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## Employee Learning Orientation, Job Security, and Job Engagement: The Mediating Role of Employee Loyalty Among Non-Permanent Employees In The Hospitality Sector

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**Abstract :** *Work engagement plays a crucial role as it involves sentiments beyond job satisfaction, such as genuine dedication, pride, dignity, and fostering loyalty among employees. Employee work engagement can result in a workforce oriented towards employee learning and maintaining employee job security, which is beneficial for the organization. This study aims to examine the extent to which employee loyalty intervenes among non-permanent employees in mediating the relationship between employee learning orientation and job security towards employee work engagement. The respondents in this study are non-permanent employees in the hospitality sector, with data obtained from a survey of both population and sample of non-permanent employees, totaling 200 respondents from 9 hotels. The study utilizes multiple correlation analysis, validity tests, reliability tests, and determination analysis test by comparing them to the table. The data analysis results indicate that using the methods of multiple correlation analysis, validity tests, reliability tests, and determination analysis test this study found that the perception of employee loyalty support in mediating the relationship between employee learning ability and non-permanent employee job security in the hospitality sector both have a positive and significant relationship with work engagement.*

**Keywords :** *Employee Learning Orientation, Job Security, Work Enagagement, Employee Loyalty*

## INTRODUCTION

Employee engagement is a concept that involves several aspects not only related to the dimensions of work but also organizational dimensions (Anthony dan Bailey., 2017). Employee engagement is believed to depict the effectiveness of organizations and long-term job sustainability (Albrecht., 2021). The most common type of work attachment in the business world is individuals who are enthusiastic, dedicated, and deeply involved in their work. When passionate about their livelihood, it brings a lot of energy and mental resilience

to the job, but when dedicated, it brings a sense of significance, joy, and great challenge to what they do. (Schaufeli dan Bakker., 2004). Employees who are highly attached to their work are believed to achieve success and they can invest more energy, as well as contribute to better performance.

Regarding the triggers of employee engagement, previous research has mostly focused on factors originating from the job (Demerouti., 2001). Several studies indicate that employee engagement is related to positive work outcomes. For example, engaged employees are capable of thinking more contextually creative (Chaudhary & Achouri., 2019). Employee engagement has become more important than ever because it involves sentiments beyond job satisfaction, such as genuine dedication, pride, dignity, and fostering loyalty among employees (Sattar., 2015). Loyal employees are those who seldom complain because they believe that everything will improve in the future (Hirschman.,1970). Employee engagement can result in a workforce oriented towards employee learning and retaining employee job security, which will be beneficial for the organization compared to companies without engaged employees. (Badal dan Harter.,2013)

This study aims to fill the research gap related to the variables influencing the extent to which employee loyalty intervenes among non-permanent employees in mediating the relationship between employee learning orientation and job security on employee engagement. Therefore, the purpose of this article is to develop a theory that positions engagement as a key process that outlines the interplay between various individual and organizational characteristics and employee performance loyalty. We begin by explaining research focused on elucidating the role of employee loyalty in mediating job engagement influenced by aspects such as employee learning orientation and job security, highlighting how this perspective may be limited in explaining why important individual and organizational factors influence employee learning orientation and job security.

To date, research on employee engagement has centered on employee workforce resources. Therefore, additional analysis is needed on the influence of employee learning orientation and job security with employee loyalty as an intervening factor on employee engagement. Thus, the purpose of this analysis is to conduct a study on how the role of employee loyalty among non-permanent employees as a mediator will affect employee engagement. This study is dedicated to affirming that the individual's perspective on organizational compliance is a personal resource that factors into moral values not only inherent in the individual but can also be stimulated and proactively developed in the workplace. Specifically, this analysis provides empirical evidence on the importance of the role of employee loyalty in mediating to form effective employee engagement that has a positive impact on organizations through the enhancement of learning orientation, which will affect employee job security.

