

CHAPTER 3 - RESEARCH METHOD

3.1 Research Model

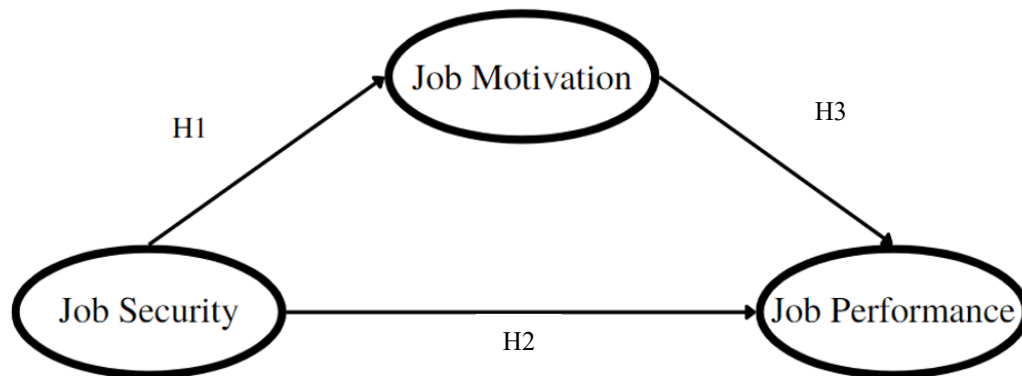


Figure 8. The Research Model of This Study

This chapter shows the research model and relationships of the variables as represented in above figure. This research will examine the relationships of variables of the job security, job motivation, and job performance.

3.2 Research Design

Survey research and a literature review were employed as research methodologies in this study. The approach used is a deductive approach, in which hypotheses are constructed based on established theories and observations of current phenomena, then the researcher formulates the hypothesis and collects data to be analysed, and finally the results are revealed as the study's conclusion, whether the hypothesis should be accepted or rejected.

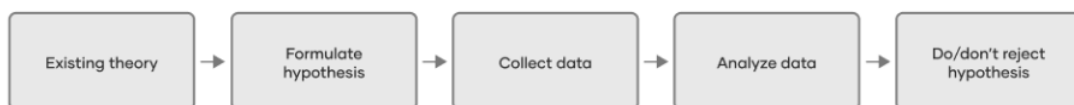


Figure 9. Steps of Deductive Approach Research, (Dudovskiy, 2018)

As a result, the goal of this investigation is not to produce theories. An online questionnaire is being utilized to collect primary data for this investigation. This is a non-contrived (no-setting condition) quantitative study with a cross-sectional time horizon in which questionnaires are disseminated in a single phase followed by data collecting and analysis. This study will last four months, from August 2022 to December 2022.

Table 9. Research Design of This Study

Research Design Part		Approach
Research Philosophy		Positive
Research Paradigm		Deductive
Research Strategy		Survey, Questionnaire
Research Method	Choice	Quantitative
	Time Horizon	Cross Sectional
	Procedures	Data Collection and Data Analysis
Time / Duration		August 2022 - January 2022 (Colloquium)

3.3 Research Context and Unit Analysis

This study will be conducted in one of the 4-star Accor hotel in Tangerang area which focusing on determining the employees' job security, job motivation, and job performance level. The hotel industry is a fast-growing global industry. When people are traveling during business trip, visiting families or relatives trip, or on a vacation, they are increasingly relying on hotels (Shamsudin et al., 2019). As of February 2022, accommodation and food service activities has absorb 9.635.433 numbers of employee. (Badan Pusat Statistik, 2021)

Accor is one of the most leading international hotel chain industries in the world. It has 5.000 hotels worldwide and as of 31 December 2021, it has 132 hotels in Indonesia with more than 6.000 employees. (Accor Hotel, 2021) In Tangerang itself, it has 3 hotels with 4-star rating and from that a total of 414 employees (Permanent, Contract, and Casual or 3 months contract staffs).

With the huge employee numbers employed by Accor Hotel Tangerang, Accor itself has contributed a lot in the employment numbers in Indonesia. Therefore, the employees concern is really needed to be analysed which can carry the welfare and the development of the organization and the country itself.

