown by the analysis of this research data. Grit will develop more quickly when people are confident in their tasks. It will be difficult to feel safe while working in the hotel industry, nonetheless. For someone to be highly engaged at work, grit is insufficient. As a result, to affect work engagement, job insecurity is required.

The researchers are interested in evaluating if job insecurity and grit have an impact on work engagement in the hospitality workforce during the COVID-19 pandemic based on the issues mentioned above. However, regardless of whether their work is in good or bad condition, every employee is expected to execute it well, be social, and maintain a smile. Working amid the COVID-19 pandemic takes bravery and a positive outlook. As a result, researchers will look at how job insecurity and tenacity affected how motivated hospitality workers were to work during the COVID-19 pandemic.

## **METHOD**

Quantitative techniques with a correlational research design were used in this research. The research focuses on work engagement, which is affected by job insecurity and grit. The research target audience is employees who work in the hospitality business. Several employees were selected as the research sample from this population. To determine the level of work engagement, the UWES (Utrecht Work Engagement Scale), which consists of 17 items, was used. The measuring instrument was developed by Schaufeli & Bakker in 2003 and consists of three dimensions, namely vigor, dedication, and absorption. The reliability of UWES was obtained by Cronbach alpha ( $\alpha$ ) .856. Furthermore, for the adaptation process, the back-and-forth translation was carried out by two native speakers in both languages. The validity test was carried out on each measuring instrument used to determine the extent to which each piece of evidence and theory supported the interpretation of test scores based on the use of the test equipment used by an expert judgment for evidence based on test content and factor analysis by confirmatory factor analysis (RMSEA .059 (.0465 - .0714); CFI .949; TLI .928; and  $\chi^2 = 190$ ;  $p < .001$ ). Five experts in organizational industrial psychology, social psychology, and clinical psychology rendered expert judgment. The following are examples of items on UWES.

**Vigor:** At my work, I feel bursting with energy.

**Dedication:** I find the work that I do full of meaning and purpose.

**Absorption:** Time flies when I am working.

The Job Insecurity Scale was used as a measuring tool developed by De Witte (2000). This measuring tool, developed by Pienaar, De Witte, Hellgren, and Sverke (2013) and revised by Barnard (2014) for his dissertation, assesses the degree of individual affective and cognitive job insecurity. It consists of 8 items, including 4 favorable items for cognitive insecurity and 4 unfavorable items for affective insecurity. The reliability of the job insecurity scale was obtained by Cronbach alpha ( $\alpha$ ) .887.

Furthermore, for the adaptation process, the back-and-forth translation was carried out by two native speakers in both languages. The validity test was carried out on each measuring instrument used to determine the extent to which each piece of evidence and theory supported the interpretation of test scores based on the use of the test equipment used by an expert judgment for evidence based on test content and factor analysis by confirmatory factor analysis (RMSEA .056 (.0212 - .0878); CFI .993; TLI .983;  $\chi^2 = 28$ ;  $p=.022$ ). The sample items of the job insecurity scale are depicted below.

**Affective:** I am satisfied with my job security

**Cognitive:** There is a possibility that I might lose my job in the near future.

To measure the grit concept, a questionnaire with a total of 12 items on a Likert scale was used. It is due to the two components of grit, consisting of a total of six elements from the statements of consistency of interest and perseverance of effort (business persistence). This metric consists of six positive and six negative components, as shown in the samples of grit items below.

**Consistency of interest:** New ideas and projects sometimes distract me from previous ones.

**Perseverance of effort:** I have overcome setbacks to conquer an important challenge.

The reliability of the grit scale was obtained by Cronbach alpha ( $\alpha$ ) .797. Furthermore, for the adaptation process, the back-and-forth translation was carried out by two native speakers in both languages. The validity test was carried out on each measuring instrument used to determine the extent to which each piece of evidence and theory supported the interpretation of test scores based on the use of the test equipment used by an expert judgment for evidence based on test content and factor analysis by confirmatory factor analysis (RMSEA .0505 (.0314 - .0685); CFI .959; TLI .946;  $\chi^2 = 85.2$ ;  $p=.001$ ).

