



Print ISSN: 1738-3110 / Online ISSN 2093-7717
 JDS website: <http://www.jds.or.kr/>
<http://dx.doi.org/10.15722/jds.20.06.202206.33>

Perceived Risk of COVID-19 Pandemic, Distribution of Burnout Resources, and Employees' Job

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Received: April 15, 2022. Revised: April 27, 2022. Accepted: June 05, 2022.

Abstract

Purpose: This article presents the relationship among the perceived risk of the COVID-19 pandemic, burnout, job insecurity, and employees' job performance in Vietnam. **Research design, data, and methodology:** The dataset included 310 samples from Vietnamese employees through the internet (Gmail, Facebook, Google form). PLS-SEM is used on Smart-PLS software. **Results:** Research results show that the perceived risk of COVID-19 has a positive impact on job performance and burnout. At the same time, job insecurity positively impacts burnout and has a negative impact on job performance. The distribution of resources to many jobs (both working and worrying about losing jobs) will reduce job performance. Furthermore, the study shows that workers exposed to COVID-19 risks have higher job performance. At the same time, burnout is not a factor that reduces employees' job performance. Finally, the perceived risk of COVID-19 and job insecurity have nothing to do with each other (perceived risk of COVID-19 does not affect job insecurity). These are two factors that exist independently and in parallel. **Conclusions:** The authors also suggest some implications in theory and practice from these research results. The implications will reduce anxiety about risks due to COVID-19 and job security for employees.

Keywords: Covid-19, Perceived Risk, Distribution of Burnout Resources, Burnout, Job Insecurity, Job Performance

JEL Classification Code: A1, I1

1. Introduction

Since the outbreak in Wuhan, China, in late 2019, the COVID-19 pandemic has spread worldwide, and it dangerously affects the health and economy world (Cao & Nguyen, 2021; Nguyen, Pham, & Nguyen, 2020; Ryu & Chae, 2022). Being a country sharing a border with China also makes Vietnam a country affected by the COVID-19 pandemic. Vietnam had to perform a nationwide lockdown in April 2020 and social distance in some provinces and cities, with sudden increases in cases in 2020 and 2021. As a highly contagious disease, COVID-19 has forced the authorities to implement restrictive measures such as social distancing, avoiding crowded public places, restricting

movement, and imposing isolation. all arrivals in the country (Yıldırım, Geçer, & Akgül, 2021). The Vietnamese government has also taken many steps to prevent the pandemic, such as social distancing, tracing, isolating, and restricting people's movement. Therefore, people are also affected to a certain extent by COVID-19. The COVID-19 pandemic took place complicatedly, affecting the economy in general and the employment-related psychology of employees.

The intense outbreak of COVID-19 makes people aware of the risks of infection for themselves and those around them (Nguyen et al., 2020). And in this context, everyone thinks they will be at risk. Therefore, anxieties about risk can be detrimental to mental health (Yıldırım et al., 2021). And

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from those risk concerns, individuals will tend to respond to those concerns to protect their health (Brewer, Chapman, Gibbons, Gerrard, McCaul, & Weinstein, 2007). The extremely severe risk of COVID-19 poses the risk of death and intolerable psychological problems (Ahorsu, Lin, Imani, Saffari, Griffiths, & Pakpour, 2020). Research has revealed that perceived risk is significantly associated with health status, distress (Zhang, Wang, Rauch, & Wei, 2020), sleep disturbances, anxiety, and stress (Zhang et al., 2020). Casagrande, Favieri, Tambellini, & Forte, 2020), suicidal thoughts, suicide attempts, or actual suicide, coping strategies, preventive behavior for COVID-19 (Yıldırım et al., 2021).

