



THE EFFECT OF JOP SECURITY ON PERCEPTION OF THE INTERNAL MOTIVATION MEANS: A RESEARCH FROM TURKEY

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Abstract

The aim of this study is putting the significance relation between the effect of job security factor and the job security forth in the perception of the inner motivation means which may be affective on the employees' motivations. The research has been realized with 402 employees of different departments of 24 hotels (either 4 or 5 star hotels) in Turkey. Frequency analysis, Pearson Correlation Analysis and Regression Analysis have been used as research methods. At the end of the research, it has been understood that the hotel employees in Turkey have low motivation about the job security and there is a significant relation between job security and the inner motivation means. Therefore it has been concluded that the perception of job security affects the perception level of the each inner motivation mean.

Key words: Motivation, Internal Motivation Means, Job Security.

İÇSEL MOTİVASYON ARAÇLARININ ALGILANMASINDA İŐGÜVENCESİ'NİN ETKİSİ: TÜRKİYE'DE BİR ARAŐTIRMA

Bu çalışmanın amacı, işgörenlerin motivasyonlarında etkili olabilecek İçsel Motivasyon Araçları'nın algılanmasında, işgüvencesi faktörünün etkisi ile işgüvencesi arasındaki anlamlılık ilişkisini ortaya koymaktır. Araştırma Türkiye'deki 24 adet 4 ve 5 yıldızlı otellerin farklı departmanlarında çalışan 402 işgören ile gerçekleştirilmiştir. Frekans Analizi, Pearson Korelasyon Analizi, Regresyon Analizi araştırma metodu olarak kullanılmıştır. Araştırmayla elde edilen bulgulardan; Türkiye'deki otel işgörenlerin işgüvencesi ile ilgili motivasyonlarının düşük olduğu, işgüvencesi ile İçsel Motivasyon Araçları arasında anlamlı bir ilişkinin olduğu sonucuna ulaşılmıştır. Dolayısıyla işgüvencesi algısının her bir İçsel Motivasyon Aracı'nın algılanma düzeyini deęiřtirdięi gözlemlenmiştir.

Anahtar kelimeler: Motivasyon, İçsel Motivasyon Araçları, İşgüvencesi.

Introduction

Within the researches on many organizations that have provided competitive advantage, it has been observed that the factor contributing to this advantage is the motivation of the employees (Chang, 2003). Because, the competitive environment, organizations that motivate their employees will have a higher chance of success than other organizations (Bekin, 2007).

The relevant performed researches are intended to find solutions for the the employees' expectations on the issue and to identify the effective motivation mean which will keep the employees' performance high. Thus, situation of the organizations, the concept of motivation means in the literature has emerged. But the variety of the employees' expectations synchronously makes the context of the motivation means various. Here in terms of the hotel management, the important issue is to be able to define which motivation mean will motivate which employee in what level clearly. Because the motivation means motivating the employees may have to be either internal or external. Intrinsically motivated people experience enjoyment in the pursuit of their interests and in the absence of external rewards or controls (Deci & Ryan, 1985; Pintrich, 2000).

This research is aiming to measure the effect of the job security perceived by the employees working at 4 and 5 star hotels on the inner motivation means. Regarding that this research has been fulfilled at such a time period in which the impact of the global economic crisis is still ongoing and that this research has included the effects of the job security on the inner motivation means tested on the hotel employees; the results of this research are thought to be both up-to-date and peculiar to Turkey.

1. Relevant Literature

1.1. Job Security

Job security is the probability that an individual will keep his or her job; a job with a high level of job security is such that a person with the job would have a small chance of becoming unemployed (en.wikipedia.org.). Assurance (or lack of it) an employee has about the continuity of gainful employment for his or her worklife. Job security usually arises from the terms of the contract of employment, collective bargaining agreement, or labor legislation that prevents arbitrary termination, layoffs, and lockouts (www.businessdictionary.com). Job security is the possession of a niche in work, allowing some control over the content of a job, what the worker actually does and the opportunity he or she has of building a career. Another way of presenting job security is to refer to property rights in a persons work. In other words, whereas employment security refers to the sense of attachment to a current enterprise or establishment, job security refers to the sense of attachment to a particular job or range of tasks (www.Ilo.org)