Research data collection was carried out using Google form, and then analyzed using multiple linear regression. The total number of respondents obtained was 280, but only 276 hospitality workers could be analyzed further because the rest were indicated as 4 outliers.

## RESULTS

The respondents were divided based on the demographic data obtained as Table 1 follows:

**Table 1**  
*Respondents Profile*

<b>Demographic</b>	<b>Group</b>	<b>F</b>	<b>%</b>
<b>Age</b>	18-30 years old	218	79
	31-55 years old	58	21
<b>Gender</b>	Male	81	29
	Female	195	71
<b>Education</b>	High School	60	22
	Vocational School	52	19

	Diploma	30	11
	Bachelor's Degree	128	46
	Master's Degree	6	2
<b>Marital Status</b>	Single	120	43
	Married	146	53
	Widow/er	10	4
<b>Job Experience</b>	0-1 year	52	19
	1-3 years	79	29
	3-5 years	60	22
	> 5 years	85	31

Researchers might therefore give the distribution of the respondent's score by categorizing the respondents based on hypothetical and empirical data. Furthermore, researchers can compare and see the trend of the results. Researchers classify data using fictitious statistics from measuring devices. It makes use of a measurement device's mean score and standard deviation. Following the conceptual and empirical classification of work engagement characteristics, grit, and job insecurity, which are presented in the table below, it is then computed from the mean and standard deviation of empirical data.

According to the hypothetical and empirical result categories, the probable mean score is 51, less than the 63.94 empirical mean value. The value for the hypothetical SD score was 11.33, which was higher than the empirical SD score of 8.579. Consequently, the potential X-min score is 17 points less than the actual X-min score, which is 41. Additionally, the fictitious X-max score is 85, which is the same as the actual X-max score. This score has an impact on the hypothetical's range score, with the low category being 17–40, the moderate category is 41–62, and the high category being 63–85.

Based on the categorization of work engagement, for the hypothetical score, there are no respondents who are in the low work engagement category. There are 116 (42%) respondents who have moderate work engagement, and there are 160 (58%) respondents who have high work engagement. However, when compared to the practical value, there is a difference, namely 46 (16.7%) respondents who have a low work engagement category. Then there are 192 (69.6%) respondents who have a moderate level of work engagement, and the last one is found among 38 (13.8%) respondents who have a high level of work engagement.

Based on the categorization of job insecurity for the hypothetical value, 6 (2.2%) respondents have a low level of job insecurity. Then there are 96 (34.8%) respondents who have a moderate level of job insecurity, and there are 174 (63%) respondents who have a high level of job insecurity. However, when compared with the empirical value, there are differences, namely as many as 52 (18.8%) respondents have a low level of job insecurity. Moreover, 196 (71%) respondents have a moderate level of job insecurity and the last one is found 28 (10.1%) respondents have a high level of job insecurity.

None of the responses were in the low grit category, according to the categorization of grit for the hypothetical value. Also, there are 89 (32.2%) respondents

with a high level of grit, and 187 (67.8%) respondents with a moderate level of grit. However, it shows a discrepancy when compared to the empirical value. There are a total of 27 (9.8%) respondents in the high level of grit, followed by 211 (76.4%) respondents in the moderate level of grit and 38 (13.8%) respondents in the low level of grit.

According to the results of the regression analysis,  $R=.486$  ( $R^2 = .236$ ;  $p<.001$ ), job insecurity and grit have a 23.6% influence on work engagement, while other characteristics other than job insecurity and grit have a 76.4% influence on work engagement. The F test, often known as a simultaneous test, seeks to determine whether the dependent variable (Y) is concurrently impacted by both independent variables (X1 and X2). The estimated linear regression model was found to be feasible to use for explaining the role of job insecurity and grit on work engagement. However, based on the results obtained from a simple regression, it can be said that the hypothesis is accepted or that there is a simultaneous effect of job insecurity and grit on work engagement. The value of F (2,275) = 42,120 ( $p<.001$ ) was obtained from the results of the simple regression. The research findings indicated a relationship between job insecurity and work engagement ( $R = .308$ ;  $p<.001$ ), as well as between grit and job insecurity ( $R = .330$ ;  $p<.001$ ). Following the results of the multiple regression analysis, F (2,275) = 42,120 ( $R = .486$ ;  $R^2 = .236$ ;  $p<.001$ ), job insecurity and grit have a combined influence of 23.6% on a person's level of work engagement. Below is the regression equation used in this research.