In the context of the COVID-19 pandemic, not only is the pressure of being infected, but the work problem also makes employees feel stressed. Job security appears to workers in this context (Vu, Vo-Thanh, Nguyen, & Chi, 2022). Job security is a stressful experience associated with feelings of depression and negativity (Vo-Thanh, Vu, Nguyen, Zaman, & Chi, 2021). Several studies have shown a marked increase in anxiety-related illness and depression to facing job insecurity due to the epidemic. During an outbreak, people who are financially dependent on an industry facing a crisis are more than twice as likely to experience psychological distress as those whose income is not reliant on the sector (Wilson, Lee, Fitzgerald, Oosterhoff, Sevi, B, & Shook, 2020). During severe acute respiratory syndrome (SARS) outbreaks, depression and emotional stress symptoms increase pre- to the post-SARS outbreak, and job losses are predicted to increase even more (Wilson et al., 2020). It is the distribution of many resources at the same time (work anxiety, COVID-19 risks) that will have a specific impact on job performance. Some studies have shown that psychological factors are still seriously affected (Wilson et al., 2020). Therefore, the impact of the pandemic on Job security should be carefully studied.

With the impacts of COVID-19, the pressure on employees is pretty apparent. However, many studies suggest that COVID-19 will stress employees and reduce their job performance (Clark & Loxton, 2012). But some studies show that the pressure of COVID-19 affects jobs and wages, so workers are more focused on working to keep their jobs and ensure family expenses (Wilson et al., 2020). Each different background can have different research results. There are still many studies with mixed results. Therefore, this study was conducted to determine the impact of COVID-19 on employees' work in Vietnam.

The research will help test the covid-19 risk theory and employee performance. At the same time, the research results will help administrators take appropriate measures to limit job security and improve work efficiency for employees in the context of crises such as COVID-19.

2. Literature Review

The perception of COVID-19 risk is the perception of the seriousness of COVID-19 to individuals to society (Nguyen et al., 2020; Vu et al., 2022). Employees may feel infected with COVID-19 while participating in the work process (due to contact with colleagues, partners, or public places during work). In this study, COVID-19 risk perception mainly focused on risks related to employees' health. Job insecurity is a stressful experience associated with feelings of depression and negativity (Vo-Thanh et al., 2021). In addition, Job insecurity is also defined as the perceived ability to maintain job continuity (Greenhalgh & Rosenblatt, 1984). The risk of job loss can be compounded by changing job factors indicators: falling wages and worsening working conditions. These are all signs of a possible job loss for employees (Hellgren & Sverke, 1999). In COVID-19, employees may be at risk of contracting COVID-19, so they face unsafety and income anxiety or are infected with COVID-19. COVID-19 has caused many employees to lose their jobs due to poor business performance and reduced the number of employees. As a result, employees always experience anxiety about job loss in the wake of COVID-19 (Keim, Landis, Pierc, & Earnest, 2014). Therefore, the research hypothesis is stated as follows:

H1: Perceived CO-19 has a positive impact on job insecurity

Burnout is characterized by a loss of mental and physical energy as well as personal resources, resulting in tension, weariness, despair, and sleeplessness (Choi, Mohammad, & Kim, 2019). The psychological burden is due to possible job loss or unstable income (Ruiz-Frutos, Ortega-Moreno, Allande-Cussó, Domínguez-Salas, Dias, & Gómez-Salgado, 2021). Therefore, employees perceive the threat of job loss will also make them feel more tired and more stressed at work (Laba, Bosman, & Buitendach, 2005). At the same time, the perceived element of job insecurity may only be emotional in nature of employees when under certain pressure (Jiang & Lavaysse, 2018). Therefore, the hypothesis is stated as follows:

H2: Job insecurity has a positive impact on burnout

Besides, worries surrounding the issue of COVID-19 will make employees distracted during work (Vo-Thanh et al., 2021). Employees find it more distracting when the concern of being infected with COVID-19 can happen to them at any time (Ruiz-Frutos et al., 2021; Trougakos, Chawla, & McCarthy, 2020). Stress during work when thinking about COVID-19 will negatively affect job performance. The negative effects of COVID-19 can be seen in employees' psychology and performance (Vo-Thanh et al., 2021).

