



## Employment Termination Anxiety Issue During the Covid-19 Pandemic: The Role of Work Motivation and Employee Confidence: Empirical Evidence from Indonesia

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### **Abstract**

The purpose of this study was to determine the effect of work motivation and employee confidence on the employment termination anxiety issue during the COVID-19 Pandemic. This research is classified as explanatory research with a quantitative approach. The sample used was 62 respondents with saturated sampling technique. The type of data used is primary data, namely collecting data using questionnaires. Analysis of the data used is Multiple Linear Regression with SPSS. The results of this study indicate that work motivation has a negative effect on employment termination anxiety issue. Likewise, employee confidence has a negative effect on employment termination anxiety issue. Simultaneously, work motivation and employee confidence affect the employment termination anxiety issue.

**Keywords:** *Employment Termination Anxiety Issue; Work Motivation; Employee Confidence*

### **Introduction**

The level of disruption during the COVID-19 pandemic has had a considerable impact on the community's economy. One that is quite impactful is the number of layoffs. According to Sukmasari (2017) formulating the notion of termination of employment as the end of a working relationship between a worker and an entrepreneur due to one party unable to fulfill its obligations or due to the expiration of a work agreement between the worker and the entrepreneur. Mass layoffs will cause anxiety as experienced by employees. Maramis (2005), explains that anxiety is tension, insecurity, and worries that arise because it is felt that something unpleasant will happen. A person experiences anxiety due to the accumulation of problems faced, causing tension and worry. Anxiety as a manifestation of tension and worry will make individuals feel insecure and uncomfortable in carrying out an activity. Maramis (2005), said individuals who experience anxiety can be seen from four components, namely psychological, somatic, cognitive and motor.

Anxiety facing termination of employment that appears in each employee will certainly be different, according to Salovey (in Goleman, 2004) one of the influencing factors is a person's level of confidence. Lauster (2003) states that self-confidence is an attitude or belief in one's own abilities, so that

in interacting with other people, they have an achievement drive and can recognize their own strengths and weaknesses. Someone who has a good level of self-confidence, the level of anxiety facing termination of employment that appears tends to be low, because individuals can quickly realize their anxiety so that they can suppress or minimize the impact of anxiety facing the termination of employment.

Ma'rifatullah (2016) in his research states that there is a positive relationship between emotional intelligence and self-confidence on the issue of termination of employment, while according to Gunawan's (2017), there is a not-so-significant influence between self-confidence on the issue of termination of employment, while work motivation has a positive effect.

According to Hasibun (2005) motivation is the provision of a driving force that creates enthusiasm for one's work, so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. Individuals who have good work motivation, and have self-confidence will not feel anxious about various things that will happen in their lives. So that termination of employment that will occur at any time will not cause problems for workers and companies. Individuals will be aware of the end of the working relationship so that each of them has tried to prepare themselves to face this reality (Sholiha, 2017)).

Aisyah (2016) in her research stated that there was a significant influence between termination policies and work motivation, while the research conducted by Widyantari (2020) stated that the results of research on anxiety facing termination of employment had an insignificant effect on work motivation.

Based on the description above, the authors are interested in researching and analyzing whether there is an influence between work motivation and employee confidence on the employment termination anxiety issue at PT. Marinal Indoprime in Sumenep Regency, East Java Province, Indonesia.

## ***Theoretical Review and Hypotheses***

### **The Relationship between Work Motivation and Employment Termination Anxiety Issue**

The issue of termination of employment certainly greatly affects the psychological condition of both employees, so that it has implications for employee motivation. Employees who have high motivation at work can bring up high work performance and in accordance with company goals will not affect the condition of the company where they work, while employees who work with low work motivation will harm themselves and hinder the achievement of company goals (Rosyid, 2006). With the issue of the threat of termination of employment, it is feared that employees who hear will feel threatened in terms of work. A person will experience disturbances in cognitive, motor, somatic, and psychological aspects (Maramis, 2005). Due to concerns about something unpleasant and felt by an employee in a company. This anxiety is feared to affect the work motivation that exists in employees so that it has an impact on the company. According to Kube (2017), the higher the work motivation, the lower the anxiety felt by employees in dealing with the issue of termination of employment. From the above discussion, we propose the following hypothesis

H1: Work Motivation has a negative and significant effect on employment termination anxiety issue.

