

CHAPTER 2 - LITERATURE REVIEW

2.1. Theoretical Background and Framework

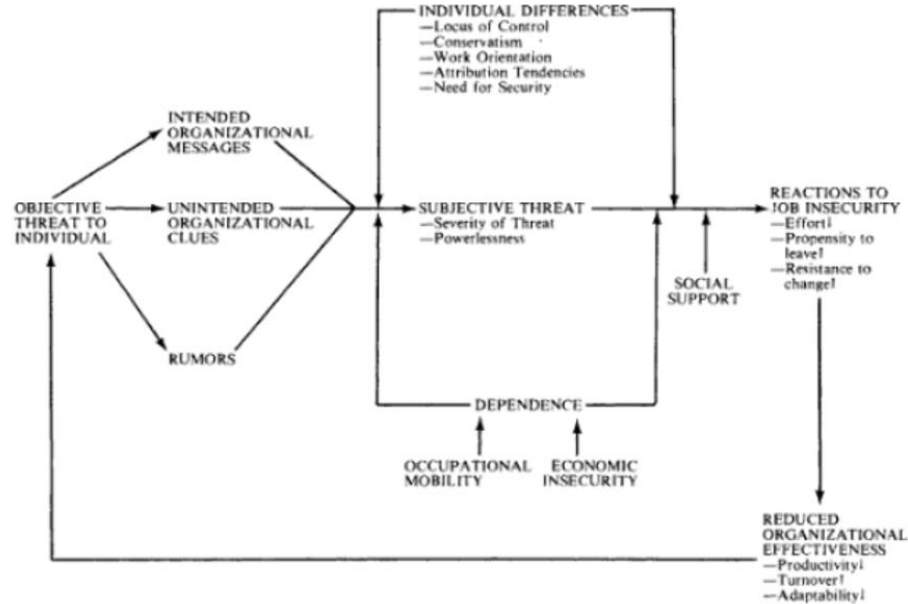


Figure 2. Job Insecurity Antecedents and Consequences, (Greenhalgh & Rosenblatt, 1984)

Theory of job insecurity by Greenhalgh & Rosenblatt, (1984) is often regarded as the first formal theory on job insecurity. According to this theory, there are several reactions to job insecurity such as the reduce of effort, the increase of propensity to leave, the increase of resistance to change. The causes of the job insecurity are the reduced of organizational effectiveness such as the decrease in employees' productivity, the increase of turnover, and the decrease of adaptability.

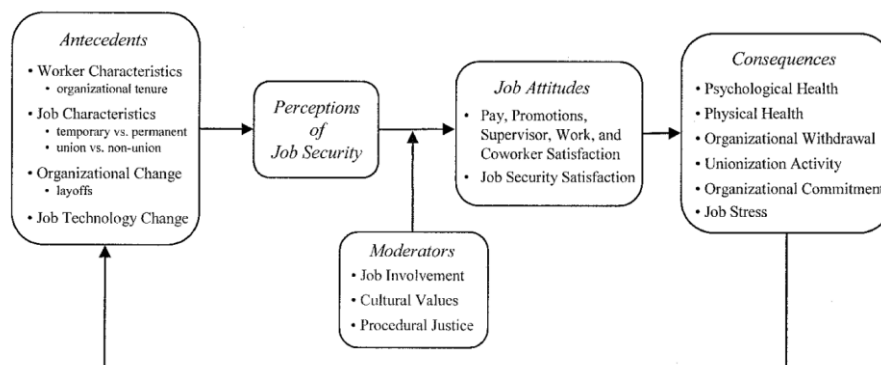


Figure 3. Research Model of the Antecedents and Consequences of Perceived Job Security, (Probst, 2003)

Research model on the figure above, developed by Probst, (2003) is discussing about the relationships of the antecedents of Job security and its consequences. It also includes several moderators that could also strengthen the perceptions of the job security toward the job attitudes.

