

Determinants of Stress During Pandemic on Workers' Performance For Government Hospital

Zailin Zainal Ariffin¹, Ras Alikin Ab Ghapar¹ and Norsuhada Isa¹

¹Faculty of Defence Studies and Management, National Defence University of Malaysia, Sungai Besi Camp
57000 Kuala Lumpur, Malaysia.

*Correspondence: zailin@upnm.edu.my; Tel.: 603-90513400 ext 762 2557

Abstract

Stress has significant psychological, physiological and performance effects on human resources of an organization. Though, the stress has some performance effects among the workers but not all the stresses are destructive in nature. The work stress is found in all the sectors during the Covid-19 pandemic in Malaysia. However, most impacted sector is the health sector where the frontlines are involved. This study sought to examine the determinants of stress during the pandemic on workers' performance from government hospital and their consequences. The present research will involve eight fully government COVID-19 hospital in Klang Valley which are Kajang Hospital, Banting Hospital, Shah Alam Hospital, Tunku Ampuan Rahimah Klang Hospital, Selayang Hospital, Serdang Hospital, Ampang Hospital and Sungai Buloh Hospital. An online survey will be conducted involving 200 hospital employees ranging from clinical and non-clinical employees. This survey aims to assess the traditional hospital-work stressor, unstable and more demanding hospital-work environment stressor, prosocial behavior and turnover intention reactions to stress and its effect on job performance from the government hospitals. This study plan to employ multiple regression to analyse the effects of independent variables on the job performance. A few research impacts forecasted from this research which involve academicians, healthcare industry and policy making in Health Ministry of Malaysia. On serious note, it is hope that the research will contribute to betterment of the healthcare industry services in Malaysia.

Keywords: COVID-19 Stressor, workers' performance, government hospital

1. Introduction

The coronavirus disease 2019 (COVID-19), caused by the acute respiratory syndrome coronavirus 2 (SARS-CoV-2), was declared as a pandemic by the World Health Organization in March 2020. Based on Wong et al. (2021), COVID-19 has caused severe disruptions all across the world, especially in Malaysia. Aziz et al. (2021) stated that isolation and quarantine, social distance, economic and social strain and other pandemic-related issues may occur, causing substantial psychological problems in persons infected with COVID-19, followed by frontline workers and the broader public.

Medical personnel such as doctors, nurses and their assistants, paramedics, ambulance driver, hospital porters, physicians, medical specialists, pathologists and others make up the frontline or health care workers (HCW)

- i. What are the effects of stress during pandemic on workers' performance from government hospital?
- ii. What are the relationships between determinant of stress during pandemic and the workers' performance from government hospital?
- iii. What are the relationships between prosocial behavior and the workers' performance from government hospital?
- iv. What are the relationships between turnover intention and the workers' performance from government hospital?

1.4. Significant of Studies

There are various studies made about determinants of stress during pandemics on workers performance in other locations around the globe. However, this study has not been made specifically in Malaysia and none that has been done to focus on healthcare workers. The findings can help the Ministry of Health to overcome the issues of stressed employees effectively thus producing a greater quality of healthcare service from government hospitals for the Malaysian society to enjoy.

This study can be used as a platform to assist the Human Resources (HR) management of hospitals in identifying the causes of stressed employees. These findings can also provide realization that government hospital employees are indeed stressed. The findings from this study can also assist the country in preparing more effective ways in handling stress if there are pandemic occurrences in the future which may result in healthcare workers being stressed again or even worse such as the way the coronavirus pandemic has.

2. Literature Review

The research at hand which deals with determinants of stress makes it critical for explanations of what is actually 'stress' before diving deeper and discussing related types of stressors to provide a greater depth of understanding to the topic.

Based on the WHO, when people are confronted with expectations and pressures that are not suited to their knowledge and aptitude that which test their ability to manage, they may experience stress. According to some studies, stress is defined as any internal or external effect on living entity that disrupts its equilibrium, any type of change that causes physical, emotional or psychological strain (Elizabeth Scott, 2020; Shahsavarani et al., 2021).

Stress may be caused by a range of external and internal variables such as environment, social situations, psychological issues and even major life events (Christian and Oviageli, 2019). COVID-19 is a concern that has been determined as a major stressor that is endangering the mental health and well-being of many people all over the world (Arslan et al. 2020).

