

CHAPTER 4 – RESULTS AND DISCUSSIONS

In this chapter, the discussion will be about explaining the results of the research and analysis of the respondents' characteristics.

4.1. Sample and Procedures

This research collected data from the respondents that are working in 4-star Accor Hotel in Tangerang through the distribution of questionnaire using google form. It contains 51 questions with 37 indicators and 7 control variables were distributed to target respondents through email and WhatsApp. Questionnaires were distributed to 205 respondents who are employees of 4-star Accor Hotel in Tangerang with 4 levels of position which is the rank and file, supervisor, middle-managerial, and executive managerial level. Total respondents that answered were 193 respondents making the response rate at 94.14%. However, the respondents with work tenure less than 1 year are excluded from this research (44 respondents) and outlier is removed (1 respondent), therefore the total data to be assessed is 148 responds. The process of the data screening will be discussed later in the subchapters below.

4.2. Demographic of Survey Respondent

There were 148 respondents for this research.

Below is the recap of the respondents' characteristics based on gender:

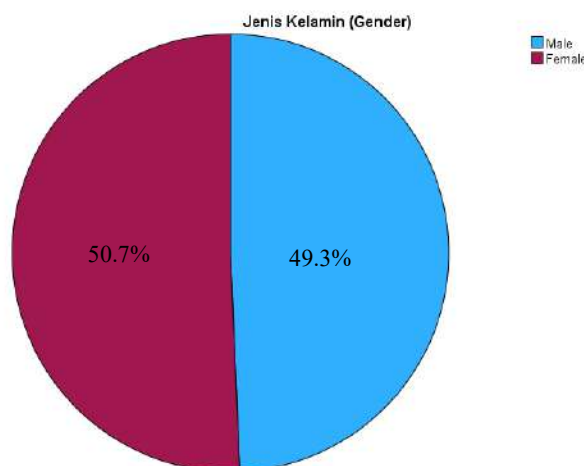


Figure 10. Respondents' Characteristics Based on Gender

There are 75 females (50.7%) and 73 males (49.3%) respondents in this research.

Below is the recap of the respondents' characteristics based on age:

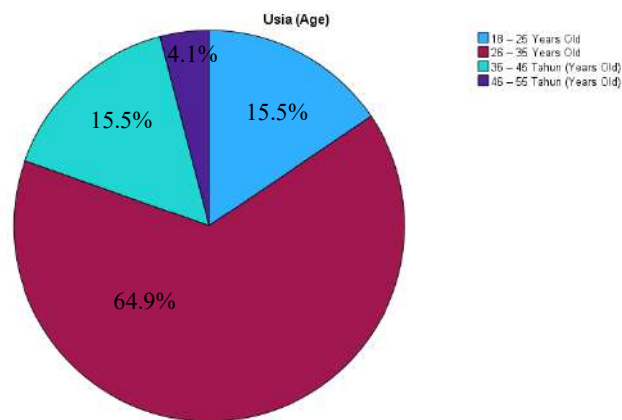


Figure 11. Respondents' Characteristics Based on Age

There are 23 respondents (15.5%) with the age of 18 – 25 years old, 96 respondents (64.9%) with the age of 26-35 years old, 23 respondents (15.5%) with the age of 36 – 45 years old, and 6 respondents (4.1%) with the age of 46 – 55 years old.

Below is the recap of the respondents' characteristics based on latest education level:

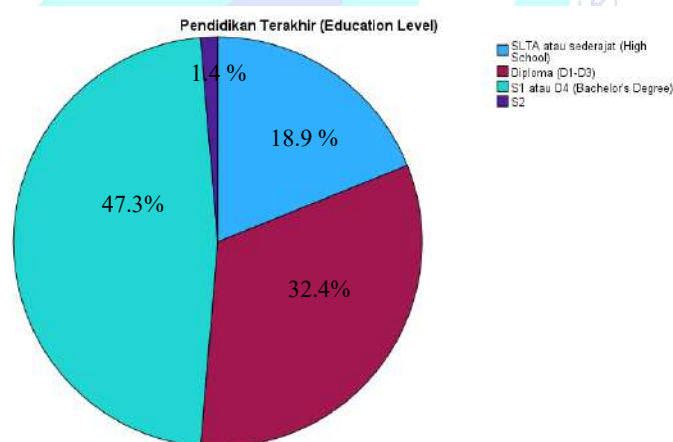


Figure 12. Respondents' Characteristics Based on Latest Education Level

There are 70 respondents (47.3%) with S1 or D4 education level, 48 respondents (32.4%) with D1 – D3 education level, 28 respondents (18.9%) with high school education level, and 2 respondents (1.4%) with S2 education level.

Below is the recap of the respondents' characteristics based on the department inside the hotel:

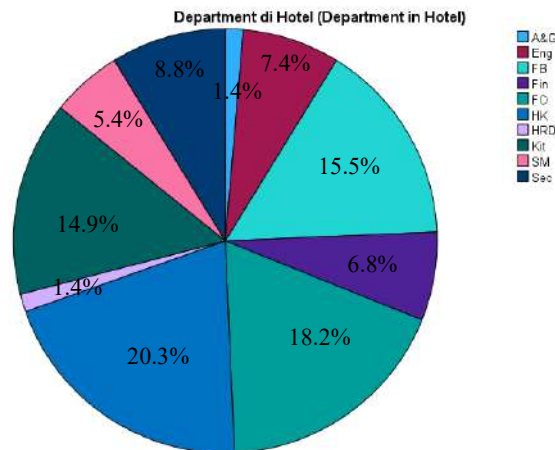


Figure 13. Respondents' Characteristics Based on Department

There are 2 respondents (1.4%) from A&G (admin and general) department, 11 respondents (7.4%) from engineering department, 23 respondents (15.5%) from F&B service department, 10 respondents (6.8%) from finance department, 27 respondents (18.2%) from front office department, 30 respondents (20.3%) from housekeeping department, 2 respondents (1.4%) from HR department, 22 respondents (14.9%) from kitchen department, 8 respondents (5.4%) from sales and marketing department, and 13 respondents (8.8%) from security department.

