

CHAPTER 1 – INTRODUCTION

1.1. Background

A global emergency, the COVID-19 outbreak has severe disruptions caused by its rapid spread and high mortality rate. The number of people infected with COVID-19, is rapidly increasing around the world (Yang et al., 2020).

First case occurred in Wuhan city, China in December 2019 and has since spread around the globe, including Indonesia. When the infection rate started to increase throughout Indonesia, several health protocol measures were also raised by Indonesian government, such as the policy of using face mask, using hand sanitizer, wash hands, avoiding handshake, avoiding crowd, and keeping safety distance of minimum 1 meter. Even during the 2nd quarter of 2020, Indonesia government started to use lockdown scheme where workers need to do work from home to avoid high mobility and therefore the government can contain the infection rate (BPS, 2020). This kind of policies impacted all industries area, and the tourism and hotel industries have been significantly impacted.

Table 1. The Comparison 2019 vs 2020 of Foreign Tourists Entering Indonesia

	2019	2020
Number of Foreign tourist entering Indonesia	16,208,000	4,052,000

Source: (Kemenparekraf, 2021)

It was only approximately 4.052 million international visitors that travelled to Indonesia in 2020. In comparison to the 2019 which is 16.208 million people, 2020 visitors only represent 25% of the total number of foreign tourists. The prevalence of large-scale social restrictions or called as PSBB in Indonesia, as well as the shutdown of the country access (in and out of Indonesia), resulted in Rp 20.7 billion drop in state income in the tourist industry (Kemenparekraf, 2021).

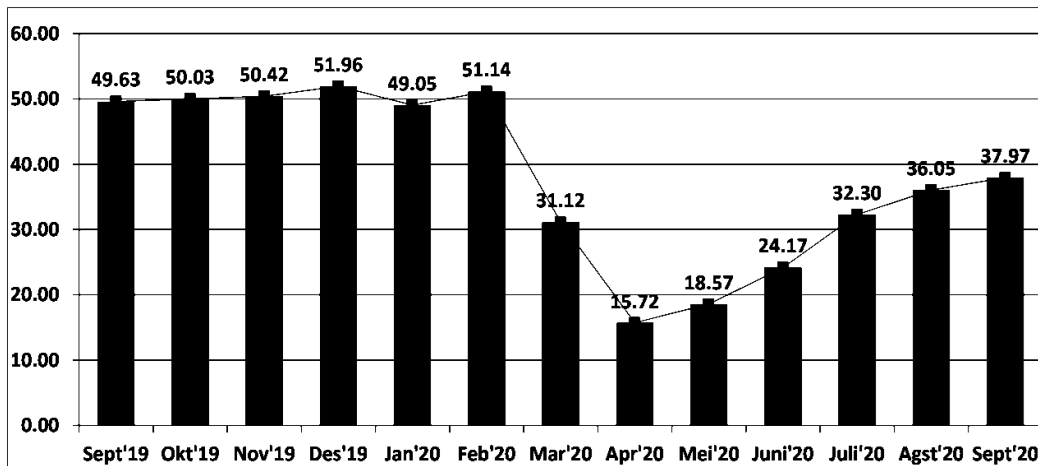


Figure 1. Average Hotel Occupancy in Banten from September 2019 – September 2020, (BPS Banten, 2020)

As can be seen from the above figure, the average hotel occupancy in Banten area has significantly drop in March 2020 and April 2020 due to COVID-19. It reaches the 15.72% in March 2020 and slowly rises up though it doesn't reach to the normal states yet.

In previous studies conducted, COVID-19 has caused several economic troubles in hotel industry which has also caused the employees to perceive negative psychology, such as fright and stress (Baum et al., 2020; Vo-Thanh et al., 2020). Negative psychology (like job insecurity) can harm the job performance and job motivation of the employees (Hobfoll, 1989).

Employees' job performance is crucial in hospitality business, because one of the most important factors in guest satisfaction and loyalty in hotel industry is its service that's coming from the employees. Employees' behaviour can improve the hotel's performance. Furthermore, because the hotel business is defined by dynamic interaction and connection between workers and guest (Kim & Qu, 2020; Vo-Thanh et al., 2020).