2.1. Traditional Hospital-Work Stressor

Abraham et al. (2019), defined that traditional work is paying a wage or salary that has an implicit or explicit contract for a long-term employment relationship, has a schedule work schedule, predictable earnings and work monitored by the company that pays the money. Traditional work is usually performed at physical sites where workers work, generally in the headquarters or a facility owned by the firm. Referring to this study, traditional hospital-work stressor refers to the hospital work environment which can be a major stressor. Traditional work at a hospital can be one of the reasons for healthcare workers to become stressed.

2.2. Unstable and More Demanding Hospital-Work Environment Stressor

Unstable work can be defined as a lack of stability work environment, which means something regarding work could change without warning. B. De Lou Woung et al., (2021), defined that unstable work environment is workers' worry about their work environment such as threat of losing their job, receiving a lower salary or being transferred to a different department. Work demands is one of the most prominent forms of job-related stress. According to Sliter and Yuan (2015), work demands are those aspects of a job that need significant physical or psychological

effort to handle at the price of physical and psychological expenses. They added that work overload and role conflict are examples for work demand.

2.3. Prosocial Behaviour

Next, prosocial behavior refers to employee behaviors that are helpful to other individuals, groups, or organizations. This behavior is beneficial to both sides of people, namely those who receive help and those people who provide help. Furthermore, prosocial behavior in a person describes the nature of their behavior. It is a phenomenon where people would help one other without expecting any in return. Prosocial behavior in this study particularly refers to individual social-altruism and voluntary behaviors that are intended to benefit another in society (Wong et. al., 2021). In research from Raposa et al., (2016), it was found that prosocial behavior will help to decrease the negative effects of stress on emotional well-being. Based on Dou et.al., (2019), prosocial behavior includes activities that benefit others, such as collaboration, sharing, assisting and caring for others.

2.4. Turnover Intention

The next variable is about turnover intention which can be defined as employees' expression of their intention to quit an organization and to seek another job (Wong et al., 2021). Turnover intention has become the most common issue among healthcare workers during the pandemic of Covid-19. A large number of turnover intentions is not a positive indicator for any organisation either internal or externally. According to Alias et al., (2018), turnover intention is defined as a procedure through which an employee leaves his existing employment or expresses his desire to quit the job.

2.5. Job Performance

Finally, the research will touch on job performance. Job performance is linked with the ability of employees on being aware of assigned targets, fulfilling expectations and achieving targets or accomplishing a standard set of tasks for the organization (Pavithra and Deepak, 2021). Job performance is important because it is a factor in employee's performance to achieve goals. According to Wong et. al., job performance is referred to as employees' activities and behavior that contribute to an organization's goal, including the delivery of tangible and intangible services. Job performance determines whether or not a person performs a job well.

2.6. Previous Study

Based on a study from the United States (Wong et. al., 2021) to identify the impact of global pandemic Covid-19 on hotel employees, a total of 758 hotel employees were randomly selected to help the researcher in answering some questions. The researcher found that a high perceived level of the traditional work stressor still experienced a positive job performance. The result was differing from the researchers' expectation where it was expected that traditional hotel-work stressor will reduce job performance. Even though the result was not the same as this study's expectation, the research did prove that there was a significant relationship between traditional hotel-work stressor and job performance. The research done by Wong et. al., (2021), which also studied employee perceptions of occupational stressors and their consequences among hotel employees in the United States was prompted by the pandemic of Covid-19. The researcher examined the relationship between the unstable and more demanding hospital-work environment stressor with job performance. The result of the study shows that unstable and more demanding hotel-work environment stressor do indeed influence the job performance of the employees. The result was significantly negative between the unstable and more demanding hotel-work environment stressor and job performance. The next variable is between turnover intention and job performance. Wong et. al., (2021) also found that the influence of job performance and turnover intention were not significant in the research. The results for the research hypothesis were rejected.

2.7. Theory and Models

Edward Thorndike stated that learning is based on two factors which are stimulus and response. This theory is a psychological concept that states that behavior is the outcome of the interaction between stimulus and response.

The theory holds that a subject is provided with a stimulus and then responds to it, resulting in behavior. The stimulus in Pavlov's famous experiment was food and the response was salivation. He felt that all learning was dependent on the strength of the stimulus and response. Based on this theory, stimulus is stress and the response is job performance. Stress can cause the decreasing response of the job performance. But stress can make to a point at which adjusting become illness.