### **The Relationship between Employee Confidence and Employment Termination Anxiety Issue**

Lack of self-confidence can cause individuals to have feelings of worry, shame, panic, and other negative things which are influenced by one's perception of oneself (Al-Ghifari, 2004). Individuals who have self-confidence will not feel anxious about various things that will happen in their lives. So that termination of employment that will occur at any time will not cause problems for workers and

companies. Individuals will be aware of the end of the working relationship so that each has tried to prepare themselves to face this reality (Sastrohadiwiryono, 2005). According to Ma'rifatullah (2017) the higher the self-confidence, the lower the level of anxiety. From the above discussion, we propose the following hypothesis:

H2: Employee Confidence has a negative and significant effect on employment termination anxiety issue.

### **The Relationship between Work Motivation and Employee Confidence on Employment Termination Anxiety Issue**

According to Fatimah (2010) the indicator of self-confidence is an objective self-evaluation, namely learning to evaluate oneself objectively and honestly. Learn the obstacles that have been hindering self-development, such as wrong thinking patterns, weak intentions and motivation, lack of self-discipline, lack of patience, anxiety, perseverance and always depending on others or other external causes. Self-confidence can affect a person's motivation at work. According to Hasibun (2005) motivation is the provision of a driving force that creates enthusiasm for one's work, so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. Meanwhile, Wexley and Yukl (2005) define work motivation as the process by which behavior is generated, directed, and maintained over time. Thus work motivation can be concluded as a process where one's needs can encourage or influence one's real behavior to interact in the surrounding environment, especially the work environment that leads to achieving optimal results in accordance with organizational goals. Someone who is able to motivate himself well to welcome the world of work will definitely have confidence in himself. However, for those who have not prepared themselves well, of course, they will experience anxiety in themselves because they feel they are not ready to face the work they are doing.

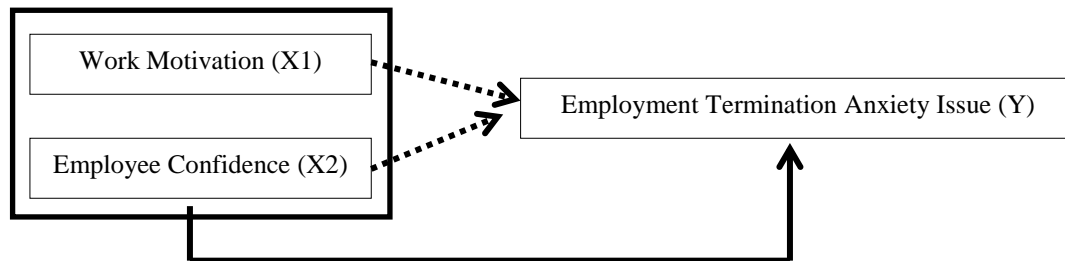
Anxiety arises initially from unpleasant stimuli received by the sensory organs. Information from sensing devices continues on a person's psychic to physical condition (Davidoff, 1988). This happens because someone who experiences anxiety is unable to solve various kinds of problems faced, so that individuals feel frustrated by being overshadowed by feelings of fear that the bigger problems they face without a solution (Darajat, 2004).

Anxiety facing termination of employment that appears in each employee will certainly be different, according to Salovey (in Goleman, 2004) one of the influencing factors is the level of one's self-confidence. Someone who has a good level of self-confidence, the level of anxiety facing termination of employment that appears tends to be low, because individuals can quickly realize their anxiety so that they can suppress or minimize the impact of anxiety facing the termination of employment. Someone who has a high emotional intelligence will not be affected much when making decisions even though they are in a state of anxiety facing termination of employment, while someone who has a low level of emotional intelligence is more easily anxious about facing termination of employment and is affected in decision making.

H3: Work Motivation and Employee Confidence simultaneously have a negative and significant effect on employment termination anxiety issue.

## Research Methods

### Research Framework



**Picture 1**  
**Research Framework**

### Measuress

The variables in this study were measured by a Likert scale with a range from 1 to 5 where 1 was equal to "Strongly Disagree" and 5 equal to "Strongly Agree". The variables studied consisted of Independent variables and dependent variables. The Independent variables include Work Motivation and Employee Confidence. Work Motivation which are adopted from Hasibuan (2005) and Employee Confidence which are adopted from (Lauster (2002), while the dependent variables are employment termination anxiety issue are adopted from (Maramis (2005). This study uses Multiple Linear Regression with SPSS tool.