- Question 1: How does employee learning orientation significantly positively influence employee engagement mediated by employee loyalty in the hospitality sector?
- Question 2: How does employee job security significantly influence employee engagement mediated by employee loyalty in the hospitality sector?
- Question 3: How does employee loyalty, acting as a mediator, have a positive and significant impact on employee engagement in the hospitality sector?
- Question 4: How do employee learning orientation, job security, and employee loyalty, acting as mediators, jointly have a positive and significant impact on employee engagement in the hospitality sector?

### **Employee Learning Orientation**

Employee learning is essential for adaptability in dynamic or competitive environmental conditions within a company, as noted by (Moingeon dan Edmundson, 1996).

Learning orientation anticipates market changes and enables companies to become more stable (Sinkula, 1994). Companies with a strong focus on learning can capture new possibilities in the market due to inherent flexibility.

Employee learning orientation seeks challenges that provide them with learning opportunities within the company (Ames & Archer, 1988). Research indicates that a conducive learning orientation towards knowledge and skill acquisition is believed to have a positive influence (Brett & VandeWalle, 1999). Learning orientation has been shown to enhance cross-cultural adaptation, involving the acquisition of new cultural skills and behaviors (Gong & Fan, 2006). A dimension of learning orientation is commitment to learning. This value influences whether an organization tends to foster a learning culture. Commitment to learning significantly influences innovation and creativity, which ultimately positively affects organizational performance (Nair, 2019).

In efforts to analyze employee learning orientation as a basis for research development, employee learning orientation includes items that utilize respondents' perceptions of the level of meaningfulness and job challenges (Chiva Alegre dan Lapiedra.,2007). Therefore, with the increasing interest in employee learning orientation, there is a need to develop more precise mapping measures. This study uses five indicators to measure job engagement based on the analysis results (Chiva Alagre dan Lapiedra.,2007) including (1) Receiving support to express ideas, (2) Employee initiative, (3) Encouraged to socialize, (4) Exploring the field of work, (5) Applying open communication.

### **Job Security**

Individual expectations about their current job status constitute job security. This concept goes beyond concerns about retaining employment. For instance, individuals may worry about their current work conditions, their ability to advance in their careers, and the overall future of their jobs. (Borg dan Elizur, 1992). Understanding the role of job security has increased with emphasis over the last decade on employee reactions to major organizational changes (Brockner, DeWitt, Grover dan Reed., 1990)

Unintentional changes in beliefs can be triggered by mergers, employee layoffs, signs of organizational ineffectiveness, restructuring to cut costs, etc. (Cameron, Sutton dan Whetten., 1988). Here are some indicators that can be considered as objective measures of job security, first being the inverse of the layoff rate. We also use the unemployment rate as an objective measure of job security (e.g., Carlin dan Soskice.,1990). The use of temporary contracts serves as the best measure of job insecurity because temporary jobs inherently mean uncertainty about future employment (Pearce.,1998). Temporary contract workers have no implications for bargaining (de Witte dan Neswall 2003).

In analyzing the level of job security in a company, it can be seen based on the percentage of respondents from employees within the company (Davy.,1997) Reported response classifications such as receptionist, technician, administration, and security among respondents also represent detailed employee classifications throughout the company. Therefore, this research uses three indicators including: (1) Describing future career, (2) Company Opportunity for promotion advancement, and (3) Company Believing in job security within the company (Davy.,1997).

### **Employee Loyalty**

Employee loyalty can be defined as an individual's willingness to make sacrifices to maintain a relationship (Mehta, 2010). Loyalty, dedication, and trust of employees in the company are a continuum (Elegido, 2013). Employee loyalty as the expectation of employees for improving conditions, willingness to support the organization, and showing desired citizenship behavior (Rusbult et al., 1988).

In terms of outcomes, loyalty reflects feelings towards the organization (Buchanan, 1974). Those who respond emotionally have strong beliefs in the principles and goals of the organization and a strong desire to remain members (Mathieu & Zajac, 1990). When an employee has a strong emotional connection with their employer, it affects their choice to stay with the company. This is called loyalty (Allen & Grisaffe, 2001). Employees adhere to global moral principles while striving to achieve individual and collective goals (Becker, 1996).