General adaptation syndrome or known as GAS describes the process the human body goes through when people are subjected to any forms of stress, both positive or negative. GAS has three stages which are alarm, resistance and exhaustion. If the stress that caused GAS is not addressed, it can develop to physical and mental health issues. The alarm reaction is the body's first reaction to stress. This stage is also known as the fight-or-flight response. The body's sympathetic nervous system is stimulated by the abrupt release of hormones during this time. In the resistance stage, the body works to repair itself after the initial shock of stress. If the stressful incident is no longer present and the individual can overcome the stress, the heart and blood pressure will begin to return to pre-stress values during this period. The body will never get a clear signal to return to normal functioning if the stressful situation persists for a lengthy amount of time or if the tension is not relieved. Long-term or chronic stress causes the last stage of exhaustion. Continuing to deal with stress without releasing it depletes a person's physical, emotional and mental resources until the body can no longer cope.

2.8. Conceptual Framework

The dependent variable and independent variable are the two primary variables in the theoretical framework. The conceptual framework built for this research is based on the literature review of the previous studies for this topic as follows:

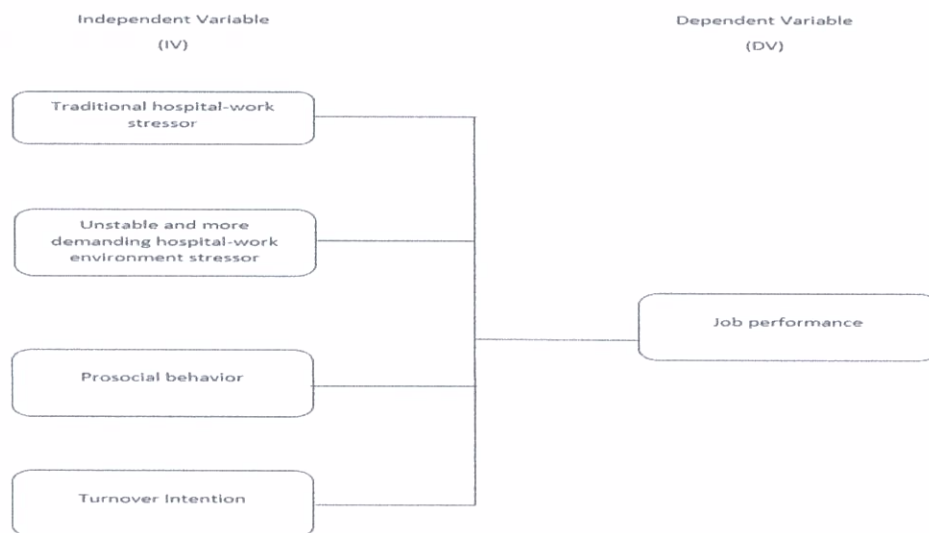


Fig. 1: Conceptual Framework

2.9. Research Hypothesis

The hypotheses are:

- H1: Traditional hospital-work stressor negatively affects the job performance during pandemic.
- H2: Unstable and more demanding hospital-work environment stressor negatively affect the job performance during pandemic.
- H3: Prosocial behavior positively affect the job performance during pandemic.
- H4: Turnover intention negatively affect the job performance during pandemic.

3. Research Methodology

This study applies a mixed method to approach this topic with an integrated design. This research is a combination of correlational investigation and survey research as the study uses online questionnaires to collect the data from a group of workers or respondents. In the context of this research, Klang Valley is an urban area in Malaysia which is located in the center of Kuala Lumpur and towns in Selangor. Respondents who work with government hospitals in the Klang Valley area are targeted to respond through the online surveys.

All the targeted respondents are approached until the targeted total sample size is achieved during the data collection period. This survey research will also apply a structured questionnaire and will be distributed using the Google Form Application as the instrument to collect the information required from government hospital workers in the Klang Valley area. The quantitative research method is applied in this research to ensure the data to be collected is precise but some minor qualitative questions will be integrated into the quantitative surveys in order to collect the data with certain specific answers from the respondents. This structure of questions will make it possible to not only achieve precise statistics and facts for theory discussion and conclusions, but to understand the respondents as well and provide deeper, more meaningful data (Flick, 2018).

3.1. Research Sampling

The group of people in this research are healthcare workers from hospitals in the Klang Valley area. Even though there are a lot of hospitals in the Klang Valley area, the study will just be focused on hospitals involved in treating Covid-19 patients. In other words, not all hospitals in the Klang Valley area have experience in treating patients infected with the Covid-19 virus. Total hospitals in the Klang Valley area are estimated to be around 20 hospitals and the questionnaire was split up to 8 covid-handling government hospitals. A sample size will be set using sampling techniques based on the population. The expected sample size of the research is approximately 200 hospital employees as there is a need to achieve data saturation. It was found that this number of respondents fits well for this purpose. For these approximate 200 respondents, the research will apply purposive sampling as the sampling technique, which is categorized as a non-probability method of sampling (Garner et al., 2009; Sharma, 2017).