In 2 of the 4-star Accor hotels in Tangerang, there's a troubling concern regarding the trip advisors rank that indicates the lowering performance of the hotel itself.

Table 2. Trip Advisor Rank of 2 of the 4-star Accor hotels in Tangerang

Year	4-Star Accor Hotel A	4-Star Accor Hotel B
2020	1	2
2021	2	7

There are 2 hotels who experienced drop in Trip Advisor rank from 2020 to 2021. In 2020, Hotel A was placed as Number 1 in TripAdvisor rank and drop to number 2nd in the rank in 2021. While Hotel B drop its rank from the 2nd in 2020 to number 7th in 2021. The drop of the ranked has been followed by the addition of several negative comments regarding the service of the hotel as summarized below:

Table 3. Summary of Negative Complaints from the guest regarding bad hotel service

Guest	Complaints
A	Menu is monoton, staff forget about orders or ignoring them, bad service
B	Room service is cold and horrible, staffs are irresponsible
C	The reception is very dissapointing, staffs do not inform the guest properly regarding the hotel services but urge the guest to quickly settle the payment, guest is not well informed
D	Guest complains about wifi but no one come to check on the wifi, the staff doesn't inform the guest, the guest asked again about the wifi and the hotel staff said that the guest is properly connected to the internet. At the end, Guest stayed at the hotel without the internet and just watch tv during quarantine
E	Receptionist is not friendly, room is not cleaned even after requested
F	Worst hotel service ever, the staffs are not friendly, too long waiting for check-in and yet the staffs has no urge or concern to give solution for the check-in process, Food taste is horrible
G	Buffet is leaved unintended, food is cold, staff looked clueless. Overall experience was terrible and disappointing
H	Breakfast service was slow, food was bland, staff were not acknowledge with the food and was not friendly

From the above table, it is suspected that there's a decrease in terms of job performance found within the hotel employees as can be seen from the guest complaints which causing the hotel performance in trip advisor also drops.

There are several factors that cause lower job performance. One of them is job insecurity. Perceived job insecurity negatively influences the job performance (Vo-Thanh et al., 2020). It has been proved in previous studies that the perceived job insecurity has affected the employee's behaviour at work. Employees who are concerned about the future of their jobs are more likely to withdraw emotionally and behaviourally. (Karatepe et al., 2020; Vo-Thanh et al., 2020).

Moreover, from the COVID-19 crisis, there are several actions needed to be taken by the hotel management, and one of them is the termination of employees. From the survey conducted by Kementrian Tenaga Kerja (Kemnaker) and Badan Pusat Statistik (BPS) in 2020, there are 2.175.928 people permanently losses their job caused by pandemic (*Satudata Kemnaker | Portal Data Ketenagakerjaan RI*, n.d.) and around 409.000 people, which is 18.8% of them are from the tourism and hotel industry. There are also 12.91 million people who got reduction of working hours and 939 thousand of people are temporarily not working. (*Tren Pariwisata Indonesia Di Tengah Pandemi*, n.d.) (Badan Pusat Statistik, 2020).

Table 4. Job Loss Data in Indonesia

Items	Number of People
Permanently Losses Job	2.175.928
Permanently Losses Job from Tourism and Hotel Industry	409.000 (18.8%)
Reduction of Working Hours	12.910.000
Temporarily not Working	939.000

Source: *Satudata Kemnaker | Portal Data Ketenagakerjaan RI*, n.d., *Tren Pariwisata Indonesia Di Tengah Pandemi*, n.d., Badan Pusat Statistik, 2020.

In Accor hotel JABODETABEK itself, there's in total 1.324 people that has been terminated in 2020. As a result of this crisis, employees were experiencing higher concern regarding their job security (Vo-Thanh et al., 2020).