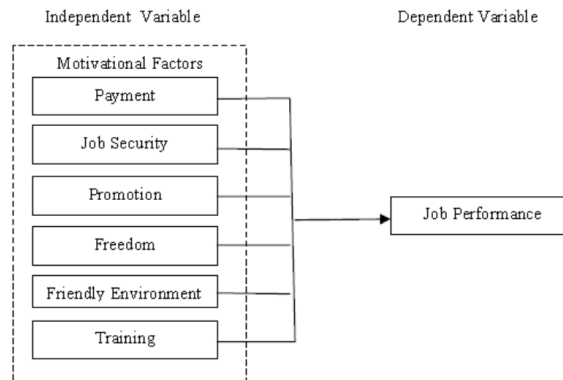


Figure 4. Theoretical framework of Motivational Factors and Job Performance,
(Aarabi et al., 2013)

The above figure explains about the several factors affecting job performance conducted by (Aarabi et al., 2013). Job security, compensation, advancement, freedom, a welcoming workplace, and training are among the six variables investigated.

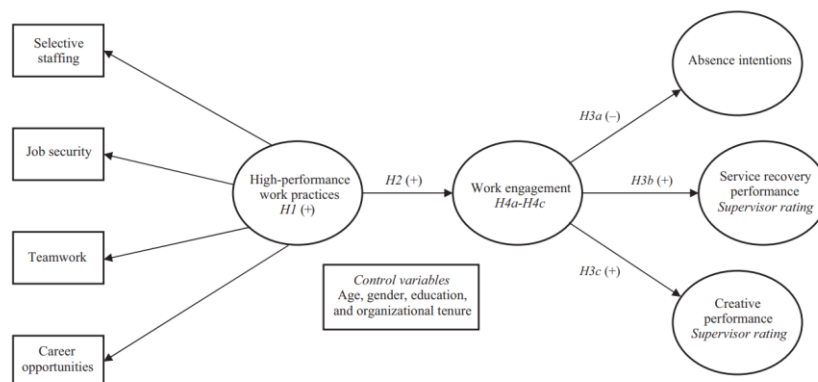


Figure 5. Research Model of Antecedents and Consequences of Work Performance
Toward Work Engagement, (Karatepe & Olugbade, 2016)

In the Turkish hotel industry, the study model described above investigates the relationship between chosen staffing, job security, collaboration, and career opportunities and markers of high-performance labour practices such as intention of absence, performance service recovery, and creativity. According to the findings, integrating selected employees, job security, teamwork, and career opportunities inside

the organization would minimize absence intentions while enhancing service recovery and creative performance (Karatepe & Olugbade, 2016).

2.1.1. Job Security

There are several definitions of Job security that has been discussed by the previous researcher and below are several definitions that to be considered as the grand theories of Job Security. Evans and Laseau (1949) stated by (DiFonzo & Bordia, 1998) defines job security as “a factor with a distinctly individual flavour” and “powerful and intangible emotional overtones”. While ŞENOL, (2011) defines job security as “perceived as an indispensable right of an employee which guarantees that the employee and his/her family will not be deprived of their income and maintains an honourable life”.

Greenhalgh & Rosenblatt, (1984), the first researcher who created the broader theoretical framework (the grand theory) of job insecurity, defined job insecurity as “the perceived powerlessness to maintain desired continuity in a threatened job situation” (Greenhalgh & Rosenblatt, 1984). Job insecurity becomes a significant stressor when employees discover that there is limited job security in the firm (Geng et al., 2014). Researcher concludes that job security is a value that the employees perceived regarding the continuity of their job and income status that affect the emotional states of the employees.

There are several dimensions and indicators of job security explained by different researchers. First, Kuhnert et al., (1989) established five single-item measures of job security scales, such as:

1) Company Concern for the Individual

The attitudes of employees about the company’s management and policies (example: the company makes you feel wanted and the employees have confidence in the company fairness).