3.2. Research Instrument

The instrument used in this research are questionnaires that are distributed randomly in the 8 government hospitals in the Klang Valley area. The questionnaires were divided by two sections which are section A and section B. Multilanguage is used in this questionnaire, namely English and Bahasa Malaysia to make sure that respondents can understand the questions easily and also make it easier for them to answer it quickly. The questions were provided in closed-ended form. Section A consists of 6 demographic questions and section B contains 46 questions about the dependent and independent variable.

Section A will collect the respondents' personal data that will be used for the study purpose only and all of the data strictly will be kept safe. The respondents' background can be studied in this section and it is divided into 6 general questions. Section B will have the respondents answer the questions based on the Five Point Likert Scale as below. This section has 46 questions that need each respondent to answer. These 46 questions are related to the stressors mentioned before namely the Traditional Hospital-Work Stressor, Unstable and More Demanding Hospital-Work Environment Stressor, Prosocial Behavior, and Turnover Intention while also addressing the dependent variable which is Job Performance.

4. Result and Data Analysis

4.1. Demographic Data

The demographic questions consisting of information on gender, age, position level, education level, marital status and years of experience in the health industry are collected from a number of 151 workers. According to the analysis of the study, it was found that the number of female respondents is more than the males. The percentage of females obtained was 56.29% (N = 85) while for males were 43.71% (N =66). There are several age groups of healthcare workers of government hospital in Klang Valley area. The table show that age between 31 – 40 years

old achieved the highest percentage of 54.30% (N = 82) followed by under 30 years age which is 37.09% (N = 56) and the lowest percentage is the 41-50 years with 8.61% (N = 13).

It is found that there are several groups of position levels among the healthcare workers and based on Table 11, nurses encompass the highest percentage with 49.01% (N = 74) while medical assistants have the second highest representation with a percentage of 26.49% (N = 40). There are 18.54% (N = 28) of doctors, 2.65% (N = 4) of pharmacist and KKM drivers, followed by the lowest percentage of 0.66% (N = 1) which are student nurses. The respondents of education levels among the healthcare workers. According to Table 12, Diploma has the highest representation percentage with 76.16% (N = 115) while Degree has the second highest representation with a percentage of 19.21% (N = 29). There are 2.65 % (N = 4) of SPM certifications and the lowest percentage is 1.99 % (N = 3) for nursing certifications. A few varieties of years of experience were discovered in the health industry from healthcare workers of government hospitals in the Klang Valley area. The years of experience in health industry between 4 – 9 years acquired the highest percentage of 46.36% (N = 70) followed by less than 4 years which is 40.40% (N = 61) and the lowest percentage for years of experience for more than 9 years recorded a percentage of 13.25% (N = 20).

4.2. Exploratory Factor Analysis (EFA)

Table below show the result of factor loading and dimension using exploratory factor analysis. Exploratory factor analysis (EFA) is a multivariate statistical method that has become a fundamental tool in the development and validation of psychological theories and measurements (Watkins, 2018). Factor analysis use varimax rotation procedure and rotated component matrix has suggest by Ariffin, (2010). The Kaiser-Mayer-Olkin test has been used to measure sampling which result is 0.788.

TABLE I: Factor Loading and Dimension

Factor	Items of Factor	Factor Loading Value
Factor 1 (V1)	T1: Excessive workload.	.751
	T3: Tight working time.	.716
	T7: Work demands on private life.	.710
	T6: Repetitive work.	.705
	T4: Long working hours.	.694
	T2: Lack of time with family.	.651
	U2: Staff shortage.	.572
	U3: Concerns about salary cut.	.359
	Eigenvalue	10.1
	Prevent Total Variance	17.132
Factor 2 (V2)	TI9: I dream about getting another job that will better suit my personal needs.	.864
	TI5: I am seriously thinking of quitting my job.	.848
	TI8: As soon as I find as better job place, I will leave this hospital.	.822
	TI4: It is likely that I will actively look for a new job next year.	.792
	TI3: In this hotel, I have searched for a new job during the past 12 month.	.686
	TI1: In this hospital, I often think about quitting my present job	.595
	Eigenvalue	6.326
	Prevent Total Variance	13.259