Therefore, the research hypothesis is stated as follows:

H3: Perceived COVID-19 has a negative impact on job performance.

Concerns about COVID-19 infection during work distract employees and make them more stressed (Leiter, 2005). In addition, the state of defense against COVID-19 can occur during work, making them tired of spending many resources at once on work (Westman, Hobfoll, Chen, Davidson, & Laski, 2004). As a result, the more employees worry about the risks posed by COVID-19, the more stressed and exhausted they become. The research hypothesis is put forward as follows:

H4: Perceived COVID-19 has a positive impact on Burnout

When employees feel tired, they feel depressed or ineffective at work (Ruiz-Frutos et al., 2021; Vo-Thanh et al., 2021). Furthermore, when employees' resources are exhausted, it will be impossible to do a good job (Trougakos et al., 2020). In addition, fatigue also quickly causes employees to go to work (sick or not physically and mentally ready to go to work). Therefore, the research hypothesis is as follows:

H5: Burnout has a positive impact on job performance

With the worry of job loss always standing for workers, they will lose focus on work. This can lead to the work efficiency factor will be negatively affected. Losing a job means that the job is not guaranteed, and there is no reason for them to stick with it. Therefore, employees will reduce work efficiency when they do not fully focus on their work. Some studies show that job insecurity has a negative effect on job performance (Vo-Thanh et al., 2021). Therefore, this study also hypothesized the following:

H6: Job insecurity has a negative impact on job performance

The research model and research hypotheses are shown in Figure 1.

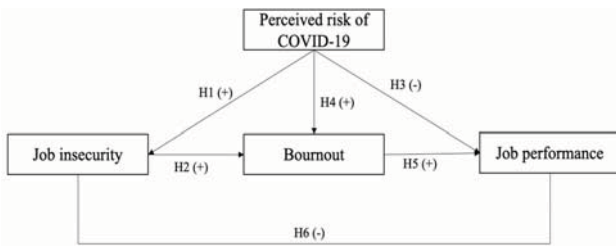


Figure 1: Research model and hypotheses

3. Method

3.1. Design

The survey was referenced from previous studies related to the risks encountered in an employee's job. Specifically, the questions of the Perceived risk factor group are referenced from the study of Lau, Kim, Tsui, and Griffiths (2007); Job insecurity factor refers to Hellgren and Sverke (1999); the Burnout factor, referenced by Nahrgang, Morgeson, and Hofmann (2011); Job performance factors refer to Chiang and Hsieh (2012). The scales are designed in the form of a 5-point Likert scale with 1- Totally disagree; 2- disagree; 3-Agree; 4-Agree; 5-Totally agree. The reference scales will be translated into Vietnamese and back-translated into English to continue to edit the content appropriate to the Vietnam situation and the context of the COVID-19 pandemic.

After having an official survey, the authors conducted an online survey via facebook channels and Gmail through google forms. Finally, the survey was broadcast to employees from July 28, 2020, to August 10, 2020. This was the second COVID-19 pandemic outbreak in Vietnam.

3.2. Data

The surveys were conducted from July to August 2020, when Vietnam was officially in the second COVID-19 outbreak, with the assistance of the Internet (Gmail, Facebook, Google Form), and resulted from invalid 310 samples. The questionnaire is divided into two parts: The first subdivision presents questions related to the employee's perception of the risks posed by COVID-19 to health and work problems. The second part gives information on the demographics of the employee. Table 1 describes the characteristics of the surveyed objects in the research samples. Table 1 shows that Female holds the majority with 66.13%; the largest age group is from 28 to 40 years old (42.26%). The Group of other services and education occupies the largest proportion with 37.74% and 33.55%.