2) Job Permanence

The continuity of the employee’s position within the company (example: the employee is sure about how long their position will lasts; the employees are afraid of losing the job)

3) Job Performance

The employees' perception of their work quality (example: I work hard, I'm doing the best, and I'm doing the job well)

4) Company Growth and Stability

The financial states and growth of the company in the past or future (example: the company has plan to expand, the management of the company is really trying to build this company and make it successful)

5) Long-Range Perspective

Employee's long-term plan towards their job or position (example: the employee plans to retire in this company or I think this job position to be a career rather than a job).

Table 5. Dimensions and Indicators of Job Insecurity

Dimensions			Indications
Severity of threat	Nature of loss	Lose present job	The possibility of Dismissal
			Early retirement
			Demotion
			Career Development
	Keep present job but lose job features	Salary	
		Status/self-esteem	
		Autonomy	
		Resources	
Source of threat	Relationship with Colleague		
	Decline/Shrinkage		
	Reorganization		
	Technological Change		
Powerlessness	Physical Danger		
	Lack of protection		
	Unclear expectancies		
	Authoritarian environment		
			Dismissal of SOPs

Source: Greenhalgh & Rosenblatt, (1984)

Nevertheless, there's another theory which differentiates job insecurity in two dimensions by Greenhalgh & Rosenblatt, (1984) which represented in the table 6 above, such as:

1) Severity of Threats

There are three types of potential losses first, there's expectancy of the loss whether it is temporary or permanent; there's initiative causing the loss is layoff or firing (these are subjectively different forms of job loss because they likely involve different patterns of identification); and there's indicator of whether it will create a loss of the job itself or a loss of job features. Job loss is a significant aspect that is sometimes disregarded. Because organizational membership is not lost, the threat is less severe. For the

dimensions of the loss job features are include progress in one's work, earnings, status/self-esteem, autonomy, resources, and community.

Organizational decline is the most serious source of danger, which employees believe has caused the business to become maladapted to its niche. While this maladaptation frequently results in shrinkage and other modifications that are likely to have an impact on the continuation of their existing employment conditions. It can also be triggered by the anticipation of reorganization, which is the loss of roles during organization-wide or subunit reorganizations, or by the removal of job attributes that existed previous to the restructuring. Changes in organizational technology are also interpreted as lowering the demand for employees' skills, which is viewed as a threat, particularly when retention possibilities are scarce. Finally, certain tasks are hazardous, and the risk of harm jeopardizes a company's survival.

2) Powerlessness to Combat the Threat

Powerlessness can take four basic forms, which are of lack of protection (unions, seniority systems, and employment contracts are examples of forms of protection that serve to increase an individual's power to resist threats to continuity); uncertain expectations (The employee sensed a danger to continuity while not understanding what achieved performance is required to preserve their position in a job, which includes the lack of an acceptable performance rating system, so they do not know what remedial actions should be made); organizational culture (the organization has no strong norms of fairness, the employees had no input into decisions and no right to appeal, and the superiors were seen as arbitrary in their evaluations and even capricious in their decisions affecting employees); and beliefs about the organization's SOP for rejecting employees (in the case of firing, the lack of policies such as disciplinary measures and automatic evaluation of firing judgements causes the employee feel very much at the kindness of superior, employee's perceptions are derived from understanding of policy stances, inference from discipline, and interpretation of events in other organizations).

Another point of view of job security is from the outside of the organization capability, which is the external factors (Reisel et al., 2012). There are several factors of the job security such as:

1. Economy Factors
2. Technological Change
3. Political Change
4. Competitive Pressure
5. Force Majeure

From the above dimensions and indicators mentioned, the researcher adjusts the dimensions and indicators to be more fit to the company and employees' profile as below:

Table 6. Dimensions and Indicators used in this Research

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

2.1.2. Job Motivation

There are several definitions of job motivation studied by previous researcher. The most famous and foundation of job motivation theory is brought by Abraham Maslow, (1943). In his paper he states "people are motivated by unmet needs which are in a hierarchical order that prevents us from being motivated by a need area unless all lower-level needs have been met" (Pardee, 1990). Motivation brought by Yorks, (1976) is "those forces within an individual that push or propel him to satisfy basic needs or wants" (Aquah et al., 2021). Stankovska et al., (2017) defines job motivation as "the process of stimulating an individual or a group of people to activities aimed at achieving the goals of the organizations. It is an integral component of employee engagement". Researcher concludes that job motivation is a component perceived by the employees to achieve specific individual and organization goal.