The unit analysis of this research is one of the 4-star Accor hotel in Tangerang that involves employees at rank-and-file level, supervisory level, middle management level, and executive management level and for permanent, contract, and casual (3 months contract) staffs.

3.4 Data Collection

3.4.1. Sampling

The population of this research are individuals from one of the 4-star Accor hotel in Tangerang for all employees despite their employment status (permanent, contract, and casual or 3 months contract) from all level and department. It consists of 207 employees with 48 permanent employees (23.2%), 101 contract employees (48.7%), and 58 casual employees (28,1%).

Table 10. Sample of This Research

Sample	Remarks
Industry	Accor Hotel
Population	207 employees
Type	4-star Hotel
Region	Tangerang, Indonesia
Sampling	135 employees (Krejcie & Morgan, (1970))

3.4.1.1. Sampling Method

The basic random technique is employed in this study, which means that each object in the population has an equal opportunity of being taken into the sample. Because the researcher may create data for the whole population while controlling bias during sampling based on evidence obtained, this research technique is chosen (Etikan & Bala, 2017).

3.4.1.2. Sampling Procedures

This study makes use of stratified probability sampling. To generate a representative of a satisfactory sample, stratified sampling splits the samples into subgroups of the population (strata). Stratified sampling provides more reliable and detailed data concerning the sample (Etikan & Bala, 2017). The samples are divided into several groups based on control variables such as age, gender, job position level, education level, type of employment, work tenure, and department, in order to better describe job security in terms of employee motivation and performance.

3.4.1.3. Measure Data Collection

Data collection method of this research is through online questionnaire using the google form tool. Targeted population is asked to fill out each questions using the 5-points Likert Scale. Distribution of the online questionnaire is through the link send via email or WhatsApp.

Likert Scale is commonly used in the social science research using ordered scores. This research will us 5-point Likert Scale as below:

Table 11. Likert Scale 5 Points, (Chyung et al., 2017)

1	2	3	4	5
Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree

Source: Chyung et al., (2017)

3.4.1.4. Research Samples

This research will determine the sampling size using the (Krejcie & Morgan, 1970) formula through Uakarn, (2021)'s journal as below:

$$n = \frac{\chi^2 N p (1 - p)}{e^2 (N - 1) + \chi^2 p (1 - p)}$$

$$n = \frac{3.841 \times 207 \times 0.5 (1 - 0.5)}{0.05^2 (207 - 1) + 3.841 \times 0.5 (1 - 0.5)}$$

$$n = 134.74 = 135$$

n = sample size

N = population size (207)

e = acceptable error of sample size

χ^2 = Chi-Square (3.841)

p = proportions of the population (assumed to be 0.5)

The Z-Score of this research is 95% confidence level which is 1.96, with standard deviation of 0.5.

Based on the above calculation, the sample size for this research will be 135.

3.4.1.5. Research Instruments

There are 3 variables to be tested in this research which are 1 independent variable such as the job security, 2 dependent variables

such as the job motivation and job performance, and 37 indicators used in the research based on validated measurement from previous studies represented in table below.

Table 12. Research Instrument of This Research

Variables		Dimensions		Indicators	Reference
Variables name	Variable Type	Number of Dimension	Dimensions Name		
Job Security	Independent Variable	2	Internal Factors	3 observed indicators	Greenhalgh & Rosenblatt, (1984), and Reisel et al., (2012)
			External Factors	3 observed indicators	
Job Motivation	Dependent Variable	5	Physiological Needs	2 observed indicators	Maslow, (1954), Herzberg, (1976), and Aquah et al., (2021)
			Safety Needs	2 observed indicators	
			Social Needs	2 observed indicators	
			Self-Esteem Needs	2 observed indicators	
			Self-Actualization Needs	2 observed indicators	
Job performance	Dependent Variable	8	Technical Performance	2 observed indicators	Campbell & Wiernik, (2015) and Accor's Appraisal Form, (2022)
			Communication	2 observed indicators	
			Initiative, Persistence, and Effort	2 observed indicators	
			Counterproductive Work Behavior	2 observed indicators	
			Supervisory, Managerial, Executive Leadership	6 observed indicators	
			Hierarchical Management Performance	3 observed indicators	
			Peer/ Team Member Leadership Performance	2 observed indicators	
			Peer / Team Member Management Performance	2 observed indicators	