Table 1: Respondents' characteristics

| | Number of employees | Percent |
|---------------|---------------------|---------|
| Gender | | |
| Male | 105 | 33.87% |
| Female | 205 | 66.13% |
| Age | | |
| <28 | 122 | 39.35% |
| 28- <40 | 131 | 42.26% |
| 40-50 | 51 | 16.45% |
| > 50 | 6 | 1.94% |

| Job | Number of employees | Percent |
|---|---------------------|---------|
| Electronic | 9 | 2.90% |
| Manufacturing-Processing - Other manufacturing | 35 | 11.29% |
| Tourism, restaurant, and hotel services | 22 | 7.10% |
| Transport | 23 | 7.42% |
| Educations | 104 | 33.55% |
| Other services | 117 | 37.74% |
| Total | 310 | |

3.3. Data Analysis

The reliability analysis techniques have helped to re-evaluate whether the items are reliable with data collected in the research context or not. Factor loading indexes, Cronbach's Alpha coefficients, CR and AVE, are given to

evaluate the reliability and convergence of factors. In addition, to ensure the factors are differentiated, a test of distinct validity is also used. Analytical techniques. The results obtained from 310 responses from employees were analyzed with SmartPLS software. To test the hypotheses, PLS-SEM is going to be used.

4. Results

4.1. Descriptive

Table 2 summarizes the questionnaire responses' descriptive results. With 310 responses, employees had reviews on scales ranging from 2.1 to 4.53. Again, the researchers can find the primary data in CSV format in the data repository.

Table 2: Descriptive results of students' responses to the survey

| | CODE | Items | N | Mean | Min | Max |
|-------------------------|------|--|-----|-------|-----|-----|
| Perceived risk COVID-19 | RIS1 | The Covid-19 pandemic has a high fatality rate or quickly spread. | 310 | 4.271 | 1 | 5 |
| | RS2 | Currently, the treatment methods for Covid-19 disease are not helpful. | 310 | 3.142 | 1 | 5 |
| | RS3 | We need to wait a long time before there are a treatment medicine and a vaccine to prevent Covid-19. | 310 | 3.242 | 1 | 5 |
| | RS4 | I am anxious about myself, family members, or colleagues having Covid-19. | 310 | 4.313 | 1 | 5 |
| | RS5 | I see the possibility that the Covid-19 pandemic will break out in the area where I live and work. | 310 | 3.474 | 1 | 5 |
| | RS6 | I know that the Covid-19 pandemic is very dangerous. | 310 | 4.535 | 1 | 5 |
| Job insecurity | J11 | I am worried about having to quit my job | 310 | 3.365 | 1 | 5 |
| | J12 | I will have to leave my current job soon | 310 | 2.761 | 1 | 5 |
| | J13 | There are not much more opportunities for my career development in this company. | 310 | 2.400 | 1 | 5 |
| | J14 | I feel that the organization will not provide me with attractive jobs soon | 310 | 2.332 | 1 | 5 |
| | J15 | I am afraid that the company will not need me soon | 310 | 2.184 | 1 | 5 |
| | J16 | I am so scared that my income will be reduced | 310 | 3.110 | 1 | 5 |
| | J17 | I am afraid that the roadmap for salary or compensation or bonus or well-being increase for me will be delayed | 310 | 2.958 | 1 | 5 |
| Burnout | BO1 | I feel highly drained at work | 310 | 2.677 | 1 | 5 |
| | BO2 | I feel exhausted | 310 | 2.455 | 1 | 5 |
| | BO3 | I feel tired at work | 310 | 2.323 | 1 | 5 |
| | BO4 | Currently, my job is stressful | 310 | 2.526 | 1 | 5 |
| | BO5 | I feel burned out at work | 310 | 2.106 | 1 | 5 |
| Job performance | JP1 | Fulfilling special job responsibilities | 310 | 4.233 | 1 | 5 |
| | JP2 | Meeting performance expectations | 310 | 4.110 | 1 | 5 |
| | JP3 | My performance level satisfied my supervisor | 310 | 3.981 | 1 | 5 |
| | JP4 | I have adequate competence to carry out my work effectively | 310 | 3.709 | 1 | 5 |
| | JP5 | My performance is still good as the time before Covid 19 pandemic outbreak | 310 | 4.129 | 1 | 5 |
| | JP6 | I provide high-quality job | 310 | 3.948 | 1 | 5 |