Job security is very important to most employees. With length of employment at any one company much shorter than it used to be, employees count on steady paychecks, medical insurance, and investment opportunities, and they also desire an enjoyable and stimulating work environment. Employees have a strong interest in the company achieving an ideal balance between cost, quality, and delivery, because it secures their employment. Employees want to contribute to the company's financial strength and continued growth, just as business owners do, but employees' primary motivation is reliable job security (<http://my.safaribooksonline.com/book/operations/9780137144075/the-big-picture/ch02lev2sec5>)

There are some factors decreasing the job security almost in every country though the reasons have a huge variety. The foremost reasons are the technology, the globalization of the capital, the demographic alteration, the economic unstability and the governmental policies respectively. The employees can be protected by means of labor contract and legal regulations during stable economic periods. Contrarily the employees become deprived of protection in the environments of uncertainty since the organizations want to protect themselves or the governments cannot resist against the demands of the employers in legal regulations. This case affects the job stress and the psychological moods of the employees (Önder & Wasti, 2003). Job insecurity has been recognized as one of the major stressor existing in the work environment (De Witte, 1999). For example, according to a report issued by U. S. News&World Report, the motivations of the employees worrying about the possibility of losing job deteriorated faster than those of the employees having a high perception of job security and thus the first group had a higher risk of heart attack. According to another research at Cambridge University, it was observed that during the time periods when the job security was perceived at low level the health problems turned out to be 5 times as many as they were suffered during highly perception of job security (Worklife Report, 1999). Job insecurity relates to the perception of threats, opportunities and the control individuals have regarding their responsibilities at work. When threats are perceived to be greater than opportunities, when there is perceived lack of control and changes in job characteristics, survivors will experience job insecurity (Chovwen & Ivensor, 2009). From other side job insecurity is proposed to have a predominantly harmful effect on performance, turnover intention, and absenteeism, and it is argued that these effects are mediated by (reduced) work attitudes. In addition, job insecurity is also assumed to affect these behaviours in the opposite way

(i.e. a suppressor effect) because job insecurity might motivate employees to make themselves more valuable to the organization by working harder and being less absent (Staufenbiel & König, 2010).

1.2. Internal Motivation Means

Internal motivation means are defined as the power being intrinsically possessed by the human, helping him to fulfill some positive or negative actions and providing him to satisfy some individual requirements (Bentley, 1999). Motivation can be said and grouped to be internal, intrinsic or external, extrinsic in terms of factors. Motivation theories generally suggest that there are two qualitatively different motivation dimensions-extrinsic factors and intrinsic factors (Herzberg, Mausner, & Snyderman, 1959; Lawler, 1994). Internal motivation has been explained by Fritz Heider's attribution theory Weiner, (2010) Bandura's work on Self-efficacy, 1994: 71-81) and Ryan and Deci's cognitive evaluation theory (Deci and Ryan, 1985).

Internal motivation (also known as self-motivation) comes from inside yourself; external motivation comes from the outside (Piskurich, 2002). The inner motivation means have emerged with the idea of being able to respond to the need of having personal power and authority. Because, the employees generally want to be independently at their works and, they want to use the initiative in doing their jobs (Brief and Aldag, 1977; Roberts et. al., 1999; Ellerman and Hirschman, 2005). Extrinsic motivation factors may have detrimental effects for employee intrinsic motivation and performance. (Deci, Koestner, Ryan 1999; Jacobsen, 2009) External motivation can be categorized into monetary and nonmonetary motivators. Monetary incentives include salaries, allowances, in-kind salary supplement, bonuses, commissions, and

benefits. Nonmonetary incentives include the desirable working conditions like job security (Piskurich, 2002).

A higher level of intrinsic motivation (a sense of achievement or job importance) are likely to have a higher level of organizational commitment. In other words, they are likely to be identified more with their organizations and more actively involved in the organizations. This leads to the argument that organizational members' morale and their job-related attitudes are correlated to organizational commitment, which eventually affects organizational performance and effectiveness (Mottaz, 1985: 366; Laios et al., 2003; Sproule vd, 2007). From other side, most managers would readily agree that the benefits of having internally driven motivated professionals are clear, but it is a very difficult thing to direct, maintain, and understand. Although the presence of motivation does not guarantee high performance or success, its absence seems to result in long-term problems. Strongly motivated employees and project teams push themselves to overachieve, stretching their thinking and working arduously to accomplish considerably more than even brighter and more technically competent personel (Shane, 2009).