### Sample

The sample in this study is the Employee PT. Marinal Indoprime in Sumenep Regency, East Java Province, Indonesia as much as 62 employee, the sampling technique is saturated sampling technique. That is by giving a questionnaire to Employee PT. Marinal Indoprime. This research includes Explanatory Research (Moh. Herman Djaja, 2021); Nurul Hidayati, 2020); Zainurrafiqi et al., 2021); Zainurrafiqi et al., 2020); Zainurrafiqi and Ria Rachmawati, 2018); Zainurrafiqi, Gazali, and Nuzulul, 2020).

### Result

#### *Multiple Linear Regression Analysis*

The data processing process uses multiple linear regression analysis which aims to measure the strength of the relationship between two or more variables. The variables used in this study are work motivation (X1), employee confidence (X2) as the independent variable that affects the employment termination anxiety issue (Y) as the dependent variable. Based on the results of data processing using SPSS, the results are as in table 1 below:

Table 1: Multiple Linear Regression Analysis Results

Variable	Regression	t-	Expla
Constant	52,065		
Work motivation (X1)	-0,439	-	Signi
Employee Confidence (X2)	-0,253	-	Signi

Source: processed data (2021)

Based on the multiple regression equation above, it can be seen that the conclusions are as follows:

1. The constant value is 52,065, which means that if the variables of work motivation and employee confidence together do not change or are equal to zero, then the employment termination anxiety issue variable is 52,065 which is not influenced by any variables.
2. The regression coefficient value of the work motivation variable is -0.439, which means that the work motivation variable (X1) has a negative influence on employment termination anxiety issue (Y). This means that if work motivation increases, anxiety about the issue of termination of employment will decrease.
3. The regression coefficient value of employee confidence is -0.253 which means that employee confidence (X2) has a negative influence on employment termination anxiety issue (Y). This means that if employees have a high level of self-confidence, the lower their employment termination anxiety issue.

#### *Coefficient of Determination (R Square)*

The coefficient of determination is a value that indicates the magnitude of the influence of the independent variable on the dependent variable. The value of the coefficient of determination can be seen in Table 2.

Table 2: Coefficient of Determination Test Results

R	Adjusted R	Std. Error of the
0,605		1,806

Source: processed data (2021)

Table 2 shows the R Square value of 0.618 which means that the employment termination anxiety issue is determined by the variables of work motivation and employee confidence of 61.8%, while the remaining 38.2% is influenced by other factors that are not included in the independent variables. This research. This means that the selection of work motivation and employee confidence variables is good in predicting the employment termination anxiety issue.

#### *Hypothesis Testing*

##### *T test (Partial Test)*

The t test is used to test an independent variable individually affecting the dependent variable. The results of the t-test for the coefficients 1 and 2 can be seen in Table 3.

Table 3: Partial Test Result Recapitulation

Variable	Nilai			Explanation
	t-test	t-table	Significance	
Work Motivation (X1)	-4,597	1,67065	0,000	Significant
Employee Confidence (X2)	-3,217	1,67065	0,002	Significant

Source: processed data (2021)

1. Work Motivation Variable (X1) has a t-count value of 4.597 > t-table of 1.671 with a significance value of 0.000 less than 0.05 (0.000 < 0.05), and the regression coefficient has a negative value, then the first hypothesis which states that "Work motivation has a negative effect on the employment termination anxiety issue" is accepted.

2. Employee Confidence Variable (X2) has a t-count value of 3.217 > t-table of 2.014 with a significance value of 0.002 less than 0.05 ( $0.002 < 0.05$ ), and the regression coefficient has a negative value, then the second hypothesis which states that “employee confidence has a negative effect on employment termination anxiety issue” is accepted.

### *F Test (Simultaneous Testing)*

The F test is used to test whether work motivation and employee confidence affect the employment termination anxiety issue simultaneously by comparing the value of Fcount with Ftable with the test criteria if  $F_{count} > F_{table}$  then  $H_0$  is rejected and  $H_a$  is accepted. The calculation of the F test can be seen in Table 4.

Table 4: F Significance Test Results

Variable	Value		Significance	Explanation
	F-test	F-table		
Work Motivation and Employee Confidence	47,715	3,15	0,000	Significant

Source: processed data (2021)

From Table 4, it is known that the results of the F test between work motivation and employee confidence simultaneously have a significant effect on the employment termination anxiety issue with a critical value in the F distribution at a significant level of 95% ( $\alpha = 5\%$ ). So the degrees of freedom/df =  $(n-k-1) = 62-2-1 = 59$ , then Ftable is 3.15 and the Fcount is 47.715 with a significance level of 0.000. Thus it can be said that the third hypothesis is accepted, which states that "work motivation and employee confidence have a simultaneous effect on the employment termination anxiety issue."