Thus, employee loyalty can be interpreted as a form of compliance to complete a task, not disclosing company secrets, advocating, complying with rules without strict supervision, prioritizing company goals over individual achievements, not spreading false information or taking advantage of company resources, purchasing company products and advocating for them to the public, contributing to charity sponsored by the organization, suggesting improvements, participating in role behaviors that exceed expectations, assisting coworkers in achieving their goals, following orders, and not gaining undue profit from any policies (Powers, 2000).

### Employee Engagement

Employee engagement refers to the directed energy aimed at company goals (Macey, Schneider, Barbera, and Young, 2009). Employees who are emotionally invested in their work must think positively about it and behave with enthusiasm, commitment, and total immersion (Schaufelidkk, 2002). Maintaining good morale in the workplace requires a lot of mental and physical stamina, as well as a willingness to make the necessary efforts and keep going even when circumstances become difficult (Schaufelidkk, 2002).

To conceptualize employee engagement (Korsakienė, 2019), personal engagement (Wang, 2017), and employee engagement (Eldor & Vigoda-Gadot, 2017; Nikolova, 2019; Turner, 2020). The term employee engagement is often used interchangeably with employee engagement defined as a multi-domain state of organizational members (i.e., emotional, cognitive, and behavioral) and directed toward expected outcomes related to organizational performance. Employee engagement is usually examined through the theoretical lens of the job demands-resources model (JDR model; e.g., Bakker, Demerouti, and Sanz-Vergel, 2014). This model is based on the assumption that every work environment requires job demands (e.g., time pressure or high workload).

To foster employee engagement, job demands and job resources must be balanced (Bakker, Demerouti, and Sanz-Vergel, 2014). Three main themes in job demands: (a) the scope of engagement tends to focus on roles, activities, tasks, and work behaviors; (b) engagement focuses on individual psychological states such as commitment, satisfaction, enthusiasm, fulfillment, and motivation; and (c) core assignment components related to organizational consequences (Kim & Kim, 2020).

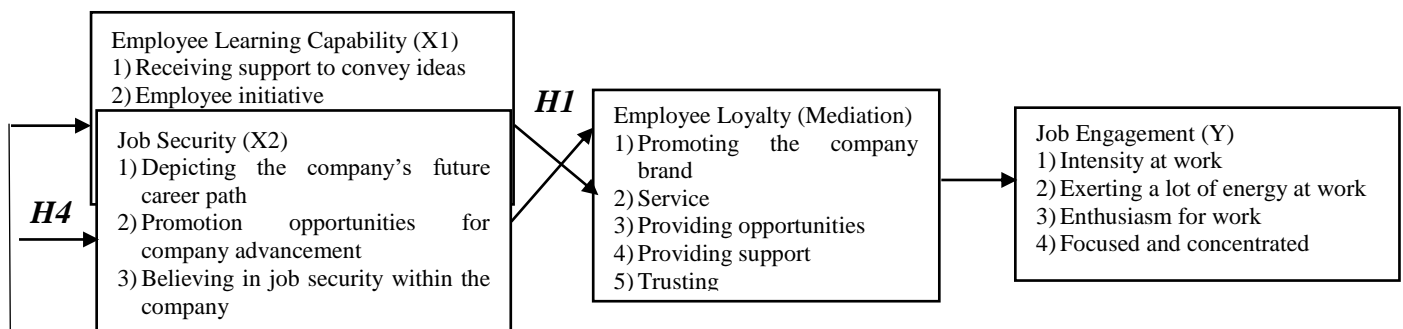


Figure 1. Conceptual Framework

### Hypotheses:

- H1:** Employee learning capability significantly positively impacts job engagement mediated by employee loyalty in the hospitality sector.
- H2:** Employee job security significantly impacts job engagement mediated by employee loyalty in the hospitality sector.
- H3:** Employee loyalty, as a mediator, can significantly positively impact job relationships in the hospitality sector.
- H4:** Employee learning orientation, job security, and employee loyalty, acting as mediators, collectively have a significant positive impact on job engagement in the hospitality sector

### METHOD

To achieve the objectives, this analysis uses a quantitative method, which involves numerical data and statistical analysis. Data collection involved distributing questionnaires, and the analysis was conducted using multiple correlation tests, validity tests, and reliability tests based on observations and surveys. The study population consisted of various sectors within the hospitality industry, sampling 200 non-permanent employees across 9 hotels. Data were analyzed using IBM SPSS Statistics 22. The researcher aims to gather information about Employee Learning Orientation, Job Security, and Job Engagement: The Mediating Role of Employee Loyalty. The quantitative method was chosen to facilitate and gather focused information on non-permanent employees.