4.2. Reliability Test

With 310 employee responses, the items were included in the reliability analysis. The results showed that: Perceived risk factor COVID-19 only achieved reliability when

measured through items RS3 to RS6 (two items, RS1 and RS2, are not reliable when factor loading is less than 0.5). Other factors all achieve confidence when indicators of Cronbach's Alpha are greater than 0.6; composite reliability (CR) is greater than 0.7 and the average variance extracted (AVE) is greater than 0.5 (see Table 3)

Table 3: Reality analysis results

| Code | Items | Factor loading |
|---|--|----------------|
| Perceived risk COVID-19 (N1=6; N2=4; Cronbach's Alpha=0.786 ; CR=0.860 ; AVE=0.613) | | |
| RS1 | The Covid-19 pandemic has a high fatality rate or quickly spread. | 0.186 |
| RS2 | Currently, the treatment methods for Covid-19 disease are not helpful. | 0.275 |
| RS3 | We need to wait a long time before there are a treatment medicine and a vaccine to prevent Covid-19. | 0.858 |
| RS4 | I am anxious about myself, family members, or colleagues having Covid-19. | 0.548 |
| RS5 | I see the possibility that the Covid-19 pandemic will break out in the area where I live and work. | 0.869 |
| RS6 | The Covid-19 pandemic has a high fatality rate or quickly spread. | 0.810 |
| Job insecurity (N1=6; Cronbach's Alpha= 0.901 ; CR= 0.922 ; AVE=0.629) | | |
| J11 | I am worried about having to quit my job | 0.628 |
| J12 | I will have to leave my current job soon | 0.813 |
| J13 | There are not much more opportunities for my career development in this company. | 0.872 |
| J14 | I feel that the organization will not provide me with attractive jobs soon | 0.862 |
| J15 | I am afraid that the company will not need me soon | 0.841 |
| J16 | I am so scared that my income will be reduced | 0.741 |
| J17 | I am afraid that the roadmap for salary or compensation or bonus or well-being increase for me will be delayed | 0.767 |
| Burnout (N=5; Cronbach's Alpha=0.919 ; CR=0.940 ; AVE=0.757) | | |
| BO1 | I feel highly drained at work | 0.787 |
| BO2 | I feel exhausted | 0.886 |
| BO3 | I feel tired at work | 0.912 |
| BO4 | Currently, my job is stressful | 0.872 |
| BO5 | I feel burned out at work | 0.889 |
| Job performance (N=6; Cronbach's Alpha=0.939; CR=0.952 ; AVE=0.768) | | |
| JP1 | Fulfilling special job responsibilities | 0.887 |
| JP2 | Meeting performance expectations | 0.899 |
| JP3 | My performance level satisfied my supervisor | 0.920 |
| JP4 | I have adequate competence to carry out my work effectively | 0.790 |
| JP5 | My performance is still good as the time before Covid 19 pandemic outbreak | 0.903 |
| JP6 | I provide high-quality job | 0.853 |

4.3. Discriminant Test

The results of discriminatory validity analysis also show that the factors that achieve discriminant validity when the square root of AVE is greater than the correlation coefficients of the factors (see Table 4).