	JP5: In this hospital, I have carried out the core parts of my job well	.809
	JP7: Always fulfil my responsibilities.	.765
	JP4: In this hospital, I have presented a positive image of the organization to other people.	.742
	JP6: Quality of my work is very good.	.693
Factor 3 (V3)	JP3: In this hospital, I have initiated better ways of doing my core tasks.	.667
	JP8: Cope well with difficult situations and setbacks at work.	.644
	JP2: In this hospital, I have coordinated my work with co-workers.	.521
	Eigenvalue	4.31
	Prevent Total Variance	10.056
	U8: Demanding hygiene policies or guidelines.	.812
	U7: Frequent reporting/documentation about hygiene issues at the quarantine place.	.790
Factor 4 (V4)	U6: Insufficient equipment for work. (e.g., running out of beds)	.721
	U5: Emotional stress from current negative news.	.528
	Eigenvalue	6.76
	Prevent Total Variance	9.601
	PB9: Confidence the government.	.800
	PB7: The government should take more responsibility to ensure that everyone is provided for having better life conditions	.660
Factor 5 (V5)	PB6: Incomes should be made more equal.	.601
	Eigenvalue	3.021
	Prevent Total Variance	7.207

Table I presents the derived factor analysis solutions. The principal component analysis extracted five factors having eigenvalues greater than 1.0. The five factors accounted for 39.46 percent of total variance. After exploratory factor analysis has been conducted, Factor 1 (Traditional Hospital-Work Stressor) was loaded with eight items explaining 17.132 percent of variance. Factor 2 namely "Turnover Intention" comprised six loaded items with explaining 13.259 percent of variance. Factor 3 (Job Performance) comprised seven loaded items with 10.056 percent of variance. Factor 4 namely "Unstable and More Demanding Hospital-Work Environment Stressor" loaded with four items with explaining 9.601 percent of variances. Lastly, factor 5 namely "Prosocial Behavior" has three items loaded with 7.207.

4.3. Reliability Coefficient

TABLE II: The Internal Consistency and Reliability Coefficient

Factor	Number of Items	Cronbarch Alpha
Factor 1 (V1)		
Traditional Hospital-Work Stressor	11	0.741
Factor 2 (V2)		
Turnover Intention	9	0.819
Factor 3 (V3)		
Job Performance	9	0.628

Factor 4 (V4)

Unstable and More Demanding
Hospital-Work Environment
Stressor

8

0.704

Factor 5 (V5)

Prosocial Behavior

9

0.614

The value of Cronbach's Alpha for Factor 1 is 0.741, factor 2 is 0.819, factor 3 is 0.628, factor 4 is 0.704 and lastly factor 5 is 0.614. All research variables are exceeding the acceptable standard of reliability analysis of 0.5. All items in the measurement exhibited loadings exceeding 0.5, ranging from 0.614 to 0.819. The reliability of the constructs was checked using Cronbach's and composite reliability (CR). The values obtained were within the range recommended by Hair et al. (2020). This statistical analysis confirmed that the measurement scale is met the acceptable standard of reliability analysis. The overall Cronbach's Alpha reliability coefficients for 46 items is 0.725.

4.4. Multiple Regression

TABLE III: Model Summary

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.690 ^a	.476	.470	.35549

a. Predictors: (Constant), Turnover Intention, Prosocial Behavior, Unstable and More Demanding Hospital-Work Environment Stressor, Traditional Hospital-Work Stressor

b. Dependent Variable: Job Performance

TABLE IV: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.687	3	9.229	110.364	.000 ^b
	Residual	19.136	236	.086		
	Total	47.584	239			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Turnover Intention, Prosocial Behavior, Unstable and More Demanding Hospital-Work Environment Stressor, Traditional Hospital-Work Stressor

TABLE V: Estimates of Coefficient of the Five-Factor Multiple Linear Regression Model

Items	B (Unstandardized Coefficient)	Std Error	Beta (Standardized Coefficients)	T value	P-value
Constant	1.006	0.208		4.833	.0001
Traditional Hospital-work Stressor	0.29	0.062	0.323	4.765	.0001
Unstable and More Demanding Hospital-work Environment Stressor	0.244	0.078	0.257	3.556	.0001
Prosocial Behavior	0.269	0.068	0.238	3.238	.0010
Turnover Intention	-0.299	0.062	-0.424	0.026	0.317

As depicted in table above, the largest beta coefficient obtained was 0.323 for data relevancy and this correspond with the t-statistics of 4.765. This is meaning this variable make the strongest unique contribution in explaining the dependent variable implication of job performance, then the variance explained by all others predictor variable in the model controlled for. The Beta value for unstable and more demanding hospital-work environment stressor was the second highest (0.257). This result indicates that one standard deviation increases in job performance. Followed by prosocial behavior (0.238) and turnover intention (-0.424) with the lowest Beta value.