This study focuses on non-permanent employees in private companies within the hospitality sector. When asked about the knowledge, skills, and new abilities required by employees in the accommodation industry, understanding business, marketing, and finance are often mentioned in response to predicted economic changes. Providing excellent service to visitors is mentioned as a nearly accepted prerequisite for employment in the tourism and hospitality sectors.

**Table 1. Dimension Measurement**

Variable	Dimension and Operational Definition	Statement: CFA*	Cronbach Alpha	Reference
Employee Learning Orientation	1) Receiving Learning Orientation 2) Employee initiative 3) Encouraged to socialize	1) People in this company receive support and encouragement to convey new ideas: 0.504 2) Employee initiative often receives a good response in this company, motivating employees to generate new ideas: 0.358 3) Employees are encouraged to socialize with competitors, customers, technology institutions, universities, suppliers, etc.: 0.599	0,713	Chiva Alagre, and Lapiedra (2007)
Job Security	1) Depicting the company's future career path 2) Promotion opportunities for company advancement 3) Believing in job security within thw company	1) How confident are you about your future career prospects in this company: 0.677 2) How confident are you about promotion opportunities and advancement in the coming years: 0.711 3) How confident are you about job security within this company:	0,758	Davy et al (1997)

0.651

Variable	Dimension and Operational Definition	Statement: CFA*	Cronbach Alpha	Reference
Employee Loyalty	1) Promoting the company brand 2) Service 3) Providing opportunities	1) I always promote my company's brand: 0.513 2) I provide my company's services to others: 0.498 3) I get opportunities to speak at meetings (both formal and informal) in this company: 0.497	0.711	(Tanusre & Suwati dhr 2001)
Variable	Dimension and Operational Definition	Statement: CFA*	Cronbach Alpha	Reference
Employee Job Engagement	1) Intensity at work 2) Exerting a lot of energy at work 3) Enthusiasm for work 4) Focused and concentrated	1) I work with intensity at my job: 0.256 2) I exert all my energy to work well at my job: 0.406 3) I am enthusiastic about my job: 0.515 4) My mind is focused on my job: 0.263	0,724	(Rich, Lepine, and Ceawford, 2010)

\*Note: Confirmatory Factor Analysis (CFA)  $\geq 0.4$  is considered valid (Hair Jr et al., 2016). A 5-point Likert scale (1 = Strongly disagree; 5 = Strongly agree) was used.

Table 1 describes the measurements used in this analysis. Job engagement is measured using items adapted by Rich, Lepine, and Crawford (2010), while loyalty uses items adapted by Tanusre & Suwati (2001). This factor analysis was conducted to address validity issues found in an item with a factor loading below 0.4. With a Cronbach Alpha > 0.8, all variables are considered reliable (Sekaran & Bougie, 2013).

### Sample Characteristics

The characteristics of the respondent sample in Table 2 below are reviewed based on gender, employment status, company ownership, and the highest education level.

**Table 2. Sample Characteristics (Descriptive Test)**

Demographics	Category	Percentage
Gender	Male	55%
	Female	45%
Employment Status	Permanent	8,5%
	Contract	91,5%
Company Ownership	Private	100%
	Government	0%
Highest Education Level	High School	97%
	Bachelor's	2,5%
	Diploma	0,5%

From Table 2, it can be stated that respondents are categorized into two types: male and female, with males accounting for 55% and females 45%. Employment status is divided into two categories: permanent, with a result of 8.5%, and contract status, with a result of 91.5%. The sample characteristics regarding company ownership are divided into two categories: private, with a percentage result of 100%, and government, with 0%. The education level is divided into three categories: high school with 97%, bachelor's degree with 2.5%, and diploma with 0.5%.