Below is the recap of the respondents' characteristics based on job role:

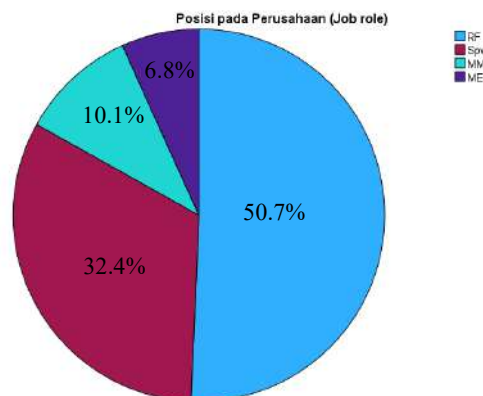


Figure 14. Respondents' Characteristics Based on Job Role

There are 75 respondents (50.7%) from rank and file level, 48 respondents (32.4%) from supervisor level, 15 respondents (10.1%) from middle managerial level, and 10 respondents (6.8%) from executive managerial level.

Below is the recap of the respondents' characteristics based on type of employment:

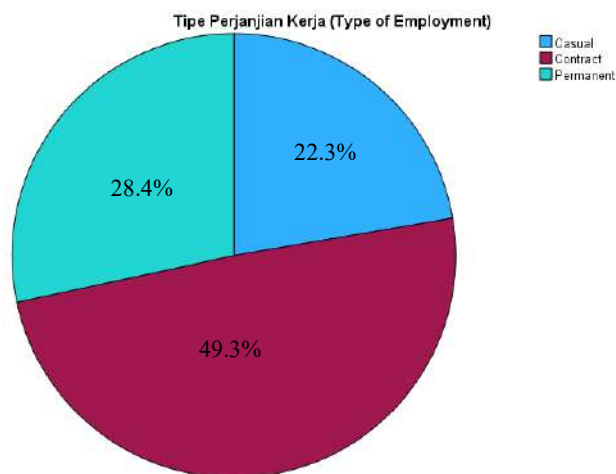


Figure 15. Respondents' Characteristics Based on Employment Type

There are 33 respondents (22.3%) with casual employment, 73 respondents (49.3%) from contract employment, and 42 respondents (28.4%) from permanent employment.

Below is the recap of the respondents' characteristics based on tenure of work:

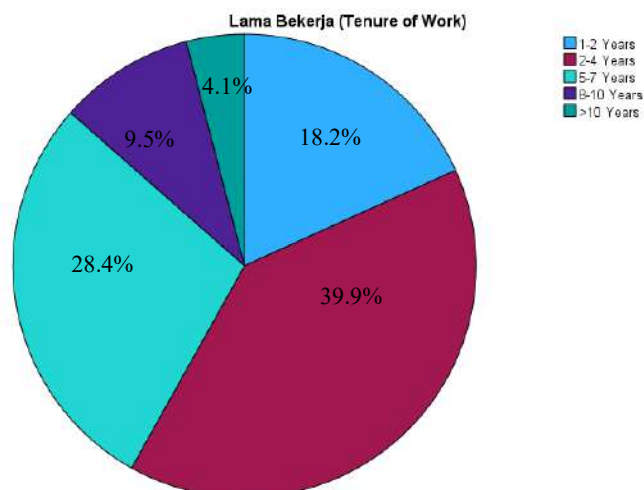


Figure 16. Respondents' Characteristics Based on Gender

There are 27 respondents (18.2%) with 1-2 years tenure of work, 59 respondents (39.9%) with 2-4 years tenure of work, 42 respondents (28.4%) with 5-7 years tenure

of work, 14 respondents (9.5%) with 8 – 10 years tenure of work, and 6 respondents (4.1%) with more than 10 years tenure of work.

4.3. Pre-Data Analysis Measures

4.3.1. Data Screening and Analysis

The initial step before undertaking data analysis is to filter and cleanse the data. The questionnaire's data is all converted to an excel file. SPSS will be used to examine the data from 149 respondents. Following that, SPSS screens data from 149 respondents to check there is no missing information in the Google form using data exploration analysis and to exclude any invalid or outlier respondents based on multivariate outlier screening using Mahalanobis Distance (MD) analysis. The SPSS data exploration investigation revealed no missing data. MD analysis determines the permissible distance from the mean of the data samples and classifies those who are far away from this value as outliers. The degrees of freedom will correspond to the total number of independent variables, which is five in this case. Outliers in several variables will be identified by a probability value less than 0.001. This MD analysis was repeated twice in this investigation until there were no more multivariate outliers. The MD analysis in this study eventually resulted in 1 respondent being categorized as outliers. Therefore the total respondents in this study is 148 respondents.

4.3.2. Normality, Collinearity, and Homogeneity

4.3.2.1. Normality

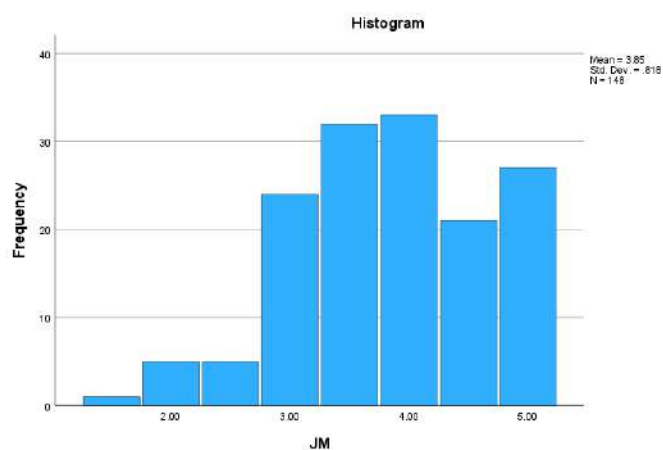
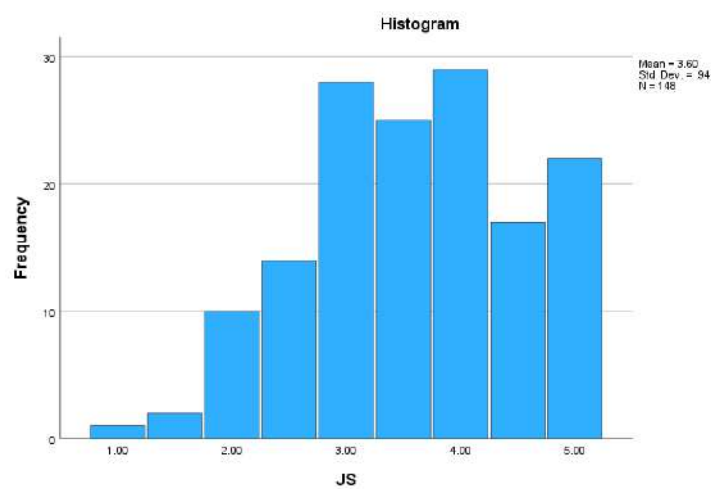
The two well-known methods to conduct a normality test are the Kolmogorov-Smirnov test and the Shapiro-Wilk test. It is a test that determines whether the collected data has a normal distribution. Because these dimensions would be included in the research model, the normality test was performed for each variable/construct as well as the dimension of organizational culture. Below table shows the results of the normality test. The significant values for all constructs are < 0.001 (< 0.05), indicating that the data set for each construct in this study is not normal (Hecke, 2012).