In today's business world, the variety of the employees' quality synchronously makes the inner motivation means various. Though they can change depending upon the researchers' own opinions and the needs of the employees, the mainly inner motivation means have been expressed as interesting job, job independence, the sense of accomplishment, the sense of being noticed, appreciation and feedback respectively. (Laios et al. 2003) Also Internal Motivation Factors were grouped to, coercive work, accomplishing a work, variety of work, independence, responsibility, individual and professional developing, importance of the additive done by employee (Brislin at al. 2005; Mahaney and Lederer, 2006)

2. Researches Related to Job Security and Motivation

There have been many researches about searching and examining what motivate employees. For instance, Kovach investigated the factors that motivate employees. The ranked order of motivating factors were stated as (a) interesting work, (b) full appreciation of work done, (c) feeling on being in on things, (d) job security, (e) good wages (Kovach, 1987). According to the results of a research, conducted on hotel employees in USA and Canada, in 1995, top-five factors that motivate employees are good wages, job security, opportunities for advancement and development, good working conditions and interesting work (Kovach, 1995).

In Podolske's research, the employees that were optimist on job security had a higher motivation in work environment comparing to the others. For this reason, according to the results of some researches the job security has been the best motivating motivation mean in the work environment (Pfeffer, 1995: 7; Tortop, 1999: 263; Adak ve Hançer, 2002).

According to a research by Poyraz and Kama directed towards determining the effect of perceived job security on work satisfaction, organizational devotion and the intention of quitting job; the perception level of job security has been affected positively in case the employees were provided permanent employment (Poyraz ve Kama, 2008).

Ünlüönen vd., (2007); Toker, (2008); Ağca and Ertan (2008) and Birdir (2001) that are taking up the job security with its different dimensions, obtained important findings on the relation between job security and motivation. The subject of the determination of psycho-social motivation tools to increase the productivity of the employees working in hotel managements and the subject of how these tools are perceived by the employees working in different departments are studied (Ünlüönen, 2007). For example, in his research intended to measure the motivation means that are effective on the motivation

of the employees being employed at travelers' accommodations in Turkey and their effects, (Toker, 2008) determined that the most important motivation mean in connecting the employees to their job was the job security. Ađca and Ertan investigated the relation between the sentimental connection of the employees working at 5 star hotels and their inner motivations. At the end of the study, a significant and positive relation between sentimental connection and inner motivation turned up. In the same way, Birdir's research on the employees at 4 and 5 star hotels and holiday villages obtained the result that the job security was always of great importance in the motivation of the employees.

3. Research

3.1. The Aim of the Research

The aim of this study is putting forth the significance relation between the effect of job security factor and the job security in the perception of inner motivation means that may be effective in the motivation of the employees.

3.2. The Universe and Sample of the Research

The universe of the research is composed of the employees working at different departments of 4 and 5 star hotels in Turkey's tourism sector. The sample of the research is composed of randomly chosen 30 accommodations (4 and 5 star) and their 500 employees. 402 surveys from 24 hotels forming 80 % of 500 total surveys have been returned.

3.3. The Reliability of the Survey

Though the reliability of a measurement tool is estimated by various methods, the most common method is "the internal consistency method". So, as in many other similar researches, The Reliability Test of Cronbach's Alpha that is estimated by this method has also been used for the current research.

Relevantly, as the reliability of the measure of job security has come out to be 0,71 according to The Reliability Test of Cronbach’s Alpha, the reliability coefficient of intrinsic motivation means has been determined as 0,91 contrarily. This results having values between 0 and 1 but closer to 1 suggest a high reliability. Within the findings of the research, by also evaluating the answers in the survey given by the employees on the basis of questions, the results of the reliability test on internal consistency of the relationship between variables and measures are shown in the table below.

Table 1.The Cronbach’s Alpha values of the Survey

VARIABLES	THE # OF Q'S MEASURING THE FACTOR	RELIABILITY (ALPHA)
<i>Intrinsic motivation means</i>		
An Interesting job	3	0.707
Business independence	3	0.730
The sense of accomplishment	2	0.36
<i>Being noticed</i>		
Appreciation and Feedback	3	0.715
<i>The Intrinsic motivation Measure</i>	<i>14</i>	<i>0.910</i>

The alpha values in the table are within the 0,707-0,736 interval. When it is literaturally considered that the smallest alpha should at least be 0,60,the reliability of the variables in the current study can be said to be in good level. Since the alpha coefficients representing the independant (job security) and dependant (intrinsic motivation means) variables are above 0,70 the reliability of the survey is complete and no factor in the analyses was excluded.

3.4. The Findings of the Research

The independent and dependent variables respectively are the job security and the intrinsic motivation tolls in this study. Therefore, how the employees' motivation is affected by the dependent variables which are considered to be affected by independent variables is being observed in the current study.