TABLE V: Conclusion of correlation coefficient

Variables	Correlation coefficient (r)	Conclusion
Traditional Hospital-Work Stressor (X₁)	0.174	Positive correlation and significant
Unstable and More Demanding Hospital-work Environment Stressor (X₂)	0.417	Positive correlation and significant
Prosocial Behavior (X₃)	0.671	Positive correlation and significant
Turnover Intention (X₄)	-0.449	Negative correlation and not significant

Relationship between Traditional Hospital-Work Stressor (X₁) and Job Performance (Y)

H₁: Traditional hospital-work stressor (X₁) positive affects the job performance (Y) during pandemic

The second highest linear relationship was found on traditional hospital-work stressor (X₁) and job performance (Y). The correlation coefficient (r) of 0.174 indicates that the as the score for traditional hospital-work stressor (X₁) contributes to the factor of job performance (Y). The finding clearly supports the research hypothesis that there is a relationship between traditional hospital-work stressor (X₁) and job performance (Y) due to the p-value are less than 0.05. This result was supported by finding of Li et al., (2017), hospital work stress is a major problem for nurses, and it can positively influence job performance. Therefore, it is critical to explore variables that can reduce or buffer the negative effects of work stress. This study explores the moderating effects

of coping strategies on the relationship between work stress and job performance for nurses in China. Another researcher in Iran, Arbabisarjou et al., (2013) find out the relationship between the job stress and performance of the hospital's nurses. As per hypothesis job stress had a positive relation with job performance that when stress occurs it effects the performance of employees positively, that lower the stress it increases the performance so both these are inversely proportional each other as to the results the correlation in table above shows both job stress and job performance is positively correlated. Thus, the result supported the hypothesis, H_1 that there is positive linear relationship between traditional hospital-work stressor and job performance.

Relationship between Unstable and More Demanding Hospital-Work Environment Stressor (X_2) and Job Performance (Y)

H_2 : Unstable and more demanding hospital-work environment stressor positively affect the job performance during pandemic

A relationship was found on unstable and more demanding hospital-work environment stressor (X_2) and job performance (Y). The positively correlation coefficient (r) of 0.417 indicates that, as the score for unstable and more demanding hospital-work environment stressor (X_2) contributes to the factor of job performance (Y). Wushe and Shenje (2019) in their case study of public hospitals in Harare mentioned public health care employees such as doctors, nurses, midwives and laboratory technicians had become more likely to have higher workload and inflexible working hours as they keep up with the increasing demand. Owing to shortages of staff, most of the health care employees had become stress ridden as they had to work for long working hours, face incompatible demands and find lack of support from superiors. The study concluded that there is a positive relationship between increase in inflexibility in work hours and job performance. The findings also noted a positive relationship between work overload and job performance. This result also supported by Vijayan (2018). In these studies, explore major factors causing job stress and explains how it affects job performance of the employees working in Aavin, Coimbatore. There are different kinds of job stress prevailing in an employee's everyday life like workload, job security, autonomy, role conflicts, low salaries etc. In the present paper, the major factors considered are workload, job security, and shift work related to Aavin Company. The studies investigate the impact of job stress related factors, viz. workload, job security, and shift work on employees' job performance. Thus, the finding clearly supports the research hypothesis that there is a positively relationship between unstable and more demanding hospital-work environment stressor (X_2) and job performance (Y).

Relationship between Prosocial Behaviour (X_3) and Job Performance (Y)

H_3 : Prosocial behaviour positively affect the job performance during pandemic

The strongest linear relationship was found between prosocial behaviour (X_3) and job performance (Y). As the high positive correlation coefficient of 0.671 defined as the score for prosocial behaviour increases so do the rating for job performance. This finding clearly supports the research hypothesis, H_3 that there is positive linear relationship between prosocial behaviour (X_3) and job performance. The finding was supported by studies of Feather et al., (2018) mentioned a positive relationship was noted between workplace behaviours and individual level performance and unit level performance. Albeit multifactorial, leadership and the social structure of the work environment are important factors contributing to the workplace behaviour-performance relationship. Prosocial behaviours influence the social functioning of the work environment and offer insights into the delivery of quality care. Another research by Ridha and Dimiyati (2018) stated prosocial behaviour is needed by the nurses due to their field of work that is related to humanity, which is to help patients who have health problems. Such behaviour is important for nurses because it can determine the image and quality of hospital services. The research aims to know whether empathy can predict prosocial behaviour of nurses in Yogyakarta.