According to a meta-analysis, there are several outcomes of job insecurity that affect work-related attitudes, including psychological violation of agreement; job satisfaction; commitment of the organizational; employee engagement; burnout; absenteeism and presenteeism; turnover intention, job search behaviour, and actual turnover; safety behaviours and accidents; work motivation, job performance, and organizational

citizenship behaviour; and counterproductive work behaviour (Jiang & Lavaysse, 2018). It has been proven that one of the most important factors influencing employee motivation is job security, particularly during hard economic times (ŞENOL, 2011).

Researcher has done in-depth interview with several employees from the 2 of the 4-star Accor hotels in Tangerang. The interviewees are the employee in several job position, such as (rank & file, supervisor, middle manager, and executive managerial level). The researcher asked several questions relating with job motivation using the theory of Hierarchy of Needs by Abraham Maslow (1954). The question asked was, “What is your level of motivation in terms of Hierarchy of Needs by Abraham Maslow which has 5 levels such as; first, physiological needs, which means the needs of basic needs like food, water, sex, shelter, and other physical needs; second, safety needs, which means needs of safety like coverage from danger and threat, the continuity of employment; third the social needs such as the needs for love, friendship and relationship with colleagues, belonging, affection, and acceptance; forth self-esteem needs, which is the needs of achievement, freedom, and strength; Last the self-actualization needs, which is the needs of showing or realizing potentialities for self-development, recognition, and to become more?” In hierarchy of needs, it is stated that there are 5 levels of needs that needs to be fulfilled in order to make the employees feel motivated (Aquah et al., 2021). The 5 levels are:

1. Physiological needs

Such as: food, water, sex, shelter, and other physical needs

2. Safety needs

Such as: coverage from danger, threat. In job related, it includes the job security in respect towards the continuity of employment, or which behaviour from the company that reflects favouritism or discrimination.

3. Social needs

Such as: love, friendship, relationship with colleagues, affection, belonging, acceptance.

4. Self-Esteem

Such as: needs of achievement, freedom, strength. Can be defined as the need of autonomy or independence.

5. Self-Actualization

Such as: the needs of showing or realizing own's potentialities for self-development, to be become more, to find expression.

The researcher asked the interviewees in total 12 people at 4-star Accor Hotel Tangerang to ask at what level do the interviewee feel his/her motivation at? Researcher asked the interviewees via phone call. The target of the respondents are from all level of job role to represent the answer. For the Rank and File level, researcher asked in total 5 people, from sales and marketing department (3 people), housekeeping department (1 person) and F&B service department (1 person). For the supervisory level, researcher asked 3 people from F&B service department (2 people) and Kitchen department (1 person). For the middle managerial level, researcher asked 2 people from Sales and Marketing department and A&G (Admin & General) department. From Executive managerial level, researcher asked 2 people from Housekeeping and Front Office department. There are several answers regarding the questions. Some of the rank & file and supervisory level employee answered that their motivation level is at physiological needs, while some answered in the level of safety needs. The middle managerial and executive manager level employee answered that currently his/her motivation is at self-esteem stage and some of the executive managerial level is also at level 3 which is social needs level. Since in 4-star Accor hotels in Tangerang are dominated by the rank & file and supervisory level employees (which is 89.9% are in rank & file and supervisory level), currently it can be concluded that most of the employees are at lower motivation level which is in the level 1 and 2. However, further research is needed in order to finalize the conclusion and therefore this research is needed to further analyse the cause of the lower of job performance of whether it is caused by the job motivation level of the employees or not.

The researcher finds an evidence gap for this research. First the research conducted by Shin et al., (2019) states that, job security cannot directly impact job performance. Job security should be mediated by internal motivation factors in order to impact the job performance. Piccoli et al., (2021) shows that the perceived job insecurity challenges the employees which cause employees to maintain their productive behaviours as the job preservation strategy (job security has negative relationship towards job performance). While the research conducted by Vo-Thanh et al., (2020) shows that the level of perceived job insecurity has significant negative impact towards job

performance. Employees job insecurity leads to the reduction of their resources that can derive to lower job performance. Many employees feel like having no significant roles in the firm therefore obligated to take unpaid leave and survive with limited incomes. While there's also another gap found, which is, it is only 7% of the studies citing job security, financial hardship, and health difficulties among legal and undocumented employees found in 50 studies of 175 articles examined the hospitality industry during the pandemic (Davahli et al., 2020). With the context of gaps in existing research results and a lack of research on this topic, this study will investigate the impact of COVID-19 on job security and job performance through job motivation.