The factor analysis has not been done on the variables in the survey. Because there is a relation between the number of motivation factors which will be used in the study and the number of the variables which are considered to be exposed to factor analysis. By determining which factor will be measured by which of the 14 variables that are prepared for intrinsic motivation means, the research has been grouped under the factors explained as intrinsic motivation means and consequently the 14 variables have been reduced to 5. In the groups, the reliability and the validity of the measures have been tested by doing reliability and internal consistency analyses for each measure taking place in the survey.

After the distribution of the data has been determined, the further analyses on those distributions has been done in the research. That the data has normal distribution is quite important in order to have reliable data. While the data in the survey prepared for the current research representing the job security shows nearly a normal distribution, the distribution of data related to intrinsic motivation has resulted in left-leaning on the other hand. Within the analyses of the research, since the measure of job security that will be used as an independent variable showed normal distribution, parametric testing methods has been used but nonparametric tests have also been consulted aiming to increase the reliability of the results since the distribution of the data related to dependent variable was left-

leaning. In this context, regression analyses have been used so that the relations between the measures in the survey might be introduced.

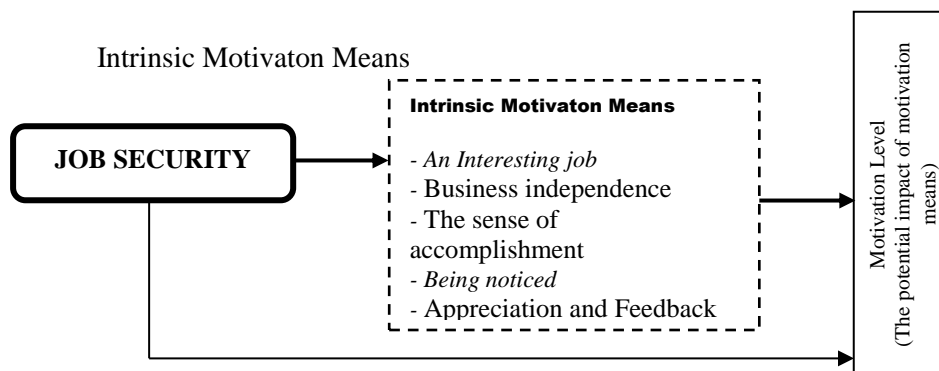


Figure 1.The Model of the Research (Created by writer)

Firstly, the agent coefficient value which will be used as the independent variable of the research has been estimated and the mean of 9 questions -which form the scale testing the job security in the survey- has been estimated as 3,421.

Table 2. The Frequency Distribution of the Job security Scale

The range of job security (JS)*	The number of observations	%	Frequency	Standard Deviation	Min-Max values	Average
1<=JS<3	71	18.83	2.59	0.5743	1.555-5	3.421
3<=JS<4	234	62.08	3.39			
4<=JS<=5	72	19.11	4.07			

4,21 – 5,00 Very high; 3,41 – 4,20 High; 2,61 – 3,40 Medium 1,81 – 2,60 Low; 1,00 – 1,80 Very Low

*JS= job security

According to this results, the 18,83 % of hotel employees in Turkey expressed the job security provided by their workplace as good for them, while the security was expressed as medium by 62,08 % and as in a low level by remaining 19,11 %. When the obtained results are evaluated statistically, the perception level

of job security among the employees can be said to be medium with a mean of 3,42. Few of the hotel employees in Turkey with a 19 percentage feel themselves really in safety about the future of their workplace. That the majority perceives the security provided by the workplace as in either medium or low level implies that the hotel employees are not optimist about the future of their job.

This pessimism can be related to commonly preferred way of dismissing chosen by the managers with the aim of reducing costs against the declining demand depending on demand elasticity. Because the labor cost is the biggest portion of the entire expenses. For his reason, the employees are always anxious being aware that the first measurement will be their dismissal to lower the costs in time of low occupancy rates. The high rate of staff turnover is another reason for perceiving the job security negatively. Indeed, the dismissal of a colleague in the same environment causes the other employees to have the anxiety that some of them will also be dismissed at any moment. Therefore the fulfilled researches showed that wage increases or applying some other motivation means will not be enough to increase the motivation of the employees. For example, Hodgetts' research revealed that the employees would prefer job security to higher wages, prestige, or business independence (Hodgetts, 1999: 493). Determining that the most important motivation tool connecting the employees to their work was the job security, another research (Toker, 2008: 85) Toker emphasized the job security as an important factor to make the employees perceive the motivation means.