Relationship between Turnover Intention (X_4) and Job Performance (Y)

H_4 : Turnover intention negatively affect the job performance during pandemic

Turnover intention showed the lowest linear correlation on employee satisfaction. This suggests that as the score for turnover intention decreases, the rating for job performance also decrease. This discovery clearly supports

the research hypothesis H₄, where there is a low negative linear relationship between turnover intention and job performance. This result supporting by research done by Gun et al., (2021). In their studied mentioned job satisfaction and affective commitment had a positive and significant effect on job performance and there was a negative and significant effect on turnover intention ($P < .05$). In addition, job performance had a significant negative effect on turnover intention. Increase in job performance and decrease in turnover intention could be possible with satisfaction, commitment, and support. The finding by Dordunu et al., (2020) supporting job performance has been found to influence turnover intentions of employees, the evidence provided in this study suggests that turnover intentions are also a good predictor of employees' job performance. This paper examined the turnover intentions of some selected accountants practicing with audit firms in Ghana. Thus, the finding clearly supports the research hypothesis that there is a negatively relationship between turnover intention (X₄) toward job performance (Y).

5. Conclusion and Suggestion

The results accumulated from the study at hand concludes that the four factors, namely the traditional hospital-work stressor, unstable and more demanding hospital-work environment stressor, prosocial behavior and turnover intention certainly have a relationship with job performance. Based on the analysis guided by the respondents' result on independent variables, namely traditional hospital-work stressor, unstable and more demanding hospital-work environment stressor, prosocial behavior and turnover intention, these items have the ability to explain the job performance of healthcare workers among government hospitals in the Klang Valley area. To conclude, a significant relationship exists between the independent variable explored, with the dependent variable of the research, which is the job performance of government hospital workers.

In the future, it is important to carry out this study to a higher degree of implementation and with greater funding as well as with more ambitious objectives. Although it can be concluded that the objectives were successfully achieved through the study, there are still some possible improvements that can be made. Future researches can focus on conducting researches that ask the opinions of workers on how to better adequately prepare the organization for future pandemic occurrences. It must be noted that these employees have the experience of going through all these stressful situations that many policymakers have never even experienced in their life. The recommendations of these employees are critical in ensuring effective ideas can be generated asides from just asking about their thoughts and feelings about the situation. Not only that, future researchers are encouraged to work on studies that focus on other sectors as well, in facing potential industry-threatening issues, such as the pandemic currently ongoing. Certainly, the healthcare sector is not the only one affected by the pandemic, thus many more studies are needed to be done to cover the many sectors available in Malaysia. Without studies such as these for other sectors, the country will not be able to survive once a worse pandemic hit the world. As important as it is for the government to give focus to hospitals, there are many other sectors which are simply invaluable to the integrity of a nation such as Malaysia.

6. Acknowledgements

Please acknowledge collaborators or anyone who has helped with the paper at the end of the text.

7. References

- [1] Abraham, Katharine & Haltiwanger, John & Sandusky, Kristin & Spletzer, James. (2019). The Rise of the Gig Economy: Fact or Fiction?. AEA Papers and Proceedings. 109. 357-361. 10.1257/pandp.20191039.
- [2] Ali, Imran. (2018). Personality traits, individual innovativeness and satisfaction with life. Journal of Innovation & Knowledge. 4. 10.1016/j.jik.2017.11.002.
- [3] Alias, Nurul Ezaili & Ismail, Shafinar & Othman, Rozana & Koe, Wei-Loon. (2018). Factors Influencing Turnover Intention in a Malaysian Manufacturing Company. KnE Social Sciences. 3. 10.18502/kss.v3i10.3171.