Hierarchy of Needs is the motivational theory created by Maslow, (1954). It has 5 needs in hierarchical order such as below:



Figure 6. Hierarchy of Needs by Abraham Maslow (1954), (Aquah et al., 2021)

1. Physiological needs
Such as: food, water, sex, shelter, and other physical needs
2. Safety needs
Such as: protection 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.

While Herzberg (1976), another one of the most cited theories, differentiates job motivation into two main factors as presented in below figure:

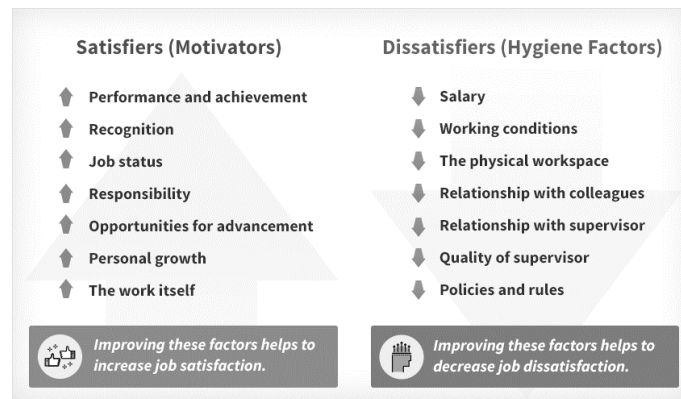


Figure 7. Two-factor Theory, (Herzberg, 1976)

Hygiene factors (such as supervision quality, salary, policies of the company, physical working conditions, interpersonal relationships, and job security) and motivators (such as promotion chances, growth chances, recognition, responsibility, and achievement). He stated that hygiene factors cannot motivate, and when appointed to accomplish this intent, it can have harmful long-term consequences. Motivating factors are more complex and subjective, making them challenging to quantify sometimes. However, workers are likely to demand more of the hygiene if management focuses on hygiene while neglecting motivators (Hamner & Organ, 1978). This stifles the growth of a motivated workforce. From both theory the researcher concludes the dimensions and indicators of this research to below:

Table 7. Job Motivation Dimensions and Indicators Used in This Research

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

2.1.3. Job Performance

There are several definitions of job performance that are still in study up until now. One of the most used terms of the job performance is by Campbell et al,

(1993) which is presented by Vo-Thanh et al., (2020). According to Campbell et al, job performance “can be clarified from two viewpoints: outcome and behavioural. The outcome viewpoint is about evaluating the results of employees’ behaviour, while the behavioural viewpoint implies how employees behave at work”. According to Aarabi et al., (2013) “employee’s performance can increase organizational productivity by varying the inputs needed to attain their expected outputs”. While according to Darvishmotevali & Ali, (2020), job performance refers to “an individual’s execution of assigned tasks”. The researcher finds that job performance involves the outputs of the employees' assigned duties as well as the behavioural components of how the employees act at work.

According to Campbell & Wiernik, (2015) there are 8 dimensions of job performance such below:

1. Technical performance

Requirements of technical skills in work or job roles. This includes the substantive area, level of complexity within the area and core tasks.

2. Communication

The ability to transmit information in a clear, intelligible, persuasive, and well-organized manner. Oral and written communication are the two key subfactors, and their relevance varies greatly among job roles.

3. Initiative, Persistence, and Effort

Usually defined in terms of working longer hours, willingly taking on additional tasks, going above and beyond statutory obligations, or working in harsh or unfavourable conditions.

4. Counterproductive Work Behaviour

A class of individual acts or behaviours that are within personal control and have a negative impact on the unit's or organization's goals. It has two key subfactors such as: deviance directed towards the organization and deviance directed at other individuals.