Within this research, 5 factors under which the motivation variables grouped were taken as basis in measuring the relation between job security and intrinsic motivation means. Additionally, the statistics of the answers given by the participants about the intrinsic motivation means in the survey were also given place with the idea that those results would be useful in interpreting the analysis results, as shown in the table below.

Table 3. Descriptive Statistics about the Intrinsic Motivation Means used in the Survey

EXPRESSIONS ON INTRINSIC MOTIVATION	X	SD	1	2	3	4	5
	Avrg	S.	%	%	%	%	%
1.I consider myself as an important employee of this hotel.	3.982	1.056	3.23	7.94	13.4	38.21	37.22
2.I believe that the work I am doing worths being done.	4.100	0.997	4.20	2.8	11.48	41.74	39.78
3.My colleagues have attitudes and behaviors honoring me.	3.977	0.988	3.64	5.32	12.04	47.62	31.37
4.I have quite good relation with the employer whom I work under.	4.151	0.904	1.74	3.98	11.94	42.04	40.30
5.I have enough initiative and authority about my job.	3.925	1.088	3.47	9.41	14.11	37.13	35.89
6.I believe that the job I am doing is respectable.	4.148	0.950	1.74	5.96	10.42	39.45	42.43
7.My managers do always appreciate my works.	3.791	1.034	3.23	8.93	19.85	41.44	26.55
8.I expect to be respected for the job I am doing.	4.385	0.849	2.49	1.74	3.98	38.31	53.48
9.Who will do what has clearly been identified among the employees	3.960	1.032	3.22	7.18	14.36	40.84	34.41
10.I do think that I'm successful at my work.	4.344	0.814	2.26	1.41	3.95	44.35	48.02
11.There is no situation of being given an undesired job in our workplace.	3.671	1.169	5.76	12.28	18.55	35.84	27.57
12.I have the authority enabling me to do my job completely.	4.056	0.991	2.26	7.06	11.58	40.96	38.14
13.I am given feedback about the results of the job I am doing.	3.906	1.057	3.68	7.65	15.86	39.94	32.86
14.The honoring attitudes and behaviors of my manager will motivate me.	4.143	0.998	3.65	4.21	8.99	40.45	42.70
The Level of Intrinsic Motivation	4,041						

1=Never agree, 2=Disagree, 3=Indecisive 4=Agree, 5=Stronly Agree

4,21–5,00=Very high; 3,41–4,20=High; 2,61–3,40=Medium; 1,81–2,60=Low; 1,00–1,80=Very low

The general intrinsic motivation level of the employees participating the survey is 4,041. According to the result obtained, it is possible to say that the workers being employed at the hotels in Turkey have high intrinsic motivation level. This might be interpreted as the employees' happiness with the intrinsic motivation means being put forth by the hotel administration.

The variable being expressed as "I expect to be respected for the job I am doing" apparently seems to be the variable that is perceived in the highest level (4,38) while the one "There is no situation of being given an undesired job in our workplace" is perceived in the lowest level (3,67). The average value of the answer "I expect to be respected for the job I am doing" shows how much importance the employees give to the "respect" in their jobs. The most negatively perceived variable of "There is no situation of being given an undesired job in our workplace", the employees' being run on different jobs, the incomplete job descriptions and the uncertainty at the point of "who will do what" altogether have important effects on the intrinsic motivation. Here it can be concluded that the employees will not be so pleasant in case they frequently undergo rotations. Since the uncertainties about what the employees will do are interpreted as the lack of respect to the job being done by the employee, it can be said that there is an essential need for a suitable variable in the survey

As stated above, the variables used in the survey have been put together under the same factor groups and the coefficient values of the relevant factor has been produced by calculating the average value of those questions. In this context, the 14 questions of the survey have been explained under the cover of 5 factors (An Interesting job, Business independence, The sense of accomplishment, Being noticed, Appreciation & Feedback) that are the intrinsic motivation means.