- [4] Arbabisarjou, & Azizollah, Arbabisarjou & Ajdari, & Zaman,. (2013). The relationship between Job stress and performance among the hospitals nurses. 10.13140/2.1.1992.7045.
- [5] Aziz Aj., Saeed BA, Shabila NP, (2021) Stress and anxiety among physicians during the COVID-19 outbreak in the Iraqi Kurdistan Region: An online survey. PLoS ONE 16(6): e0253903. <https://doi.org/10.1371/journal.pone.0253903>
- [6] Chriastian and Oviageli, (2019). Overview of Stress and Stress Management consequences in Bangladesh: A population-based nationwide study control and the need for achievement make a difference? COVID-19 Crisis: A Cross-Sectional Analysis.
- [7] Dordunu, Wisdom & Owusu, Godfred & Simpson, Samuel. (2020). Turnover intentions and job performance of accountants: The role of religiosity and spiritual intelligence. *Journal of Research in Emerging Markets*. 2. 43-61. 10.30585/jrems.v2i1.405.
- [8] Dou, Kai & Li, Jian-Bin & Wang, Yu-Jie & Li, Jingjing & Liang, Ziqin & Nie, Yan-Gang. (2019). Engaging in prosocial behavior explains how high self-control relates to more life satisfaction: Evidence from three Chinese samples. *PLOS ONE*. 14. e0223169. 10.1371/journal.pone.0223169.
- [9] Elizabeth Scott, (2020) Stress Management: An Overview of Stress Embedded Mixed-Method Study Employees of Jinja Municipal Council Headquarters evidence from a scoping review.
- [10] Feather, Janice & McGillis Hall, Linda & Trbovich, Patricia & Baker, G.. (2018). An integrative review of nurses' prosocial behaviours contributing to work environment optimization, organizational performance and quality of care. *Journal of Nursing Management*. 26. 10.1111/jonm.12600.
- [11] Gün, Ibrahim & Söyük, Selma & Özsari, Salih. (2021). Effects of Job Satisfaction, Affective Commitment, and Organizational Support on Job Performance and Turnover Intention in Healthcare Workers. 8. 89-95.
- [12] Li, L., Ai, H., Gao, L. et al. Moderating effects of coping on work stress and job performance for nurses in tertiary hospitals: a cross-sectional survey in China. *BMC Health Serv Res* 17, 401 (2017). <https://doi.org/10.1186/s12913-017-2348-3>
- [13] Mayer, Yael & Etagar, Shir & Shiffman, Noga & Lurie, Ido. (2020). The Fear of COVID-19 Familial Infection Scale: Initial Psychometric Examination. 10.31234/osf.io/edwta.
- [14] Pavithra., S. & Deepak, K.V.. (2021). The effect of social media on employees' job performance with reference to information technology (IT) sector in Bangalore. *Materials Today: Proceedings*. 10.1016/j.matpr.2020.11.067.
- [15] Raposa, Elizabeth & Laws, Holly & Ansell, Emily. (2015). Prosocial Behavior Mitigates the Negative Effects of Stress in Everyday Life. *Clinical Psychological Science*. 4. 10.1177/2167702615611073.
- [16] Ridha, W. & Dimiyati (2019). Empathy as a Predictor of Prosocial Behavior of Nurses in the Special Region of Yogyakarta. *Advances in Social Science, Education and Humanities Research*, volume 326, pp 436-440.
- [17] Sakib, Najmuj & Gozal, David & Bhuiyan, A K M & Hossain, Sahadat & Bodrud-Doza, Md & Al-Mamun, Firoj & Hosen, Ismail & Safiq, Mariam & Abdullah, Abu Hasnat & Sarker, Md & Rayhan, Istihak & Sikder, Dr. Md & Muhit, Mohammad & Lin, Chung-Ying & Griffiths, Mark & Pakpour, Amir. (2020). The COVID-19 pandemic and serious psychological consequences in Bangladesh: A population-based nationwide study. *Journal of Affective Disorders*. 10.1016/j.jad.2020.10.036.
- [18] Shaukat, Natasha & Ali, Daniyal & Razzak, Junaid. (2020). Physical and mental health impacts of COVID-19 on healthcare workers: A scoping review. *International Journal of Emergency Medicine*. 13. 10.1186/s12245-020-00299-5.
- [19] Watkins, Marley. (2018). Exploratory Factor Analysis: A Guide to Best Practice. *Journal of Black Psychology*. 44. 009579841877180. 10.1177/0095798418771807.

- [20] Wong, K.F. W., Seongseop, K., & J. Kim, H. Han, (2021). How the COVID-19 pandemic affected hotel Employee stress: Employee perceptions of occupational stressors and their consequences, *International Journal of Hospitality Management*, Volume doi.org/10.1016/j.ijhm.2020.102798.
- [21] Wushe, Tawaziwa & Shenje, Jacob. (2019). An analysis of the relationship between occupational stress and employee job performance in public health care institutions: A case study of public hospitals in Harare. *SA Journal of Human Resource Management*. 17. 10.4102/sajhrm.v17i0.1079.
- [22] Ariffin, Z. Z., (2010). The Relationship between American Popular Culture and some selected aspect of consumer behaviour: A study of Malaysian Adolescents, PhD Thesis, University Malaysa, Kuala Lumpur, Malaysia.