Table 19. Normality Test Result
One Sample Kolmogorov – Smirnov

Variables	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
JS	.124	148	<.001	.949	148	<.001
JM	.121	148	<.001	.934	148	<.001
JP	.163	148	<.001	.915	148	<.001

*. This is a lower bound of the true significance

a. Lilliefors Significance Correction



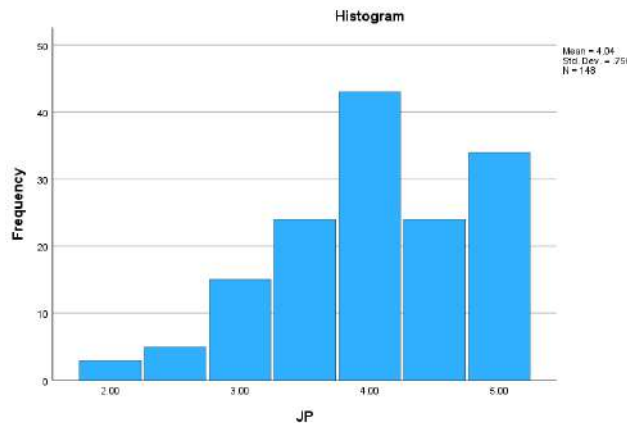


Figure 17. Histogram of Normality Test Result

4.3.2.2. Collinearity

In this study, non-parametric tests are used to determine statistical significance. The Spearman's Rho correlation test was employed to assess the strength of the relationship between constructs/variables.

A correlation analysis yields a correlation coefficient with value of +1 implies that there's positive linear relationship between the variables, while value of -1 indicates that there's negative linear relationship between the variables, and a correlation coefficient of zero indicates that the two variables have no linear relationship (Gogtay & Thatte, 2017).

Table 20. Correlation Analysis of This Research

			JS	JM	JP
Spearman's rho	JS	Correlation Coefficient	1.000	.450**	.435**
		Sig. (2-tailed)	.	<.001	<.001
	JM	Correlation Coefficient	.450**	1.000	.609**
		Sig. (2-tailed)	<.001	.	<.001
	JP	Correlation Coefficient	.435**	.609**	1.000
		Sig. (2-tailed)	<.001	<.001	.

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

To avoid multi-collinearity across variables, the correlation coefficient must be less than or equal to 0.9 (Tabachnick and Fidell, 2007; Hair et al., 2010) cited through (Ong & Puteh, 2017). According to the Spearman's Correlation Test Results shown in Table below, all of the correlation coefficients are less than 0.9, indicating that multi-collinearity between the constructs does not exist. While for the job security towards job motivation, the correlation is positive and

significant which is 0.450, for the job security towards job performance the correlation is positive and significant which is 0.435, for the job motivation towards job performance the correlation is positive and significant which is 0.609.

4.3.2.3. Homogeneity

The Homogeneity test using Levene's is a variance test of non-normal data distribution used to define a group of data with the same/equal variance. It is carried out to determine whether there is a difference in respondents' perspectives for each variable based on the control variable. In SPSS, Levene's test is conducted by comparing means using one way ANOVA. If the Sig. is > 0.01 , then it indicates there's significant homogeneity (Hecke, 2012).

Table 21. Homogeneity Test Using Levene's Test

Variable	Gender	Age	Education	Dept.	Job Role	Employment Type	Tenure
JS	0.482	0.334	0.240	0.007	0.156	0.907	0.603
JM	0.320	0.227	0.250	0.003	0.871	0.612	0.863
JP	0.056	0.847	0.281	0.058	0.083	0.396	0.039

Based on the table above, it shows that there's different perception / result of people with different gender, age, education, department, job role, and employment type towards the job security, job motivation and job performance because all Sig. value are above 0.01.

4.3.3. Reliability

According to Ghozali & Latan, (2015) composite reliability analysis is used to evaluate the consistence of an instrument in a research model. If the composite reliability value for all latent variable values is greater than 0.7 and Cronbach's Alpha is greater than 0.7, this implies that the concept is reliable or that the questionnaire utilized as a tool in this study is reliable or consistent.

Table 22. Reliability Test of This Research

	Cronbach's Alpha
Job Security	0.875
Job Motivation	0.923
Job Performance	0.952

According to the table above, all variables in this research model are reliable since the composite reliability and Cronbach alpha values are greater than 0.7.

4.4. Descriptive Statistic Analysis

The data collected in this study may be described as the average value of job security (JS) job motivation (JM), and job performance (JP) from the 50 items of the instrument that were provided to 147 respondents, it is obtained:

Table 23. Descriptive Statistic Analysis of This Research

Variables	N	Minimum	Maximum	Mean	Std. Deviation
JS1	148	1	5	3.50	1.275
JS2	148	1	5	3.80	1.141
JS3	148	1	5	3.88	0.996
JS4	148	1	5	3.78	1.040
JS5	148	1	5	3.76	1.047
JS6	148	1	5	3.44	1.197
JS7	148	1	5	3.46	1.247
JS8	148	1	5	3.47	1.163
JS9	148	1	5	3.61	1.079
JS10	148	1	5	3.70	0.979
AVERAGE				3.64	
JM1	148	1	5	3.89	0.958
JM2	148	1	5	3.85	1.052
JM3	148	2	5	4.03	0.940
JM4	148	1	5	3.76	1.052
JM5	148	1	5	4.05	0.875
JM6	148	1	5	4.07	0.948
JM7	148	1	5	3.91	0.940
JM8	148	1	5	4.15	0.860
JM9	148	1	5	3.96	0.968
JM10	148	1	5	3.91	0.957
JM11	148	2	5	3.91	0.936
JM12	148	1	5	3.78	1.099
JM13	148	1	5	3.93	0.981
JM14	148	1	5	3.89	0.984
JM15	148	1	5	3.81	0.978
AVERAGE				3.93	
JP1	148	1	5	3.86	1.017
JP2	148	2	5	3.81	0.971
JP3	148	2	5	3.74	0.950
JP4	148	1	5	3.82	1.067