$$Y = a + BX_1 + BX_2$$

$$WE = 25,799 + .264X_1 + .681 X_2$$

Every increase in the magnitude of the constants  $X_1$  and  $X_2$  will increase the value of Y, and vice versa, a decrease in the magnitude of the constants  $X_1$  and  $X_2$  will result in a drop in the value of Y.

**Table 2**  
*The Matrix Correlation Between Dimensions of Work engagement, Job insecurity, and Grit*

	<b>Vigor</b>	<b>Dedication</b>	<b>Absorption</b>	<b>PoE</b>	<b>CoI</b>
Perseverance of Effort (PoE)	.563**	.580**	.163**		
Consistency of Interest (CoI)	.358	.353**	.05		
Affective	.375**	.484**	.09	.425**	.165**
Cognitive	.207**	.320**	-.01	.325**	.157**

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Based on the dimensions present in this research, Table 2 displays the correlation between variable outcomes. The outcome shows that the dimension of perseverance of effort (grit) to dedication (work engagement) has the highest correlation ( $R = .580$ ;  $p<.001$ ). However, the results also show that there is no difference between men and women in the work engagement variable ( $t = .365$ ;  $p = .716$ ), but there is a difference between men and women in the grit variable ( $t = -2.295$ ;  $p = .022$ ), and there is no

difference between men and women in the job insecurity variable ( $t = .810$ ;  $p = .418$ ). Furthermore, based on age, the work engagement variable has a value of  $t = -3.066$  ( $p = .002$ ), indicating that there is a difference between the ages of 18 to 30 and 30 to 55. The grit variable has a value of  $t = -.998$  ( $p = .319$ ), indicating that there is no difference between the ages of 18 to 30 and 30 to 55. The job insecurity variable has a value of  $t = -1.424$  ( $p = .156$ ).  $F(2,275) = 8,769$  ( $p < .001$ ) was obtained from the ANOVA and post-hoc testing based on marital status for the job engagement variable, indicating that there are variations in work engagement based on marital status. According to the post-hoc test results, there were differences between married and unmarried respondents (mean difference = 2,371;  $p = .022$ ), married and widowed respondents (mean difference = 10,700;  $p < .001$ ), and unmarried and widowed respondents (mean difference = 8,329;  $p = .002$ ). Moreover, the grit variable had a value of  $F(2,275) = 3,374$  ( $p = .036$ ), indicating that there is a difference in grit depending on marital status. Differences between married and single respondents were discovered in the post-hoc test results (mean difference = 1,325;  $p = .031$ ).

There are differences in job insecurity based on the most recent education, according to the findings of the ANOVA and post-hoc tests on the job insecurity variable,  $F(5,275) = 2,591$  ( $p = .026$ ). Throughout the post-hoc test results, differences were found between respondents with senior high school and diploma (mean difference = 3,041;  $p = .022$ ), as well as between senior high school and master's degree respondents (mean difference = 4,867;  $p = .046$ ). Followed by differences between vocational and diploma respondents (mean difference = 3,298;  $p = .015$ ), and finally between diploma and bachelor's degree respondents (mean difference = 2,514;  $p = .037$ ). The next disparity is between respondents with a diploma and a master's degree (mean difference = 7,907;  $p = .002$ ) and the final disparity is between respondents with a bachelor's degree and a master's degree (mean difference = 5,393;  $p = .024$ ). As indicated by the results of the ANOVA test, the work engagement variable had a value of  $F(3,275) = 1,506$  ( $p = .213$ ), followed by  $F(3,275) = 1,487$  ( $p = .218$ ) for grit, and  $F(3,275) = 1,561$  ( $p = .199$ ) for job insecurity. Therefore, based on this finding, there is no distinction in the service periods of 0–1 year, 1–3 years, 3–5 years, or more than 5 years.

