

CHAPTER 5 – CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

COVID-19 is unavoidable and has happened globally for these past few years. The pandemic has caused a lot of damage not only to the global economic sectors but also in other sectors. Due to the economic conditions, there are a lot of strategy need to be taken by all the industries including hotel industry. Hotel management team needs to do some action to preserve the business, one of them is to terminate the employees. Due to this condition, the employees have perceived job insecurity that has cause a lot of other factors to be affected as well. In this research, the job motivation and job performance are the affected variables studied. The trip advisor rank that drops during COVID-19 period has become the indicator on the decrease of hotel performance due to the decrease of the job performance of the employees. The reviews received inside the trip advisor platform has shown how the employees has decrease the job performance. It is suspected that the cause of the decrease of job performance is due to the decrease in perceived job security and job motivation level.

This research means to examine the significance of job security level perceived by the employees to be the cause of the decrease in job motivation and performance. Further, the study clarifies the gaps between previous studies of whether the job security influences job motivation and performance.

Findings in this study shows that job security affects significantly and positively towards job motivation. Job security is one of the most important factors in defining job motivation (Aquah et al., 2021). When employees are anxious about their job continuity, it is impossible to say that they will be motivated to work. It can be stated that job security alone can serve as a major motivator in work environments where there is a high level of fear of job loss.

Another finding is that job security does not directly impact job performance. Job motivation is the most important variable that links job security and job performance. When employees feel unsecured about their job, they will not be

motivated to work, and therefore it affects the job performance of the employees.

The last finding is that job motivation influences significantly and positively towards job performance. When employees feel motivated, they will have better job performance. From the study, it is found that the most important factors in driving job motivation is the social needs factor. It is important that the organization knows what drives the motivation of the employees the most to then get better result in terms of job performance.

In conclusion, the findings have answered all the research questions and objectives of the study. The first research question is how far does the job security influence the job motivation? And the research objective is to analyse the influence of job security towards job motivation. This research has answered the first question and objective which is the job security has positive and significant influence towards the job motivation. Second is how far does the job security influence the job performance? And the objective is to analyse the influence of job security towards job performance. This research has answered the second question and objective of this study which is the job security has positive and significant influence towards job performance. And lastly the research question is how far does the job motivation influence the job performance? And the objective is to analyse the influence of job motivation towards job performance. This research has answered the third question and objective of this study which is the job motivation has positive and significant influence towards job performance. This study also helps to clarify the research gaps between previous researches.

5.2. Research Limitation

The research is done in 4-star Accor Hotel Tangerang. It is carried out within a cross sectional timeline during the pandemic of COVID-19. As a result, it will represent the situation at the time of the research, thereby the causal relation between variables cannot be fully identified.

Furthermore, while this research conducted in the international chain hotel, the research did not specifically look into the possibility of national culture interfering or

shaping differently on how respondents who work in various places measure at each construct.

5.3. Recommendation for Future Research

Because this study was designed to examine the relationships between the constructs in the 4-star Accor Hotel Tangerang, future research may be conducted in different level of stars, different international hotel chain, and in different city to generalize the study findings. Furthermore, future research could be done in longitudinal time to see if there is a causal relationship between the variables.

Furthermore, future research may include other variables affected by the job security level perceived by the employees, such as 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; and organizational citizenship behaviour; and counterproductive work behaviour.