JP5	148	2	5	4.06	0.827
JP6	148	1	5	3.91	1.016
JP7	148	1	5	4.07	0.931
JP8	148	1	5	4.03	0.824
JP9	148	2	5	4.13	0.867
JP10	148	2	5	4.14	0.841
JP11	148	2	5	4.36	0.849
JP12	148	1	5	4.29	0.935
JP13	148	2	5	4.11	0.861
JP14	148	1	5	4.09	0.936
JP15	148	1	5	4.01	0.955
JP16	148	1	5	3.97	0.958
JP17	148	1	5	3.86	1.113
JP18	148	1	5	3.89	0.977
JP19	148	1	5	3.97	0.925
JP20	148	1	5	3.96	0.872
JP21	148	1	5	4.03	0.860
JP22	148	1	5	4.20	0.816
JP23	148	2	5	4.20	0.791
JP24	148	1	5	4.03	0.907
JP25	148	1	5	4.22	0.752
AVERAGE				4.03	

Table 24. Mean Value Based on Job Security Dimensions and Indicators

Code	Dimension	Mean
JS	Job Security	3.5068
JSI	Job Security Internal Factors	3.4797
JSD	Job Security Dismissal	3.6892
JSCB	Job Security Compensation & Benefit	3.7703
JSES	Job Security Employment Status	3.4493
JSE	Job Security External Factors	3.5878

Table 25. Mean Value Based on Job Motivation Dimensions

Code	Dimension	Mean
JM	Job Motivation	3.8480
JMP	Job Motivation Physiological Needs	3.8243
JMSN	Job Motivation Safety Needs	3.9797

JMSOC	Job Motivation Social Needs	4.0270
JMSE	Job Motivation Self-Esteem Needs	3.8412
JMSA	Job Motivation Self-Actualization Needs	3.8716

Table 26. Mean Value Based on Job Motivation Dimensions

Code	Dimension	Mean
JP	Job Performance	4.0372
JPT	Job Performance Technical Performance	3.8412
JPC	Job Performance Communication	3.9865
JPI	Job Performance Initiative, Persistence, and Effort	4.1047
JPCB	Job Performance Counterproductive Work Behavior	4.3243
JPS	Job Performance Supervisory, Managerial, Executive Leadership	4.0034
JPH	Job Performance Hierarchical Management Performance	4.0034
JPPL	Job Performance Peer/ Team Member Leadership Performance	4.2027
JPPM	Job Performance Peer / Team Member Management Performance	4.1250

From the table above, on the job security variable, it is obtained a mean value of 3.64, which considered as high category. This shows that respondents have a favourable opinion of the job security variable. From the answers on the job motivation variable, it is obtained a mean value of 3.93, which considered as high category. This shows that respondents have a favourable opinion of the job motivation variable. Lastly, from the answers on the job performance variable, it is obtained a mean value of 4.03, which considered as high category. This shows that respondents have a favourable opinion of the job performance variable.

While if we see from the dimension perspective based on the mean value, the most favourable dimension of job security is Job security external factors. For the job

motivation is the social needs dimension. And for the job performance is the counterproductive behaviour.

4.5. Structural Equation Modelling Analysis

4.5.1. Measurement Model Analysis

This research uses SmartPLS 4 to conduct structural equation modelling (SEM). SEM is a statistical approach that may analyse correlations between numerous variables at the same time, along with correlation between variables and their observed variables (Hair et al., 2018). To ensure model fit, research must present Convergent Validity (Factor Loadings, AVE, and Construct Reliability) and Discriminant Validity.

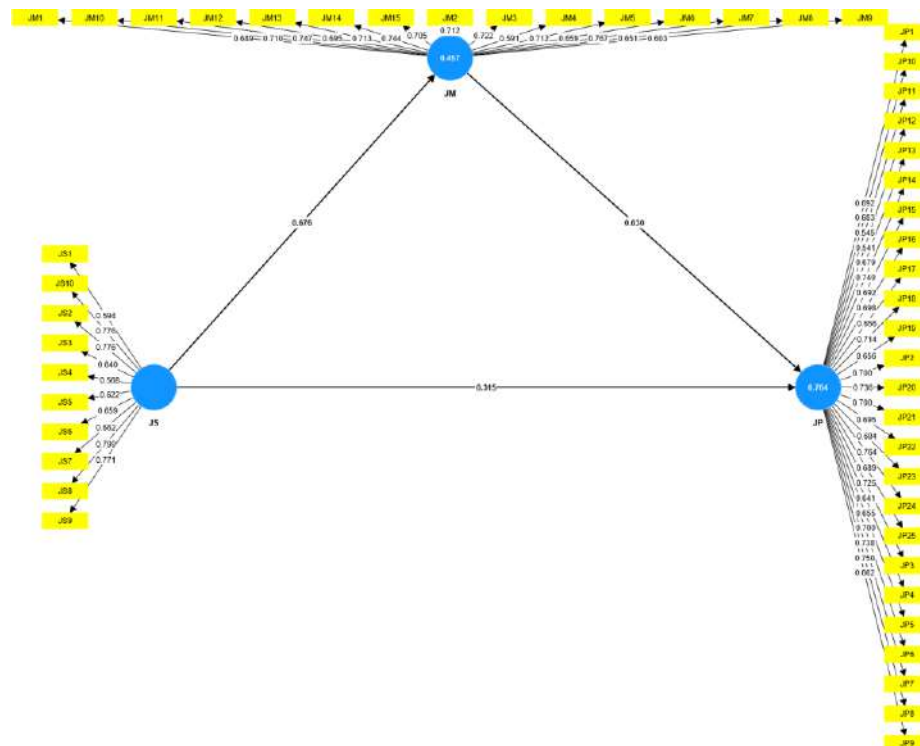


Figure 18. Outer Model

4.5.1.1 Convergent Validity Testing

4.5.1.1.1. Factor Loading

To determine convergent validity, first examine item factor loadings and their statistical significance, followed by an examination of the factors' average variance extracted (AVE) and construct reliabilities (CRs). A factor loading should be greater

than or equal to 0.5 (Hair et al., 1998), AVE should be more than or equal to 0.5, and CR should be more than or equal to 0.7 suggested convergent validity (Fornell & Larcker, 1981).