The researcher suspects that due to the COVID-19, employees experienced lower job security level, therefore it impacts the level of job motivation and job performance among the hotel employees. Researcher would like to analyse different job security level towards different managerial levels, as mentioned in Debus et al., (2014), employee with higher job title perceived lower job insecurity and that different job position has significant difference in term of job insecurity (Zheng et al., 2014).

1.2. Research Problems

As has been stated in the background, the research concluded the problem and gaps as below:

- 1) The decrease of job performance suspected to be caused by the decrease of the job security and job motivation.
- 2) Lack of research differentiating job security, job motivation, and job performance in different managerial levels in hotel industry.

1.3. Research Questions

Below are the research questions needed to be observed by this study:

- 1) How far does the job security influence the job motivation?
- 2) How far does the job security influence on the job performance?
- 3) How far does the job motivation influence on the job performance?

1.4. Research Objectives

Below are the research objectives of this study:

- 1) To analyze the influence of job security towards job motivation
- 2) To analyze the influence of job security towards job performance
- 3) To analyze the influence of job motivation towards job performance

1.5. Research Context

This research focuses its respondents to the employees of 4-star Accor hotels in Tangerang, one of the most giant international hotel chains in Indonesia. This research is for both female and male from all age both single or married employees and despite of their employment status (Permanent, contract, and casual or 3 months contract staffs) and their job status level (Manager, supervisor, and rank & file) in the industry.

1.6. Scope and Limitation

Since this study is only conducted in 4-star international hotel chain Industry in Tangerang, it will be limited only to this industry. This study will be exploratory, descriptive, and confirmatory using quantitative method.

This study offers several limitations. First, researcher have not found much supporting literature regarding the findings related to the job security amid COVID-19 pandemic in hotel industry, since it is only 7% of 175 papers examined, 50 research that highlighted job security, financial, and health difficulties among registered and unregistered employees in the hospitality sector were reviewed (Davahli et al., 2020). Second, this study only uses motivation as a mediator of job performance, whereas there are several other mediators of work-related attitudes that can be used in this study, such as psychological violation of agreement; commitment of the organization; employee engagement; Burnout; Absenteeism & presenteeism; Safety behaviours & accidents; job satisfaction; and Counterproductive work behaviour. Third, this research does not cover another socio-demographic variable that can be used such as occupation of spouse, number of household members, household income, and psychological characteristics (ambitious, family dedication, etc.)

1.7. Significance of Study

This study will help the hotel industry's organizational management team better understand potential changes in employee attitudes and preferences. As a consequence, the HR staff may design new policies and training to assist employees in better coping with the COVID-19 implications, increasing job motivation and job performance of the organization. This research can also be used by future researchers and studies to obtain information that may be required in their research, and some of the questions may be answered by this research.

1.8. Structure of Study

The structure of the thesis will be as follows:

- Chapter 1, the introduction part. It explains about the background why this study is conducted and emphasize the research problems, questions, objectives, context, scope & limitation, and significance of the study.
- Chapter 2, the literature part. It explains about the exploration of the variables from its grand theory to its previous studies and the synthesis on how they become the hypothesis. It also shows the findings of the variables from the previous studies.
- Chapter 3, the research method. It explains about the research model, design, context & unit analysis, data collection, research sampling and variables, validity, reliability, CFA, ethical consideration. It also provides how those variables' dimensions and indicators becoming the questionnaire of this study, data coding, and analysis method.
- Chapter 4, results and discussion. In this chapter, it will discuss about the relationships between variables and whether the hypotheses are rejected or accepted. It will also show the result of the measurement using the smart PLS.
- Chapter 5, conclusions and recommendations. This section contains a summary of the results given in Chapter 4 as well as recommendations for future researchers and what development can be done to improve the conversation in the future.