Table 4: Discriminant validity test

| | BO_ | JI | JP | RS |
|----|--------------|--------------|--------------|--------------|
| BO | 0.870 | | | |
| JI | 0.635 | 0.793 | | |
| JP | -0.073 | -0.144 | 0.876 | |
| RS | 0.140 | 0.076 | 0.359 | 0.783 |

4.4. PLS-SEM Results

After the factors are trusted, converge and discriminant validity. PLS-SEM will be used to test the hypotheses. PLS-SEM use bootstrapping with 1000 samples, the results of the structural model analysis showed that RS had no impact on JI (p-value = 0.221 greater than 0.05). Therefore, hypothesis H1 is rejected. JI has a positive effect on BO (beta = 0.626 and p-value = 0.000). Therefore, hypothesis H2 is accepted. RS has a positive effect on JP (beta = 0.369 and p-value = 0.000). Hypothesis H3, in this case, is accepted. RS has a positive effect on BO (beta = 0.099 and p-value = 0.042). Therefore, hypothesis H4 is accepted. BO has no effect on job performance (p-value = 0.712 greater than 0.5). Therefore, hypothesis H5 is rejected. JI has a negative effect on JP (beta = -0.157 and p-value = 0.039).

At the same time, the beta coefficient of JI -> BO is larger than the beta coefficient of RS -> BO, showing that JI has a stronger effect on BO than RS. Meanwhile, the beta coefficient of RS -> JP is larger than the beta coefficient of JI -> JP, showing that RS also has a stronger effect on JP than JI.

Table 5: The PLS-SEM results with direct effects

| H | Direct effects | Beta | Se | P-Values | Decision |
|----|----------------|--------|-------|----------|----------|
| H1 | RS -> JI | 0.087 | 0.071 | 0.221 | Rejected |
| H2 | JI -> BO | 0.626 | 0.037 | 0.000 | Accepted |
| H3 | RS -> JP | 0.369 | 0.074 | 0.000 | Accepted |
| H4 | RS -> BO | 0.099 | 0.048 | 0.042 | Accepted |
| H5 | BO-> JP | -0.028 | 0.077 | 0.712 | Rejected |
| H6 | JI -> JP | -0.157 | 0.076 | 0.039 | Accepted |

In addition to the direct impact hypothesis, the research results show no indirect relationship between JI and BO in the relationship between perceived risk of COVID-19 and JP (p-values are both greater than 0.05)

Table 6: The PLS-SEM results with indirect effects

| Indirect effects | Beta | Se | P-Values |
|----------------------|--------|-------|----------|
| JI -> BO -> JP | -0.018 | 0.049 | 0.714 |
| RS -> JI -> BO -> JP | -0.002 | 0.005 | 0.778 |
| RS -> JI -> BO | 0.054 | 0.045 | 0.223 |
| RS -> BO -> JP | -0.003 | 0.008 | 0.736 |
| RS -> JI -> JP | -0.014 | 0.015 | 0.356 |