5. Supervisory, Managerial, Executive (i.e., hierarchical) Leadership

In a hierarchical relationship, leadership performance. It also differentiates between management and leadership. It is most parsimoniously described

by six subfactors such as: 1) Consideration, support, person-centeredness; 2) Initiating structure, guiding, directing; 3) Goal emphasis; 4) Empowerment, facilitation; 5) Training, coaching; 6) Serving as a model.

6. Hierarchical management performance

This component encompasses those acts that deal with creating, maintaining, and distributing the organization's resources to best fulfil its goals.

7. Peer/team member leadership performance

This activity takes place in the context of peer or team member interactions, which can take place at any organizational level. Many behaviours that fall under the OCB dimension of personal assistance (e.g., assisting, collaborating, courteous, inspiring) but do not fall under hierarchical leadership fall under this category as well.

8. Peer/team member management performance

A unique characteristic of the high-performance work team is that team members perform various management activities, such as decision making and problem solving, determining within-team collaboration necessities and workload balancing, and supervising team performance.

Since this research is done in Accor company, this research also refers to the dimensions and indicators of Job performance from Accor's appraisal form which consists of 3 big dimensions, such as below:

1. Leading Myself

The way the employee acts about their own responsibilities and growth. It consists of 3 indicators such as:

1) Proactivity & Mindset

Is open and attentive to his or her surroundings in order to predict requirements and expectations.

2) Positive Mindset

Come as you are. Understanding differences that allows him/her to enrich himself/herself. Is open to change, perspectives, and points of view.

3) Self Confidence

Works with objective and optimism to establish positive relationships with guests, colleagues, and embodies Accor values.

2. Leading Others

The way the employee acts with others. It consists of 2 indicators such as:

1) Communication

Creates a bond and genuine relationships with others.

2) Team Player

Collaborates and includes team members to build a mutual relationship of trust and respect. Always openly support colleagues in the workplace.

3. Leading the Business

The way the employee acts on the hotel business and the brand. It consists of 2 indicators such as:

1) Business Awareness

Seeks opportunities to increase the company's revenue, increase productivity, and/or reduce losses or expenses. ®

2) Guest Focus

Places the guests at the center of everything he or she does, making their needs a priority in fulfilling professional responsibilities and addressing problems.

This research will combine 2 of the above dimensions stated from Campbell & Wiernik, (2015) and Accor's appraisal form, (2021).

Table 8. Job Performance Dimensions used by this Research

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

2.2. Hypothesis Development

2.2.1. Relationship of Job Security Towards Job Motivation

In research conducted by Aarabi et al., (2013), it is stated that the job security positively impact the job motivation. In Azar & Shafighi, (2013), also states that job security significantly positively impacting the job motivation. While Ko & Jun, (2015), states that job security is one of the most important factors in Job motivation.

From the above studies conducted mentioned above, researcher conclude below hypothesis:

H₀₁: Job security does not have significant influence towards job motivation.

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

2.2.2. Relationship of Job Security Towards Job Performance

For the relationship between the job security towards job performance, according to Yamamoto (2013), cited by (Sekhar et al., 2013), if employees perceived that their job is a secured one, the performance will be better. In Qian et al., (2019) study, it has the same result which is the job security significantly

and positively related with job. Vo-Thanh et al., (2020) found that the job security has caused the decrease of job performance. It uses 7 indicators of job security and for the job performance, the study uses self-reported assessment of each employee using 6 indicators.

From the above studies conducted mentioned above, researcher conclude below hypothesis:

H₀₂: Job security does not have significant influence towards job performance.

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

2.2.3. Relationship of Job Motivation Towards Job Performance

In previous research conducted by Azar & Shafighi, (2013), the result shows that job motivation has significant positive effect on job performance. Jayaweera, (2015), states that work motivation mediates the significant positive relationship between work environmental factors toward job performance. Hee et al., (2016) states that the intrinsic motivational factors significantly positively impact the job performance.

From the above studies conducted mentioned above, researcher conclude below hypothesis:

H₀₃: Job motivation does not have significant influence towards job performance.

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