3.4.2. Variables

3.4.2.1. Dependent Variable

Job motivation and job performance are the 2 dependent variables analysed in this study. For these 2 variables there are several measurements taken from the previous studies. The job motivation uses the dimensions and indicators from Maslow (1954) and Herzberg, (1976). The measurement consists of 5 dimensions which consists of total 14 indicators as presented in table below:

Table 13. Job Motivation (Dependent Variable)

Variable	Dimensions	Indicators
Job Motivation	Physiological Needs	Compensation
		Benefits
	Safety Needs	The Physical Work Space
		Working Safety
	Social Needs	Relationship with Colleagues
		Relationship with Supervisor
	Self-Esteem Needs	Achievement
		Recognition
	Self-Actualization Needs	Responsibility
		Opportunities for growth

The job performance uses the dimensions and indicators from Holtom et al., (2008) and Gordon, J.R. (2000). The measurement consists of 2 dimensions which consists of total 14 indicators as presented in table below:

Table 14. Job Performance (Dependent Variable)

Variable	Dimensions	Indicators
Job Performance	Technical Performance	Guest Focus
		Business Focus
	Communication	Oral Communication
		Written Communication
	Initiative, Persistence, and Effort	Proactivity & Initiative
		Positive Mindset
	Counterproductive Work Behavior	Deviance directed at the organization
		Deviance directed at Other Individuals
	Supervisory, Managerial, Executive Leadership	Consideration, Support, Person-Centeredness
		Initiating structure, guiding, directing
		Goal emphasis
		Empowerment, facilitation
		Training, Coaching
		Serving as a model
	Hierarchical Management Performance	Generate Resources
		Preserve Resources
		Allocate Resources
	Peer/ Team Member Leadership Performance	Team Player
		Relationship
	Peer / Team Member Management Performance	Problem Solving
		Planning and Balance

3.4.2.2. Independent Variable

Job security is the only independent variable analysed in this study. The job security variable uses the dimensions and indicators from Kuhnert

et al., (1989) and Oldham et al., (1986). The measurement consists of 6 dimensions which consists of total 9 indicators as presented in table below:

Table 15. Job Security (Independent Variable)

Variable	Dimensions	Indicators
Job Security	Internal Factors	Dismissal
		Compensation & Benefit
		Employment Status
		Company Status
	External Factors	Economy Factor
		Technological Change
		Political Change

3.4.2.3. Control Variable

Previous studies have defined that the demographic variables such as gender and age were the significant for the dependent variables of this research.

Age and gender are positively related to the job motivation and job performance. According to Qian et al., (2019) and Gordon, J.R. (2000), male and younger employees displayed better job performance. Job position level may resulting different result on job motivation and performance (Akova et al., 2015)(Emiroğlu et al., 2015).

Table 16. Control Variables of This Research

Variable	Measurement	Rational
Gender	Female	These variables might influence the job security, job motivation, and job performance factors
	Male	
Age	18-25 Tahun	
	26-35 Tahun	
	36-45 Tahun	
	46-55 Tahun	
	≥ 56 Tahun	
Job position level	Rank and File which includes:	
	Supervisor which includes: F&B Supervisor,	
	Middle managerial level which includes	
	Executive managerial level which includes	
Type of Employment	Permanent	
	Contract	
	Casual	
Department	F&B Service	
	Kitchen	
	Sales & Marketing	
	Front Office	
	A&G	
	Finance	
	Engineering	
	Housekeeping	
	HRD	
	Security	