Table 27. Factor Loading Result

Variable	Code	Factor Loading	Description
Job Motivation	JM1	0.689	Valid
	JM10	0.710	Valid
	JM11	0.747	Valid
	JM12	0.695	Valid
	JM13	0.713	Valid
	JM14	0.744	Valid
	JM15	0.705	Valid
	JM2	0.712	Valid
	JM3	0.722	Valid
	JM4	0.591	Valid
	JM5	0.712	Valid
	JM6	0.659	Valid
	JM7	0.767	Valid
	JM8	0.651	Valid
	JM9	0.603	Valid
Job Performance	JP1	0.692	Valid
	JP10	0.683	Valid
	JP11	0.545	Valid
	JP12	0.541	Valid
	JP13	0.679	Valid
	JP14	0.740	Valid
	JP15	0.692	Valid
	JP16	0.698	Valid
	JP17	0.656	Valid
	JP18	0.714	Valid
	JP19	0.656	Valid
	JP2	0.700	Valid
	JP20	0.736	Valid
	JP21	0.700	Valid
	JP22	0.695	Valid
	JP23	0.684	Valid
	JP24	0.764	Valid
	JP25	0.689	Valid

	JP3	0.725	Valid
	JP4	0.641	Valid
	JP5	0.655	Valid
	JP6	0.700	Valid
	JP7	0.738	Valid
	JP8	0.750	Valid
	JP9	0.662	Valid
Job Security	JS1	0.594	Valid
	JS10	0.776	Valid
	JS2	0.776	Valid
	JS3	0.640	Valid
	JS4	0.568	Valid
	JS5	0.622	Valid
	JS6	0.659	Valid
	JS7	0.662	Valid
	JS8	0.799	Valid
	JS9	0.771	Valid

All the loading factor from all items listed in table above are more than 0.5, therefore all the indicators/questions used in the study are valid or accepted.

4.5.1.1.2. Average Variance Extracted (AVE)

Another method for examining discriminant validity is to compare the square of the AVE for each variable with the correlation value between the model's components.

Table 28. AVE Result

Variables	AVE	Description
Job Security	0.478	Not Valid
Job Motivation	0.485	Not Valid
Job Performance	0.473	Not Valid

The acceptable AVE value must be greater than 0.5 (Ghozali & Latan, 2015). Therefore, all the AVE from all constructs stated on the table above are not valid. However as mentioned by (Henseler et al., 2015), to back up the validity test, instead of using AVE, we can use square root of AVE score to be compared with the

correlation test result. If the square root AVE score is higher than the correlation, then the constructs considered as valid. Below is the table of comparison for the square root AVE toward the correlation score.

Table 29. Square Root AVE vs Correlation Score

Construct	Square Root AVE	Correlation	Description
JS	0.6914	0.45	Valid
JM	0.6964	0.435	Valid
JP	0.6877	0.609	Valid

As can be seen from the table above, all the square root AVE score are greater than correlation score, therefore the constructs used in this study is considered as valid.

4.5.1.1.3. Construct Reliability

According to Ghazali & Latan, (2015), composite reliability testing is employed to evaluate the reliability of an instrument in a research model. If the composite reliability value for all latent variable values is greater than 0.7, it suggests that the construct is reliable or that the questionnaire utilized as a tool in this study is reliable or consistent.

Table 30. Composite Reliability Result

Constructs	Composite reliability
Job Security	0.886
Job Motivation	0.928
Job Performance	0.955

Based on the table above it can be seen that all of the composite reliability results are greater than 0.7, therefore all variables in this research model are considered reliable.

4.5.1.2 Discriminant Validity

The discriminant validity of a construct shows how much it differs from other variables. Measurement cross loading with constructs is used to

assess the discriminant validity of the measurement model with reflective indicators. Each latent variable measured is meant to be compared to indicators for other latent variables (Ghozali & Latan, 2015). Below is the table for the discriminant validity result:

Table 31. Discriminant Reliability Test Result

	JM	JP	JS
JM1	0.689	0.590	0.438
JM10	0.710	0.545	0.361
JM11	0.747	0.620	0.498
JM12	0.695	0.548	0.564
JM13	0.713	0.648	0.629
JM14	0.744	0.688	0.613
JM15	0.705	0.572	0.577
JM2	0.712	0.560	0.468
JM3	0.722	0.656	0.443
JM4	0.591	0.413	0.302
JM5	0.712	0.605	0.382
JM6	0.659	0.570	0.405
JM7	0.767	0.688	0.505
JM8	0.651	0.577	0.345
JM9	0.603	0.421	0.384
JP1	0.601	0.692	0.488
JP10	0.553	0.683	0.514
JP11	0.458	0.545	0.226
JP12	0.446	0.541	0.186
JP13	0.541	0.679	0.548
JP14	0.576	0.740	0.607
JP15	0.562	0.692	0.439
JP16	0.609	0.698	0.502
JP17	0.536	0.656	0.541
JP18	0.578	0.714	0.488
JP19	0.588	0.656	0.497
JP2	0.587	0.700	0.564
JP20	0.611	0.736	0.608
JP21	0.566	0.700	0.547
JP22	0.580	0.695	0.435
JP23	0.604	0.684	0.439
JP24	0.642	0.764	0.541
JP25	0.620	0.689	0.585
JP3	0.603	0.725	0.555

JP4	0.529	0.641	0.575
JP5	0.603	0.655	0.581
JP6	0.661	0.700	0.564
JP7	0.630	0.738	0.547
JP8	0.582	0.750	0.510
JP9	0.553	0.662	0.443
JS1	0.279	0.332	0.594
JS10	0.594	0.617	0.776
JS2	0.430	0.512	0.776
JS3	0.430	0.443	0.640
JS4	0.409	0.473	0.568
JS5	0.495	0.570	0.622
JS6	0.419	0.371	0.659
JS7	0.475	0.480	0.662
JS8	0.544	0.624	0.799
JS9	0.494	0.574	0.771

Based on the table above, It demonstrates that the cross-loading value of each indicator on its construct is larger than the value of loading with other constructs, indicating that the discriminant validity is not compromised.