## **Discussion**

### **Work Motivation has a negative and significant effect on employment termination anxiety issue (H1 Accepted)**

The results of this study prove that the hypothesis that has been compiled is that work motivation affects the employment termination anxiety issue. The contribution of the influence of both is negative, which means that the higher the work motivation of employees, the lower the level of employment termination anxiety issue, and vice versa.

The results of this study also show that the statement that gets the highest score for the work motivation variable is that employees are encouraged to work, because they have an obligation to meet the needs of clothing and food. According to Maslow's theory, every individual has needs that are arranged hierarchically based on levels ranging from basic to highest needs (Hasibuan 2005).

The condition of the company which is currently not good due to the pandemic makes employees feel in a condition of uncertainty. Employees have high anxiety about the uncertain company situation so that it has an impact on employee motivation. The results of this study are in line with research conducted by Aisyah (2016), and Widyantari et al. (2020) which states that work motivation affects the level of employment termination anxiety issue.

### **Employee Confidence has a negative and significant effect on employment termination anxiety issue (H2 Accepted).**

The results of this study prove that the variable of employee confidence has an effect on the employment termination anxiety issue. The influence of both is negative, which means that the higher the employee confidence, the lower the level of employment termination anxiety issue.

There are many factors that influence the employment termination anxiety issue, such as according to Salovey (in Goleman, 2004) which states that anxiety can be influenced by the level of self-confidence. Someone who has a high level of self-confidence will have better self-efficacy so that the individual does not feel threatened and safe. Employees who are confident so that they feel capable of doing their duties well so that they will not be haunted by anxiety or fear of the issue of termination of employment.

The results of this study are in line with research conducted by Ma'rifattullah (2016) which states that the level of employee confidence affects the employment termination anxiety issue. Employees who have a low level of self-confidence will inhibit their potential so that they always think pessimistically, hesitate in making decisions and like to compare themselves with others.

### **Work Motivation and Employee Confidence Simultaneously Have a Negative and Significant Effect on Employment Termination Anxiety Issue (H3 Accepted)**

The results of this study prove that the variables of work motivation and Employee confidence affect the employment termination anxiety issue simultaneously which is indicated by the F test. This indicates that the high and low levels of employment termination anxiety issue in this study can be determined by work motivation and employee confidence at the same time. Employees with high work motivation and self-confidence have a high level of anxiety about the employment termination anxiety issue.

Someone who is able to motivate himself well to welcome the world of work will definitely have confidence in himself. With a high level of self-confidence, the level of anxiety facing termination of employment that appears tends to be low, because individuals can quickly realize their anxiety so that they can suppress or minimize the impact of anxiety facing the termination of employment.

Aisyah (2016) in her research states that there is a significant influence between termination policies and work motivation. High work motivation will make employees enthusiastic about work and have high productivity as well. High motivation is also an indicator that employees believe in their ability to complete their tasks and responsibilities, so that if an employee has high motivation and self-confidence, it will reduce the level of anxiety about the issue of termination of employment. Ma'rifatullah (2016) in his research stated that there is a positive relationship between emotional intelligence and self-confidence on the issue of termination of employment.

### **Conclusions**

Based on the results of the analysis and discussion that has been carried out, it can be concluded that:

1. Work motivation affects the employment termination anxiety issue. This means that high work motivation will reduce the level of employment termination anxiety issue. this means that the first hypothesis is accepted.
2. Employee confidence affects the employment termination anxiety issue. The higher the confidence possessed by employees, the lower the level of employment termination anxiety issue. This means that the second hypothesis is accepted.
3. Work motivation and employee confidence simultaneously affect the anxiety of the issue of employment termination anxiety issue. This shows that if an employee has high work motivation and self-confidence, the level of employment termination anxiety issue will be low. This means that the third hypothesis is accepted.

## Suggestions

The results of this study indicate that the level of employee anxiety about the issue of termination of employment is in the high category so that the company can provide motivation to employees. Motivation can be done by providing directions, instructions, and also work evaluations so that optimal performance results can be obtained. Companies can also provide bonuses or other strategies to increase employee motivation and confidence. This research can be used as reference material and add to studies related to work motivation, employee self-confidence, and anxiety about the issue of termination of employment. Future researchers are expected to be able to add research variables, because not only work motivation and employee confidence affect the employment termination anxiety issue so that they can support and complete this research.

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