Details of PLS-SEM results are presented in Figure 2

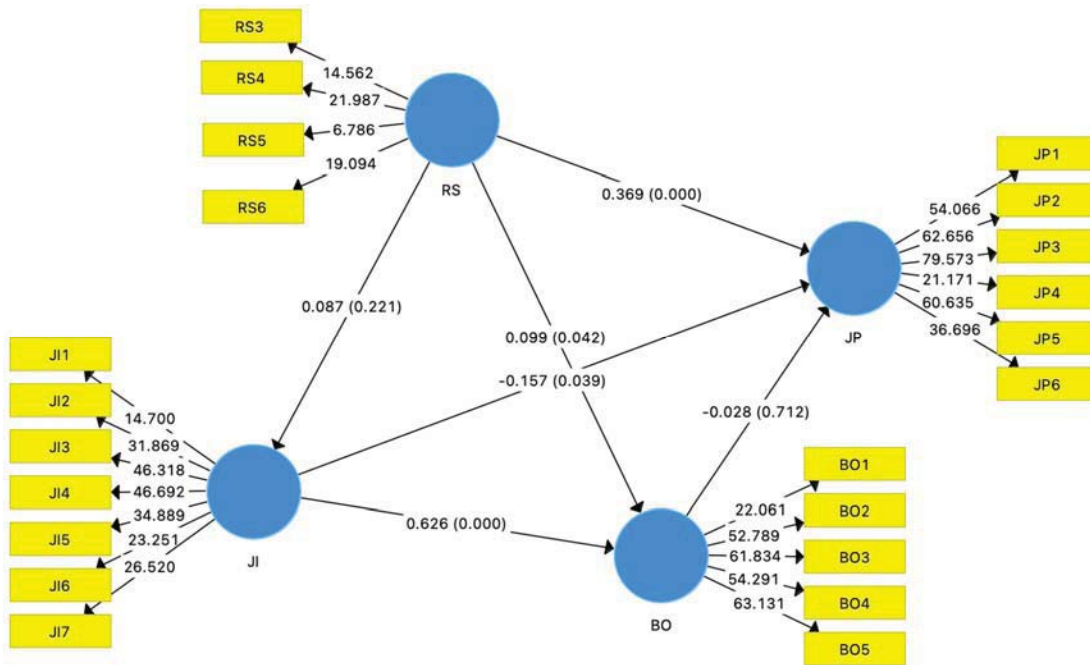


Figure 2: The PLS-SEM result

4.5. Discussion

RS has a positive effect Bournout found that when workers perceive the risk of COVID-19, they will feel more

tired and stressed. Constantly working in the ongoing epidemic makes employees more confused and tired at work. The pressure of being infected with COVID-19 makes workers always have to fight against COVID-19. Constantly

being on the defensive to protect themselves and those around them makes them feel drained of resources (Ruiz-Frutos et al., 2021; Trougakos et al., 2020). The interview results with employees also show that they are always tired when working in the context of the COVID-19 outbreak.

"I was always afraid that I would get infected when I contacted my colleagues. That's why I'm always in self-defense when communicating with other people. That is why I am depressed and tired after every working day."

RS also positively affects job performance, which is contrary to our hypothesis. When employees are aware of the risks caused by COVID-19, they have higher work results. It can be seen that the problem of employment in the context of COVID-19 is a constant worry of employees. Keeping jobs and income in the context of COVID-19 is a motivation to help employees work more effectively (Vo-Thanh et al., 2021). The worry that the infection will affect work and income has motivated employees to work more efficiently. Employees are more productive to demonstrate their ability to work and help their business through the difficult period caused by COVID-19.

"I am very worried about losing my job or reducing my salary, so I always work hard to prove my worth to the management. But, at the same time, I also want to help my business overcome difficulties during this period by being productive."

Job insecurity has the same effect on burnout. This result shows that the more employees worry about work, the more stressed and tired they will be at work. The pressure on COVID-19 is not tiny for employees in terms of stress at work (the problem lies in the risk of infection and job loss). The feeling of constantly worrying about losing a job will make employees more tired. Feeling secure about not having a job will make them even more tired. Job insecurity has a negative impact on job performance (Vo-Thanh, 2021). The fact that employees worry about job problems reduces job performance. The company's lack of focus and trust that will bring me a stable job during the pandemic may make employees less productive.

"Every time I think about losing my job because I am uncertain about the company's operations during the COVID-19 pandemic, I feel depressed and think about neglecting work. I think I'm going to lose my job at any moment, so I don't have much motivation left."

At the same time, burnout does not affect job performance, showing that fatigue or work stress does not reduce job performance. It can be seen that the pressure of COVID-19 risk or job loss can make workers feel tired but not reduce their work productivity. The attitude and work responsibilities of employees if they trust the organization has been clearly shown in COVID-19. It still needs to be reaffirmed that worrying about losing a job affects burnout and job performance. But burnout does not affect the job

performance of employees.

Finally, the perceived risk of COVID-19 does not affect job insecurity, indicating that the cause of job loss is not due to health risks from COVID-19. At the same time, these two factors impact burnout and job performance, showing that perceived risk of COVID-19 and job insecurity are two equally independent factors affecting burnout and job performance.