4.5.2. Structural Modelling Analysis

The inner model test entails developing a concept and theory-based model to examine the relationship between exogenous and endogenous variables as represented in a conceptual framework by (Ghozali & Latan, 2015). For structural model testing, the coefficient of determination (R^2), Effect Size (F^2), Predictive Relevance Value (Q^2), and T-statistics were all evaluated.

4.5.2.1. R Square (R^2)

The value of R^2 can be used to analyse the influence of certain independent latent variables. Whether or not the dependent latent variable has a significant effect. The greater the value of R^2 , the better the model's ability to explain the dependent variable. R^2 values greater than 0.67 indicate a high correlation, greater than 0.33 indicates a moderate correlation, and greater than 0.19 indicates a low correlation (Ghozali & Latan, 2015).

Table 32. R Square Result

Variables	R Square
Job Motivation	0.457
Job Performance	0.764

As can be seen from the above table, the R^2 result of job motivation is 0.457 and job performance is 0.764. Which means the model represents job motivation to be 45.7% (moderate), while job performance to be 76.4% (high / significant).

4.5.2.2. F Square (F^2)

The value of effect size (F^2) is also used to determine if the absence of the exogenous variable has a significant impact on the endogenous variable. According to Chin in Ghazali & Latan, (2015), the F^2 values of 0.02 means the latent variable has a low influence on the structural level, F^2 values of 0.15 means the latent variable has a medium influence, while F^2 values of 0.35 indicate the latent variable predictor has a high influence on the structural level.

Table 33. F Square Result

F-Square	JM	JP	JS
JM		0.911	
JP			
JS	0.843	0.228	

As shown on the above table that the job performance is affected by 2 variables such as job security and job motivation. The job security influence 0.228 (low influence) towards job performance while job motivation influence 0.911 (high influence) towards job performance. Job security also influences 0.843 (high influence) towards job motivation.

4.5.2.3. Predictive Relevance Value (Q^2)

The predictive relevance test (Q^2) includes a validation method. If the endogenous latent variable has a reflecting measurement model, this measurement is appropriate. The results for Q^2 predictive relevance values of 0.002 is considered as poor, 0.15 is considered as moderate,

and 0.35 is considered as high. If the value is greater than zero, it indicates that the exogenous latent variable is suitable (appropriate) as an explanatory variable capable of predicting endogenous variables and vice versa in Q^2 . If the Q^2 is less than 0, it shows that the model lacks predictive significance.

Table 34. Q Square Result

	Q^2
Job Motivation (JM)	0.433
Job Performance (JP)	0.531

As shown on the above table, both job motivation and job performance are considered as appropriate variable in explaining job security (>0) and by the value, it means that both job motivation and job performance has high predictive relevance in explaining job security variable.

4.5.3. Hypotheses Testing Results

Hypothesis testing is particularly crucial in modelling-based research to construct theory (Shmueli et al., 2016), and in PLS-SEM, hypothesis testing relies on bootstrapping (Ringle et al., 2020) since PLS-SEM does not assume normal distribution (Hair, Sarstedt, et al., 2014). As a result, in PLS, the link between each variable is examined using the bootstrapping approach. This test is designed to reduce the problem of abnormality in research. The t-statistic coefficient is used to test the research hypothesis. Where the bootstrapping operation generates t-statistics as an outcome. Significant indicators have a t-statistic greater than 1.96. (Ghozali & Latan, 2015). If an indicator has a p-value less than 0.05, it is also considered influential. If original sample shows positive result, it means that the relation between variables is positive.

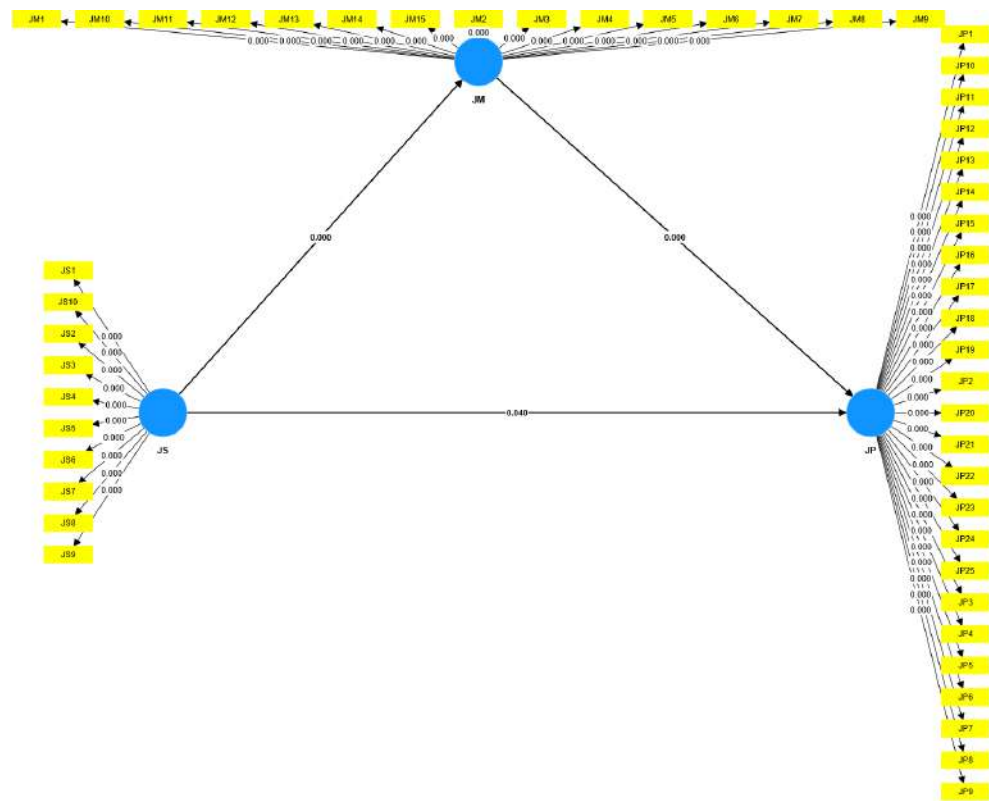


Figure 19. Inner Model

Below is the result of the hypothesis testing of direct effect:

Table 35. Direct Effect Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
JM -> JP	0.663	0.676	0.142	4.661	0.000
JS -> JM	0.746	0.757	0.065	11.436	0.000
JS -> JP	0.311	0.300	0.151	2.055	0.040

As shown from the table above, below is the interpretation of the hypothesis testing result:

1. H_{01} : Job security has no significant influence towards job motivation.

H_{A1} : Job security has positive influence towards job motivation.