Table 4. The Perception Levels of the Intrinsic Motivation Factors

INTRINSIC MOTIVATION FACTORS	Average (X)	Std. Deviation (SD)
An Interesting job	4.080	0.796
Business independence	3.887	0.855
The sense of accomplishment	4.220	0.670
Being noticed	4.012	0.745
Appreciation and Feedback	4.035	0.767
Average	4,041	0.779

4,21–5,00=Extremely high; 3,41–4,20=High; 2,61–3,40=Medium; 1,81–2,60=Low; 1,00–1,80=Extremely low

When the data on the table are ranked according to the perception levels of the participants; the result will be sorted as follows:

1. “The sense of accomplishment” (4.220)
2. “An Interesting job” (4.080)
3. “Appreciation and Feedback” (4.035)
4. “Being noticed” (4.012)
5. “Business independence” (3.887)

The individuals may either experience the feeling of loneliness, the anxiety of being unsuccessful or get into a sentimental transformation process that is triggered by the fear of losing the job. Especially in the countries like Turkey in which there are many unemployed people as a potential substitute. It can be said that the employees are not wrong at all about this fear. So it is clear that every motivation tool making an employee think that he is good at his job and that he is outstanding enough to be noticed will have a positive effect on job motivation. For this reason the most important factor increasing the intrinsic motivations of the participants has turned out to be “the sense of accomplishment” with its average of 4,22. From the data obtained, it can be concluded that the employees will extremely be happy to face the honoring manners from their colleagues or

managers, to be considered as a respected person and to regard himself as successful. On the other hand, the fact that the “interesting job” factor has been detected in the second row -in the perception of the intrinsic motivation means- shows how much importance the hotel employees give to the sense of accomplishment. It is a normal situation that an employee considering his job as requiring knowledge and skill will be proud of that. In a definite department of a workplace, to be regarded as a person to alleviate the burden in time of increased workload and to be known as the one capable of handling more will rightly ensure the employee to take pride. For this reason, although the questions measuring the “interesting job” factor have less remarkably been perceived comparing to the prior; it is undeniably an important factor increasing the intrinsic motivation with an average near to the “the sense of accomplishment” factor that has been perceived in the highest level. Because the employees of this factor group would like to see themselves as an important employee of the hotel each and to believe that their job worth to be done and is a respectable one.

The appreciation from the employer in the workplace is an important motivation tool for the employees. On many occasions, a sincere appreciation from the manager to the subordinates can be much more effective than many other motivation means. Because an expression of appreciation is not necessarily comparing the employee with any one else but really has an important effect on motivation individually. To be appreciated is a kind of feedback at the same time. The fulfilled researches depict that the appreciation providing the employee awareness might considerably be effective on the employee when the time and place are properly chosen. For example, in a research by the Minnesota Department of Natural Resources, only the 8% of the participants said that whether their efforts were appreciated or not did not have too much importance (Nelson, 1999: 31). Thus, the data in the table related to

intrinsic motivation means do support this result. From the answers given to the questions measuring “appreciation& feedback” this factor is understood as an important motivation tool. Because, the average of the answers given to the questions measuring this factor and including the appreciation by the colleagues, being in good relations with the employer and being provided feedback illustrates the presence of a relation between these variables and the perception of job security.

The employees try to exhibit strenuous effort either to receive acceptance when they begin a new job or to catch up with the younger ones after a particular age. Consequently, being noticed by the management or being made feel noticed will positively affect the employees’ job motivation. Because the answers to the questions measuring the “sense of being noticed” show that these variables are effective on motivation.

The "job independence" factor perceived at fifth row as perception level, is composed of the questions measuring the employees’ perceptions related to their gaining the right of decision-making. It is believed that the employees’ autonomy on their jobs to a certain extent will encourage them both to regard themselves as a member of the group and to show a special effort to use their entire ability (İncir, 1985: 109).

3.5. The Effect of Job Security on the Intrinsic Motivation Means

This research aims measuring the effect of the job security over the perception levels of intrinsic motivation means and the significance relationship. Starting from the aim of the research, Pearson Correlation Analysis has been used for testing the relationship between the job security below and the intrinsic motivation means above. Although the data related to job security are accepted as normal distribution, nonparametric tests have also been used

regarding the reliability of the results since the variables related to intrinsic motivation are left-leaning

Although the dependant variables which are used in regression equations seem to have values between 0-5, our variable have tens of different values expressed above since the average of two or more questions measuring these variables are being used on the survey when producing these variables. So, in terms of applicational technique, the smallest squares method has been used. (Sequenced Logit or Sequenced Probit models should have been preferred if the values taken by variables had had been directly used.) The results of the analysis to be obtained are expected to explain the effect of the perception about job security on the intrinsic motivation means.