## DISCUSSION

This research was conducted to determine the effect of job insecurity and grit on work engagement among hospitality workers during the COVID-19 pandemic. The results of the analysis show that 23.6% of the work engagement of hospitality workers is affected by job insecurity and grit. This shows that 76.4% of work engagement among hospitality workers is influenced by other factors. Furthermore, the results also show that grit has a stronger influence on work engagement compared to job insecurity among hospitality workers. This research is in line with previous research that found job insecurity only has a 25% negative impact on work engagement (Bosman et al., 2005), and also Asfaw and Chang (2019) found supervisor support increased the odds of

engagement with job insecurity by 13%. The study also found that when there is a threat to an employee's job or when they feel uncertain about their position, their fear of losing their job can motivate them to work harder to avoid that threat (Bosman et al., 2005; Koen et al., 2020; Yu et al., 2020). The objective assessment will be modified by the employees' subjective appraisal of dangers and work engagement, reducing their level of job insecurity. Employees may believe that improving their performance will help them feel less anxious about losing their jobs.

A statistically significant effect has been seen in several previous studies. However, it only has a minor impact and a weak practical impact. This study demonstrates how employees who are concerned about losing their jobs can boost their sense of security by becoming more involved and committed at work. Hirschman (1970) asserts that loyalty is one of the things that keeps an employee with a company, rather than preventing job loss. Employees who fear losing their employment might enhance their commitment and productivity, according to Sverke, Hellgren, and Näswall (2002), making them more valuable from the company's point of view.

Regardless of the analysis's findings, none of the respondents fell into the low category of work engagement. 42% of respondents were classified into the moderate category, while 58% were classified into the high category of work engagement. Furthermore, 2.2% of respondents were classified into the low category, 34.8% of respondents were classified into the moderate category, and 63% of respondents were classified into the high category of job insecurity. There were no respondents who fell into the low category for grit. Based on the data, 67.8% of respondents were classified in the moderate category and 32.2% in the high category of grit. As shown in this research findings, the majority of respondents exhibit strong grit, and job insecurity, and are engaged at work. Moreover, the data for this research are homogeneously distributed across the population and come from the same source.

This research also found that a person's grit and level of engagement at work increase with job insecurity. The findings of this research support the idea put forth by Youssef and Luthans (2007) that an employee's level of job anxiety increases. Throughout the counterpoint, the employee will put in more effort and stay with a company longer in the hopes of proving their worth to the organization and achieving job security (Moshoue & Geldenhuys, 2019).

This research was carried out during the COVID-19 pandemic, which was brought on by the severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). This virus is a brand-new cluster that has never been recognized before, and humans are affected by its propagation. The common signs of COVID-19 include coughing, shortness of breath, and fever. On average, the incubation phase lasts from the fifth day to the fourteenth. Acute respiratory illness, pneumonia, and even mortality have all been linked to COVID-19. The WHO claimed that COVID-19 began in the Chinese province of Hubei's capital city of Wuhan in December 2019. WHO designated COVID-19 as a pandemic in March

2020. As the virus later expanded to other nations, including Indonesia, COVID-19 instances grew and spread over the country quite swiftly. As of July 9, 2020, the Ministry of Health recorded at least 70.736 COVID-19 positive cases with 3.417 fatalities (Indonesia, 2020).

According to the interview's findings, many hospitality workers felt threatened by their employers during the COVID-19 outbreak and feared being let go. They did not give up or stop working as a result, though. According to the findings of this research, a person's work engagement grows with grit; on the other hand, a person's work engagement decreases with grit. Therefore, grit and work engagement will both increase as a person's job insecurity does. This assertion is supported by prior research that demonstrates grit as an innate quality referring to tenacity and enthusiasm. The correlational analysis demonstrates a favorable correlation between the grit component and the work engagement component, or, put another way, grit positively affects work engagement.