Reject H_{01} and Accept H_{A1} if the $t_{\text{value}} > t_{\text{table}}$

Job security towards job motivation has t-statistic value of 11.436, which is greater than 1.96, p-value of 0.000 which is lower than 0.05 and original sample showing positive result which is 0.746, this means that H_{A1} is

accepted, and job security has a positive and significant influence towards job motivation.

2. H_{02} : Job security does not have significant influence towards job performance.

H_{A2} : Job security has significant influence towards job performance.

Reject H_{02} and Accept H_{A2} if the $t_{\text{value}} > t_{\text{table}}$

Job security towards job performance has t-statistic value of 2.055, which is higher than 1.96, p-value of 0.040 which is lower than 0.05, and original sample showing positive result which is 0.311, this means that H_{A2} is accepted, and job security has a positive and significant influence towards job motivation.

3. H_{03} : Job motivation does not have significant influence towards job performance.

H_{A3} : Job motivation has significant influence towards job performance.

Reject H_{03} and Accept H_{A3} if the $t_{\text{value}} > t_{\text{table}}$

Job motivation towards job performance has t-statistic value of 4.661, which is greater than 1.96, p-value of 0.000 which is lower than 0.05 and original sample showing positive result which is 0.663, this means that H_{A3} is accepted, and job motivation has a positive and significant influence towards job performance.

Below is the result of hypothesis testing indirect effect:

Table 36. Indirect Effect Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
JS -> JM -> JP	0.495	0.514	0.129	3.831	0.000

There's indirect effect caused by the job motivation between the 2 variables. As can be seen from the above table, job security towards job performance through job motivation has t-statistic value of 3.831 (>1.96), p-value of 0.000 (<0.05) and original sample showing positive result of 0.495, it can be concluded that job security positively influences job performance through the job motivation factor. Compared to the direct effects of the job security towards job

performance, the significant value of the indirect effect is higher. It can be concluded that the job security has more significant influence if mediated by the job motivation towards job performance compared to the job security directly influencing the job performance.

This research also study about the effect of the job performance on different job position (job role). Below is the result:

Table 37. Multiple Comparison of Job Performance between Job Role

Multiple Comparisons						
Dependent Variable: JP						
Tukey HSD						
(I) Posisi pada Perusahaan (Job role)	(J) Posisi pada Perusahaan (Job role)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
RF	Spv	.0275	.13644	.997	-.3274	.3824
	MM	-.0600	.20878	.992	-.6030	.4830
	ME	-.4933	.24850	.199	-1.1396	.1530
Spv	RF	-.0275	.13644	.997	-.3824	.3274
	MM	-.0875	.21835	.978	-.6554	.4804
	ME	-.5208	.25659	.182	-1.1882	.1465
MM	RF	.0600	.20878	.992	-.4830	.6030
	Spv	.0875	.21835	.978	-.4804	.6554
	ME	-.4333	.30135	.478	-1.2171	.3504
ME	RF	.4933	.24850	.199	-.1530	1.1396
	Spv	.5208	.25659	.182	-.1465	1.1882
	MM	.4333	.30135	.478	-.3504	1.2171

Based on observed means.

The error term is Mean Square(Error) = .545.

As can be seen from the result above, there's no significant difference in the job performance from different job position or role. It can be concluded that job role does not have any significant influence towards the job performance (Chen & Silverthorne, 2008).

4.5.4. Overall Model Fit Analysis

To see whether a model has a good fit or not, the overall model fit is analysed in this research. For SRMR, value less than 0.10 is considered a good fit (Hair, Henseler, et al., 2014). For the Chi-Square, in PLS test is not applicable as the Chi-square is sensitive to the sample size, therefore it is recommended to use the factor loading value to see whether model has been in a good fit or not. The loading factor of each construct has been discussed in the part 4.5.1.1.1 where all constructs value are >0.7 which is considered as valid. For the NFI value, the closer the value to 1, the better the model fit.

Table 38. Overall Model Fit

	Saturated model	Estimated model
SRMR	0.079	0.079
d ULS	7.969	7.969
d G	3.638	3.638
Chi-square	2393.034	2393.034
NFI	0.595	0.595

From the table above, it can be concluded that the model has been in a good fit because SRMR value is 0.079 which is below 0.10. For the NFI value is 0.595, which is considered as not a really good fit because it only represents 59.5% of the model fit.

4.6. Discussion

The study shows 2 supported hypotheses and 1 rejected hypothesis. Each of the hypotheses will be discussed in this chapter.

4.6.1. Job Security towards Job Motivation

The first hypothesis suggests that the job security has positive and significant influence towards the job motivation. It is supported with t-value of 11.436. It can be concluded that the more the employees perceived job insecurity (or can be considered to have low job security level) the lower the job motivation will be and vice versa. Job security is one of the most important factor in driving job motivation (Ko & Jun, 2015). As in job motivation indicator itself, there's security needs, which implies that the job security is second most important factor in driving the motivation (Aqual et al., 2021). This is aligned with the research conducted by Aarabi et al., (2013), Azar & Shafighi, (2013), and Ko & Jun, (2015).

While from the questionnaire distributed, the most important factor in driving job security perceived by the employee is the external factors, which is the global economy condition, political condition, and technological change factor. As the employees have felt the phenomena of the COVID-19 and going through uncertain economic condition, the employees have higher insecurity regarding their job security level caused by the global economic condition. This can be

seen in Table 24 where job security external factor has the highest mean compared to the job security internal factor.