Table 5. Job Security and the Intrinsic Motivation Means: Regression Estimation Results*

Intrinsic Motivation Means \Rightarrow	Model 1	Model 2	Model 3	Model 4	Model 5
	<i>Interesting Job</i>	<i>Job Independance</i>	<i>Sence of Accomplishment</i>	<i>Being Noticed</i>	<i>Appreciation & Feedback</i>
Job Security	0.529	0.726	0.392	0.571	0.625
(t-statistics)	7.557***	9.811***	6.222***	9.517***	9.058***
Constant	2.032	1.465	2.817	1.930	1.739
(t-statistics)	7.907***	5.366***	12.090***	8.502***	6.793***
R-Square	0.222	0.280	0.132	0.249	0.233
F statistics	12.959	17.464	6.841	16.84	13.661
Probability>F	0	0	0	0	0

*significance at 10 %; ** significance at 5 %; *** significance at 1 %

* “Probability>F” represents the probability that “the model is not generally significant” expression (which is our null hypothesis) will be accepted. As we can see, this probability here is zero. That this value is zero implies that the model is generally significant.

Moving from the data on the table, the affecting power of job security on the intrinsic motivation means has been describes as shown below. According to that;

Model 1:

$$\text{Interesting Job} = \text{Constant} + \beta * \text{Job Security} \rightarrow 2.032 + 0.529 * \text{Job Security}$$

R-Square =0.222 explains the 22,2 % of the change in the “interesting job” factor among the intrinsic motivation means of job security. Model 1 is significant overall with the reason that $F\text{-Prob} < 0.05$. Therefore, there is a significant and positive relationship between the job security and the perception of the “interesting job” factor. The event that the job security is positively perceived synchronously changes the perception level of the variables explaining the “interesting job” factor positively. The “constant” taking place in the model represents the value taken by “interesting job” factor (the dependant variable) in the event that “job security” and “control variables” both have zero values and this constant value is positive and significant. Here does the R-square value mean the explaining power of the model. This value has been estimated as 22,2 % for Model 1. So, this finding explains 22,2 % of the change in the “interesting job” factor^{1*}. Whether the model is significant overall or not is defined by using F-test. The F-statistics value for this model has been found as 12,959 and the acceptance probability of null hypothesis for this test statistics has turned out to be “0”. Null hypothesis was rejected and therefore the model is significant overall.

* ¹ The R-square value turns out to be generally high and the model is interpreted to have high explanation power if the value is above 0,7. In this study the cross sectional data (the survey data) have been used. Though the model is appropriate in cross-section data, the R-square value may appear to be small. (Tari, 2005; 81).

When looking at all the models on the table, the statistical results just explaining each model will be given since the explanation for model 1 is valid for also the other models.

Model 2:

$$\text{Job Independence} = \text{Constant} + \beta * \text{Job Security} \rightarrow 1.465 + 0.726 * \text{Job Security}$$

R-square = 0,280 explains the 28 % of the change in the “job independence” factor of the job security intrinsic motivation means. Model 2 is significant overall since $F\text{-Prob} < 0.05$. Therefore, there is a significant and positive relationship between the job security and the perception of the “job independence” factor.

Model 3:

$$\text{Sense of Accomplishment} = \text{Constant} + \beta * \text{Job Security} \rightarrow 2.817 + 0.392 * \text{Job Security}$$

R-square = 0,132 explains the 13, 2 % of the change in the “sense of accomplishment” factor of the job security intrinsic motivation means. Model 3 is significant overall since $F\text{-Prob} < 0.05$ Therefore, there is a significant and positive relationship between the job security and the perception of the “sense of accomplishment” factor.

Model 4:

$$\text{Being Noticed} = \text{Constant} + \beta * \text{Job Security} \rightarrow 1.930 + 0.571 * \text{Job Security}$$

R-square = 0,249 explains the 24, 9 % of the change in the “being noticed” factor of the job security intrinsic motivation means. Model 4 is significant overall since $F\text{-Prob} < 0.05$. Therefore, there is a significant and positive relationship between the job security and the perception of the “being noticed” factor.

Model 5:

$$\text{Appreciation-Feedback} = \text{Constant} + \beta * \text{Job Security} \rightarrow 1.739 + 0.625 * \text{Job Security}$$

Job Security

R-square = 0,233 explains the 23, 3 % of the change in the “appreciation&feedback” factor of the job security intrinsic motivation means. Model 5 is significant overall since again $F\text{-Prob} < 0.05$ Therefore, there turns out to be a significant and positive relationship between the job security and the perception of the “appreciation-feedback” factor.