## RESULTS AND DISCUSSION

### Multiple Correlatio Test

By comparing dependent variable (Y) values with two or more independent variables (X), the multiple correlation test determines the strength of the link and the relative importance of the variables. Decision-making for correlation tests involves comparing probability values against 0.05:

1. If the probability value is  $\leq 0.05$ ,  $H_0$  is accepted, and  $H_a$  is rejected, indicating no significant relationship between variable X and variable Y.
2. If the probability value is  $> 0.05$ ,  $H_0$  is rejected, and  $H_a$  is accepted, indicating a significant relationship between variable X and variable Y.

The researcher analyzed data regarding Employee Learning Orientation, Job Security, and Employee Loyalty intervening in Job Engagement using a multiple correlation test, yielding the following results:

**Table 3. Multiple Correlation Test  
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.436 <sup>a</sup>	.190	.178	5.274	.190	15.343	3	196	.000

a. Predictors: (Constant), TOTAL\_M\_Employee\_Loyalty, TOTAL\_X1\_Employee\_Learning\_Orientation, TOTAL\_X2\_Job\_Security

The table shows the study's findings. The discussion section interprets the significance of these findings. The summary table indicates that the relationship between Employee Learning Orientation, Job Security, and Employee Loyalty intervening in Employee Job Engagement is moderate, with a correlation coefficient of 0.436. The combined influence of these variables accounts for 19% of the variation in job engagement, with 81% influenced by other factors.

HO: Employee learning orientation, job security, and employee loyalty acting as mediators do not significantly impact job engagement.

Ha: Employee learning orientation, job security, and employee loyalty acting as mediators significantly impact job engagement.

From the Model Summary table, the probability value (sig. F change) is 0.000. Since the sig. F change value is less than 0.05, the decision is to reject  $H_0$  and accept  $H_a$ . This means that employee learning orientation, job security, and employee loyalty acting as mediators significantly impact job engagement in the hospitality sector.

### Validity Test

To determine if the research instrument accurately measures the intended concept, a validity test is performed. The researcher focuses on establishing content validity for the questionnaire. The validity of an instrument is indicated by how well the differences found by the measurement tool reflect actual differences among the surveyed individuals.

SPSS software is used to conduct this validity test. At a 5% significance level, the estimated  $r$  ( $r_{xy}$ ) is compared to the table  $r$  value. Before hypothesis testing, validity tests are conducted to examine the strength of the relationship between employee learning orientation, job security, and employee loyalty as intervening factors on job engagement. With 200 responses, a correlation score of 0.138 is considered reliable. If  $T_{\text{calculate}} > T_{\text{table}}$ , the instrument is valid. The following table shows the validity test results:

**Table 4. Validity Test Results for Employee Learning Orientation Variable (X1)**

Item	Corrected Item Total Correlation / r Value	Sig.	r Table	Criteria
1	0.504	0.000	0.138	Valid
2	0.358	0.000	0.138	Valid
3	0.606	0.000	0.138	Valid
4	0.599	0.000	0.138	Valid
5	0.471	0.000	0.138	Valid
6	0.631	0.000	0.138	Valid
7	0.537	0.000	0.138	Valid

**Validity Test Results for Job Security Variable (X2)**

Item	Corrected Item Total Correlation / r Value	Sig.	r Table	Criteria
1	0.677	0.000	0.138	Valid
2	0.711	0.000	0.138	Valid
3	0.651	0.000	0.138	Valid

**Validity Test Results for Employee Loyalty Variable (M)**

Item	Nilai Corrected Item Total Correlation / r Value	Sig.	r Table	Criteria
1	0.513	0.000	0.138	Valid
2	0.516	0.000	0.138	Valid
3	0.498	0.000	0.138	Valid
4	0.499	0.000	0.138	Valid
5	0.620	0.000	0.138	Valid
6	0.497	0.000	0.138	Valid
7	0.344	0.000	0.138	Valid
8	0.503	0.000	0.138	Valid
9	0.487	0.000	0.138	Valid