The dimension of the perseverance of effort (grit) to dedication (work engagement) had the best correlation in this research. Following earlier studies, grit is a powerful predictor of work engagement. A person with strong grit tends to enjoy their work and feel content while doing it, and their performance is closely related to the work they are performing. After adjusting for gender, age, years of service, and education, the hierarchical multiple regression analysis of prior research demonstrates that persistence significantly predicts work engagement. Such an assertion demonstrates why the business has to hire a high-grit individual to boost employee engagement (Singh & Chopra, 2018).

Men and women have equal levels of work engagement and job insecurity, regardless of gender. The findings are consistent with a study by Rožman et al. (2021), who identified that work-from-home requests and a shortage of childcare resources contributed to a gender gap in work productivity, job satisfaction, and engagement during emergencies like the COVID-19 epidemic. However, this result contrasts with the typical circumstances before COVID-19, where women generally reported slightly higher levels of work engagement than men, according to a study by Hakanen et al. (2019). Moreover, there are age disparities between men and women in the grit variable. The levels of work engagement between people ages 18-30 and those ages 30-55 vary. Furthermore, respondents who are both married and single, married to a widow, and not married to a widow can be distinguished by their marital status for the work engagement variable. Sharma and Kaur (2020) research found that marital status worked as a moderator between the glass ceiling for women (GCW) and work engagement concerning the organizational and societal barriers only and not the personal ones. Organizations and society must acknowledge that women do not view themselves as less capable than their male counterparts and are ready to take on any challenge that may come their way on the route to leadership because personal obstacles did not significantly disengage the women

managers from their work or contribute to the prevalence of GCW in the modern era service sector (Sharma & Kaur, 2020).

The grit variable, in contrast, reveals distinctions between married respondents and those who are not. Eskreis-Winkler et al. (2014) found that gritty men are more likely to marry than to separate or divorce, but gritty women do not correlate with marital status. In particular, even after controlling for demographic factors and the Big Five personality traits, the effect of stoicism on men's married status persisted (Eskreis-Winkler et al., 2014).

Furthermore, the job insecurity variable also differs according to the most recent education level between senior high school and diploma, senior high school and master's degree, vocational high school and diploma, doctoral and bachelor's degree, doctoral and master's degree, and bachelor's degree and master's degree. Meanwhile, Elman and Rand's (2002) research demonstrates that early general education and excellent work experience do not serve to lessen perceived job insecurity for the current cohort of adult employees in the labor market. Last but not least, in terms of the working period, there is no difference between working for 0–1 year, 1–3 years, 3–5 years, or more than 5 years.

## CONCLUSION

This research concludes that job insecurity and grit both significantly affect how motivated people are at work in the hospitality industry. This research also demonstrates a positive relationship between job insecurity and grit on work engagement, demonstrating that a person's grit and job insecurity scores rise together. It might boost that person's value of work engagement and vice versa. Work engagement also lowers in value if a person's job insecurity and grit are valued less.

Even so, this research has limitations because it can only examine 26% of the antecedents that affect work engagement, therefore, further research is needed to explore further about other variables besides job insecurity and grit. Future research may attempt to examine the relationships between work engagement and other variables, including personal resources, well-being, and burnout. It would be ideal if other researchers evaluated the instruments used in this research while conducting research on job insecurity. This research suggests that to sustain employees' positions inside the organization, lowering anxiety and uncertainty at work calls for perseverance and strong work engagement. There won't be any sense of compulsion among workers if they work diligently, are enthusiastic, and give their best in the job.

The goal of being feasible is to measure employees not only by the skills they possess but also by their persistence, thoroughness, enthusiasm, loyalty to the company, and ability to complete problems well. Research suggestions for companies are expected to be able to pay attention to and distinguish between which employees are worthy of work and which are not. Superiors should have the ability to motivate and praise staff members to boost the value of work engagement among employees.

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