3.4.3. Validity

The concept of validity is derived from the determination, which describes to a measuring device's level of determination and accuracy in performing its measurement function (Sudaryono et al., 2019). It is considered to have high validity if it fulfils its measuring function or produces findings that are appropriate for the measurement's purpose. The quantities obtained from these measurements accurately depict the real facts or conditions of what is being measured (Sudaryono et al., 2019). Considering the need to investigate the interrelation between the variables, the validity test is performed through Partial Least Squares Structural Equation Modelling (PLS-SEM) approach. PLS, In comparison to covariance-based SEM, a second-generation multivariate data analysis tool has less requirements. Using partial least squares is appropriate in the following situations: (1) The research model includes more than one dependent variable; (2) the data is not multivariate normal; (3) a limited number of replies or a small amount of respondents (less than 200 responses); and (4)

formative and/or reflective components are incorporated in the research model (Achjari, 2004).

This study uses previous studies that share the same variables as source of content and face validity. As this study is conducted in Indonesia with Indonesian speaking respondents, the majority of the previous studies are conducted in English, therefore the researcher uses the back-translation method to make the questionnaire clearer to the respondents. Construct validity is also used in this study to determine how well the measurement matches the literature review. Construct validity is commonly used for instruments designed to assess variables such as behaviors, preferences, personality, locus of control, style of leadership, achievement, motivation, and so on, as well as performance characteristics, maximum tools for measuring skill (aptitude exams), intelligence (intellectual intelligence), emotional intelligence, and others. (Rahardja et al., 2018).

3.4.4. Reliability

Psychometric scales must be used to measure human gig and behaviour, which is acceptable in current practice, however the quality of tests and responses is never cross examined. To measure abstract characteristics, a valid and reliable scale is required. As an outcome, the scale must be tested for reliability using a suitable statistical method (Ravinder & Saraswathi, 2020). Cronbach's alpha is used in this study to assess the reliability of each variable since it is frequently used in experiments involving questionnaire data (Hair, Sarstedt, et al., 2014). Cronbach's alpha ranges from 0 to 1 and in general, the minimum value of Cronbach's alpha is 0.7 or 0.6 to be considered reliable (van Griethuijsen et al., 2015).

3.4.5. Confirmatory Factor Analysis

Confirmatory factor analysis provides for the parameters show of factor structure theories. CFA enables researchers to test and uncover various models of the causes underlying a collection of questions in order to verify or certify the best measurement model for explaining the questions' replies (Bryant et al., 1999). The relationship between variables and observed variables is investigated using the Structural Equation Model (SEM).

3.4.6. Ethical Consideration

The goal of this study is to inform respondents, as mentioned in a cover letter of the questionnaire, in order to meet the ethical considerations. It is critical to align the research objective with the research questions, and ethical issues such as confidentiality, anonymity, and conflict of interest must be considered as ethical concerns that must be managed during the study. There is no pressure to conduct the questionnaire in this study, and the survey does not ask for the respondents' names, so confidentiality and conflict of interest have been considered to support the ethical consideration.

3.5 Questionnaire Development

Based on the previous studies dimensions, indicators, and example of questionnaires, this research has developed the suitable surveys for the respondents as table shown below:

Table 17. Questionnaire of This Research

Variables		Dimensions	Indicators	Questionnaires	Sources
Variables name	Definition				
Job Security	a value that the employees perceived regarding the continuity of their job and income status that affect the emotional states of the employees	Internal Factors	Dismissal	There's small chance that I will become unemployed	Greenhalgh & Rosenblatt, (1984), and Reisel et al., (2012)
				I am sure that I can keep my job as long as I want	
				I am sure that I will never be demoted	
			Compensation & Benefit	My hotel will always deliver my salary in routine basis based on my performance despite any global economy and political condition that's happening	
				My hotel will always deliver my benefit in routine basis based on my performance	