**Validity Test Results for Job Engagement Variable(Y)**

Item	Corrected Item Total Correlation / r Value	Sig.	r Table	Criteria
1	0.256	0.000	0.138	Valid
2	0.406	0.000	0.138	Valid
3	0.461	0.000	0.138	Valid
4	0.596	0.000	0.138	Valid
5	0.497	0.000	0.138	Valid
6	0.431	0.000	0.138	Valid
7	0.515	0.000	0.138	Valid
8	0.547	0.000	0.138	Valid
9	0.626	0.000	0.138	Valid
10	0.464	0.000	0.138	Valid
11	0.541	0.000	0.138	Valid
12	0.520	0.000	0.138	Valid
13	0.263	0.000	0.138	Valid
14	0.392	0.000	0.138	Valid
15	0.402	0.000	0.138	Valid
16	0.445	0.000	0.138	Valid
17	0.499	0.000	0.138	Valid
18	0.556	0.000	0.138	Valid

According to the validity test findings in Table 4, an instrument item is considered valid if its correlation coefficient is at least equal to the critical correlation coefficient (rtable

= 0.138). Future studies can use the questionnaire questions because the validity test confirms that the research variable statement instruments are efficient.

### Reliability Test

The purpose of the reliability test is to determine how consistently an instrument measures a concept. Reliability is a crucial component to ensure the validity of a specially developed questionnaire. The Cronbach Alpha method is used to assess the dependability of the assessment instrument. The reliability of questionnaire responses is determined by Cronbach's Alpha, which should be  $> 0.6$ . If Cronbach's Alpha is  $< 0.6$ , the reliability of the questionnaire responses is considered low (Ghozali, 2005).

**Table 5. Reliability Test**

Case Processing Summary		N	%
Cases	Valid	200	100.0
	Excluded <sup>a</sup>	0	.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.800	.808	38

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
142.36	90.282	9.502	38

From the summary of the reliability test results as shown in the table, it can be stated that the Cronbach Alpha values for the relationship between employee learning orientation, job security, and the role of loyalty in mediating the relationship to job engagement are greater than 0.6, specifically 0.8. Based on these findings, it can be concluded that all our learning tools are reliable, and we can use this data for future studies. If measurements are collected over different periods and using different models, these questionnaire findings will remain consistent.

### Coefficient of Determination Test

$R^2$  is a statistical measure of the model's capacity to explain the variance in the dependent variable. The coefficient of determination ranges from 0 to 1. The closer the value is to one, the more information can be obtained from the independent variables (X) to predict fluctuations in the dependent variable (Y). The formulation addresses the impact of employee learning orientation (X1), job security (X2), and the mediating role of employee loyalty (M) on job engagement (Y).

**Table 6. Multiple Linear Regression Determination Analysis Test Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.436 <sup>a</sup>	.190	.178	5.274

a. Predictors: (Constant), Employee\_Loyalty, Employee\_Learning\_Orientation, Job\_Security

From the output, an Adjusted R Square (Coefficient of Determination) value of 0.178 is obtained, indicating that the impact of the independent variables (X) on the dependent variable (Y) is 17.8%.

## CONCLUSION

Based on the results and discussion of this analysis, it can be concluded that employee learning orientation has a significant impact on job security, and employee loyalty plays a mediating role in job engagement in the hospitality sector. The study formulated four hypotheses, all of which were accepted. Job engagement helps employees improve their performance through personal and psychological approaches, such as initiative, innovation skills, abilities, happiness, and comfort.

The limitations of this study include the lack of a memorandum of understanding (MOU) between the researchers and the company. Additionally, we were restricted from meeting relevant parties, which hindered the sampling process in the conducted research. The researchers advise caution in generalizing these findings, particularly in the accommodation sector of the hospitality industry and other sectors. For future research, it is suggested to develop variables that can mediate job engagement. Furthermore, these variables can be explored in different contexts, such as training and career development, as well as organizational policies.

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