5. Conclusion and Implications

5.1. Conclusion

This study answered the questions posed: first, the study systematized the theoretical basis for the COVID-19 pandemic and employees' jobs. The theory has shown that RS, JI, and BO have a negative effect on JP. BO and JI have the same impact on JP. JI has the same impact on JI. Second, model the impact of the COVID-19 pandemic on job insecurity, burnout, and job performance. Third, the results of the PLS-SEM analysis showed that the perceived risk of COVID-19 has a positive impact on burnout and job performance but not on job insecurity. The result that RS has a positive effect on JP is an interesting result that this study can provide (contrary to the hypothesis). At the same time, job insecurity positively affects burnout and has a negative effect on job performance. It is the distribution of many resources (work anxiety, COVID-19 risks) that will have a specific impact on job performance. Finally, burnout has no impact on job performance. The authors also give theoretical and practical implications of this exciting research result.

5.2. Implications

Theoretical implication

Research has shown the impact of COVID-19 on employees' jobs. Therefore, the study has contributed theoretically when testing the relationship between perceived risk and self-protective behavior (increasing employees' working efficiency). It can be seen that when employees face risks, they will tend to defend themselves and respond to them through positive and effective work behavior. Furthermore, research has argued for increasing employee motivation in the face of crises that affect individuals and society (regarding the COVID-19 pandemic as a particular crisis). Subsequent studies can build hypotheses and research models applicable to specific research contexts.

Practical implication

From the research results, some practical implications help organizations to take action to reduce burnout and

increase job performance in the context of COVID-19 and similar crises that may occur in the future. Firstly, to reduce the burnout of employees, the organization needs to reduce the perceived risk of COVID-19 by implementing 5k procedures at the workplace. Doing 5k includes other actions to prevent COVID-19 (Khau trang – Khu khuan – Khoang cach – Khong tap trung – Khai bao y te) and in English: Masks – Disinfection – Distance – Not Focusing – Medical declaration. 5K will bring peace of mind to employees. This will help employees worry less about the risks they face due to COVID-19. Second, reduce anxiety about job loss for employees so that employees can focus on working on employees who doubt their ability to lose their jobs. Third, statements about working conditions in the context of COVID-19 and commitments to employees about work will help them feel more comfortable at work.

5.3. Limitations and Future Research

Although the research found an effect of the perceived risk of COVID-19 on employees' job, the study still has some limitations. Firstly, research studies survey during the period of COVID-19 without research on post-COVID-19 effects on employee's job. Therefore, the impact of COVID-19 is not only felt during the pandemic but also in the post-COVID-19 period. Second, the research focuses on the common laborer but has not yet distinguished the laborers in different professions. As different occupations may be affected differently by COVID-19. Third, the study conducted surveys mainly in areas heavily affected by COVID-19 (Hanoi, Ho Chi Minh City). Provinces with different levels of impact of COVID-19 may have different perceived levels of COVID-19 risk and the effect on employees' jobs.

With the limitations mentioned above, the authors also make suggestions for future research: Firstly, a longitudinally designed study to evaluate the impact of post-COVID-19 on employee's job. Second, the study can collect a broader sample of subjects with different jobs to find out differences between occupations in the impact of COVID-19 (e.g., workers, office workers, etc.), staff in the tourism-hotel industry, financial industry, ...). Third, the study can analyze each province with a larger sample size to compare impacts by region.

Ethics Statement

Respondents to the questionnaire participated voluntarily. Also, all personal information such as name, phone number, email, or identity is not collected to ensure the respondent's privacy.

The authors state that they have no financial interest or a competitive personal relationship in this article.

Acknowledgment

We thank friends and the staff members for helping us complete this survey. At the same time, we would like to thank the doctors working at the frontlines to prevent pandemic COVID-19.

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