			Employment Status	despite any global economy and political condition that's happening	
				My job position is safe and hardly being replaced	
				My employment status has made me feel safe	
		External Factors	Economy Factor	Regardless of the global economic conditions, I am confident that I will maintain my job position	
			Technological Change	Regardless of the global technological change conditions, I am confident that I will maintain my job position	
			Political Change	Regardless of the global political situation, I am confident that I will maintain my job position	
Job Motivation	a component perceived by the employees to achieve specific individual and organization go	Physiological Needs	Compensation	The salary given by my hotel has made me feel motivated	Maslow, (1954), Herzberg, (1976), and Aquah et al., (2021)
				The religious allowance given by my hotel has made me feel motivated	
			Benefit	Working with international chain hotel has made me feel motivated	
				The food provided by the hotel has made me feel motivated	
		Safety Needs	The Physical Workspace	The security of the building at my	

				workplace has made me feel safe	
				The security team of my hotel is very capable for ensuring my workplace is safe	
			Working Safety	The equipment provided by the hotel has made me feel safe during work	
		Social Needs	Relationship with Colleagues	The relationships between colleagues are positive and has make me feel motivated	
			Relationship with Supervisor	My superior always treats me fairly	
				The quality of my superior makes me feel motivated	
		Self-Esteem Needs	Achievement	The achievement set by my hotel has made me feel motivated	
			Recognition	My hotel and my superior always give recognition to the employees	
		Self-Actualization Needs	Responsibility	The responsibility set by my hotel is achievable and has made me feel motivated	
			Opportunities for growth	My hotel provided us with learning and development program and is really effective	
				My hotel has inter-department learning program in place and it is possible to do inter-department	

				learning program in my hotel if I wanted to	
Job Performance	involves the outputs of the employees' assigned duties as well as the behavioral components of how the employees act at work.	Technical Performance	Guest Focus	I proactively engage and create heartwarming memories throughout the guest journey	Campbell & Wiernik, (2015) and Accor's Appraisal Form, (2022)
				I promote products and guest services to meet the needs of the guests	
			Business Focus	I suggest innovative ideas and solutions to improve business performance and guest experience	
				I promote loyalty program and benefits to the guests	
		Communication	Oral Communication	I communicate relevant information frequently and ensures understanding	
			Written Communication	As much as possible, I always encourage to use written communication when communicating about critical issues or information	
		Initiative, Persistence, and Effort	Proactivity & Initiative	I offer help spontaneously without being asked first	
				I am solution focused and shares own ideas	

			Positive Mindset	I am always curious to new things and demonstrate a desire to learn new skills and knowledge, and puts them into practice	
				I am open to new change that leads to achieve the best possible outcomes	
		Counterproductive Work Behavior	Deviance directed at the organization	I am against sabotage, theft, and corruption inside the organization	
			Deviance directed at Other Individuals	I am against bullying, physical abuse towards others, doing gossiping and showing favoritism	
		Supervisory, Managerial, Executive Leadership	Consideration, Support, Person-Centeredness	I provide positive and constructive feedback	
			Initiating structure, guiding, directing	I assign tasks clearly, explain details and provide technical assistance.	
			Goal emphasis	I instill enthusiasm and loyalty to the group while emphasizing the critical missions that must be fulfilled.	
			Empowerment, facilitation	I delegate responsibility and duties to others, foster involvement and grant decision-making discretion.	

			Training, Coaching	I provide one-on-one coaching and training to my team	
			Serving as a model	I serve as a model for my co-workers or subordinates	
		Hierarchical Management Performance	Generate Resources	I suggest innovative ideas and solutions to improve business performance and guest experience	
			Preserve Resources	I am aware of my working environment and those of the competition and market	
			Allocate Resources	I take an active interest in the hotel / business unit and other departments	
		Peer/ Team Member Leadership Performance	Team Player	I am a team player and work well with others	
			Relationship	I am always building positive relationships with the team	
		Peer / Team Member Management Performance	Problem Solving	I quickly identify the core problems and know how to deal with and communicate on issues	
			Planning and Balance	I take ownership for mistakes when they occur and works with others to rectify	

3.6 Data Coding

Derived from the above variables, dimensions, and indicators, below can be seen the table of coding used in this study:

Table 18. Data Coding of This Research

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3.7 Data Analysis Method

The descriptive analysis method was used in this study's data analysis. This technique is used to explain, arrange, and summarize data about an entire population. Data collected from questionnaires will be processed with structural equation model (SEM) (Sekaran & Bougie, 2016).