Conclusions

From the analysis results above, it can be seen that the job security explains the “job independance” factor the most by a 28 % ratio of the entire change. From the answers given to the questions measuring this factor, there seems to be a significant relationship between the job security, the employees having initiative, their ability to use the full authority about their jobs and their rotations at different jobs. Because, an employee will perceive his being run on every job, his inability to have any authority and initiative as a reason for feeling himself as a disgraced person. Likewise, an employee thinking himself unimportant will normally think negatively about the future of his job. For this reason, a more significant relationship between the job security and “job independance” factor that causes psychological impact on the employee have appeared. These findings obtained in the research confirm Sproule vd’s thesis (Sproule vd, 2007: 8) which is “given autonomy for the individuals in their decisions and tolerating them in behaving independantly increase their job performance and motivation”.

The result of this research which reveals the relationship of job security-motivation in terms of intrinsic motivation means, shows that the hotel employees

perceives the job security as a motivation tool that provides a peaceful and safe business environment by resolving the uncertainty regarding the future and their anxiety on the issue. Therefore the job security that performs an important function in the employee motivation is thought to be an important motivation tool which can play an active role in removing the negative work behaviors from the employees and enabling them to get rid of the idea of quitting the job. At the same time, from the data obtained from the research, the presence of a significant relationship among the presence of job security, perception level and all the other intrinsic motivation means has emerged. The analyses in this direction, depict that the event that job security is either positively or negatively perceived also affects the perception level of the other motivation means. For this reason, in spite of the fact that it is an external and synchronously a psychological motivation tool, the presence of job security becomes an important motivation tool which increases the impact of the other motivation means while the job security can be effective on the employees' motivation, even alone. Thus, both the intrinsic motivation will rise and the effect of the motivation means for employees' motivation will be increased by providing them job security. Especially in times of economic crisis in which the layoffs are accelerated, the effect of the intrinsic motivation factors which will have a smaller cost from the aspect of the employers will have been increased when the job security is used as a more effective motivation tool on the employees.

The event that the perceptions of the employees about "variety of the job" and "job independence" have been perceived more negatively comparing to that of other motivation variables is an important issue which should be emphasized by the hotel managers. Because the answers given to the questions measuring these factors gives the idea that the employees are not happy with the incomplete job description, the obligation of performing too many jobs

simultaneously and the inability to have authority and initiative at their works. Therefore the hotel manager should not stay indifferent to those needs of the employees which they suffer the lackness of. Otherwise, this indifference will cause the organizations to experience some invisible costs like coming to work late, work slowdown, harm to the materials etc. So the employees should be given initiative in the dimension of these expectations of which the lack is felt and reward methods (like paid leaves, salary increase, appreciation) which will make the employees volunteered during the unexpected rotations between different jobs should be developed.

It is obvious that the employees' motivation can not be increased only by using the intrinsic motivation means regarding that the layoff anxiety decreases the intrinsic motivation and the effect of the motivation factors. Therefore, the most important mission in this case is the managers'. The job assurance factor should be used as an important argument and the psychological security that will be more helpful for the employees than the legal protection should also be provided in order to increase the intrinsic motivation. The most important thing to provide this is the behaviors and the manners of the managers that will be directed towards the employees. Because, there are some research results putting forward that the managers' behaviors directly affects the employees' perception of job security (Şenol, 2010: 246-248).

From the findings obtained in this research, it has especially been found out that the respect shown by the manager for the job being done by the employee has certainly an important effect on the motivation. Because the moods and the motivations of the employees working at the jobs that require confronting various reactions from the guests (front office services) frequently fluctuate. Yet in this case their conditions have a great impact on satisfaction of the hotel guests. So, keeping the employees' motivation in high level is directly

related to the organizational success. The managers believing in the importance of this case should be more careful on personal relationships in order to keep the motivation of the front-office-service-person high. To the contrary, the employee will think that he himself is ignored and his job is not being respected then his motivation will lead to a decrease. In this framework, this research reveals that the employees would like the manager to regard themselves as important personnel, to appreciate, to respect in other words to “notice” them. Because accomplishing something will add the employee a value in the organization. Consequently, for an employee who thinks that he himself and his accomplishment is being noticed, this situation will increase his intrinsic motivation while decreasing the layoff anxiety.

To conclude, when the dominant effect of job security on the other motivation means is taken into account, the relationship between the job security and motivation will remain an important research topic, in terms of putting forward the effects of job security on the employees in motivation processes of management science.

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