4.6.2. Job Security towards Job Performance

The second hypothesis suggests that job security has no significant influence toward job performance. It is supported by t-value of 2.055, which is higher than the 1.96. It can be concluded that job security significantly and positively impacts job performance. When employees feel secure, it will impact their performance positively. This is aligned with the research conducted by Vo-Thanh et al., (2020) that shows the level of perceived job insecurity has significant negative impact towards job performance and vice versa. Employees job insecurity leads to the reduction of their resources that can derive to lower job performance, while when the job is secure, it will increase the job performance.

4.6.3. Job Motivation towards Job Performance

The third hypothesis suggests that job motivation has significant and positive influence toward job performance. It is supported by t-value of 11.436, which is higher than 1.96. It can be concluded that the higher the job motivation the higher the job performance will be and vice versa. Employees will have better job performance when they are motivated (Jayaweera, 2015). This research result is aligned with the previous other studies from Azar & Shafighi, (2013), Jayaweera, (2015), and Hee et al., (2016).

While from the research descriptive analysis, one of the most important factors of job motivation is social needs, which is the employees' relation with colleagues and supervisor. It can be seen from the highest mean value generated from the social needs compared to other indicators. This research suggests that the better the relationship between colleagues and supervisor, the better the teamwork and therefore the better the job performance will be.

4.7. Research Contributions

This research serves to enrich the literature of relationships between the used variables and serves as a model to connect the job security towards job motivation and job performance. The findings of this study will answer the gaps of the previous studies and contribute to the practical contribution of the management and organization itself.

4.7.1 Theoretical Contribution

This study supports the theoretical contribution of the relationship and concept between the variables such as job security, job motivation, and job performance. First, the study examines the relationship between job security and job motivation. From this study, it is confirmed that job security has significant and positive influence toward the job motivation. Second, the study examines the relationship between job security and job performance. It is confirmed that job security has significant and positive influence toward the job performance. Another result of the indirect influence of job security significantly influence job performance through job motivation also gives support to previous study that the job security perceived by the employees will impact their job motivation and will also impact the job performance. Third, job motivation significantly and positively influences job performance. The result of the study supports previous studies which when employees feel motivated, the job performance will also increase.

Afterall, compared to most of the previous studies, there is a unique finding that job security has indirect impact on job performance, mediated by job motivation.

This research gives literature contributions that might answers the research gaps found in previous studies.

4.7.2 Managerial/ Practical Contribution

COVID-19 has become one of the worst pandemic conditions that has impact all aspects of live globally. As this pandemic strikes all sections of the industry, one of the most impacted industries is hotel industry, where a lot of termination, and economic downturn conditions, that has caused the hotel management to do strategy in preserving not only the business but also its employees. Due to this, employees have perceived job insecurity that has caused a lot of another factor to be impacted. The management needs to have the capability to cope with their employees on how they perceived their job security, job motivation and job performance. This study reveals that job motivation is a crucial process that links the job security and job performance.

As can be seen from the result, level of job performance is mainly driven by the Counterproductive Work Behaviour. In this dimension, the behaviours of the employees toward the counterproductive work behaviours such as the deviance toward the organization and other individuals are the most important. It is crucial for the organization to have good behaviours of the employees that are against sabotage, theft, and corruption inside the organization. It shows the honesty of the employees toward the organization. Another indicator is the employees should also encourage themselves to be against bullying, physical abuse towards others and avoid gossiping & showing favouritism. It is critical in organization to have a well behavioural employees that are showing respect to each other and therefore can maintain good relationships and teamwork that results in effective job performance and organization performance. It is about sticking to disciplinary measures, violating norms, and assessing personal misbehaviour, the individual actions or behaviours that fall within personal control and have an adverse effect on the unit's or organization's performance (Campbell & Wiernik, 2015). Organization can increase their training to educate the employees about how important these values are to be maintained inside their personalities therefore the employees might have better job performance in terms of their general evaluation. It is also found that job position or job role has no significant effect on job performance, it is because job performance is more on the individual standing and principal rather than caused by the job position itself (Chen & Silverthorne, 2008). The second main contributor for the job performance variable is the Job Performance Peer/ Team Member Leadership Performance. This indicator discusses about how well the employee works with other and how he/she builds their relationship with his/her colleagues. This indicates that being a team player and the relationship with colleague can better support their job performance in general. The management can have more team building event in relation with this finding. Hotel learning and development department can also have more training on how important relationship with others can build better job performance. To construct this training, the trainers can explain more about the strategy for team cooperation, how to optimize teamwork, how to communicate strategy with the team, and

how to deal with team dysfunction. Furthermore, the management team may create a better working culture that supports tight working connections among co-workers.

To maintain the job performance, organization should also be concerned about the job motivation and security of the employees, as it is the two important factors in driving the job performance. Employees tend to have higher motivation when they feel secured (Shin et al., 2019). Organization can build more associations within the employees to build their motivation level. As stated previously, this research concludes that the social needs are what has driven the motivation of the employees. The management team can hold more association and gathering for the employees to build and maintain their relationship with the team and their supervisors. It is important for the management to drive more on the motivation level beside from the social needs, they can drive from the other factors as well such as the physiological needs, security needs, self-esteem needs, and self-actualization needs of the employees. As job motivation is the important factor that links the job security and job performance, it should be put in place that job motivation is the most important factor in job performance.

For the job security factors, the main contribution is from the external factors such as the political, economic, and technological change of the global conditions. Although the perceived job security of the external factors cannot be controlled by the organization, however the organization can do increase the secureness of the employee from the internal conditions of job security as well to maintain employees security level as the mean value of the job security caused by internal factor vs external factor is not really significant. Organization can maintain their employees job security level by always delivering compensation and benefit of the employees on time and in routine basis. In this term, researcher asked some of the employees regarding how many days the lateness of salary delivery can reduce their work performance? I also give scale from 1 week - 1 month, and in average the employees said it will affect their job performance within 1-2 weeks of salary lateness delivery. This indicates that it is important that the management can deliver the salary as on time as

possible and if they cannot, the toleration for the employees to maintain their job performance is latest by 2 weeks from the date of salary distribution.

