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Job enlargement on employees' motivation: A case study in a hotel during COVID-19 pandemic

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ABSTRACT: Hospitality businesses were hugely impacted during the COVID-19 pandemic. Hoteliers have been completing various ways to reduce the impact of losses; one of which is by reducing the number of employees. Consequently, the management must apply job enlargement on employees. The study aimed to describe the impact of job enlargement on employees' motivation. The study applied descriptive statistics, correlation analysis, coefficient of determination, and t-test. The population was the employees who work in 4-star and 5-star hotels in Indonesia. The sample was determined by convenience sampling, and the study had 72 respondents. The research found that job enlargement has a positive and significant correlation to employees' motivation. Finally, this study implied that the management in hospitality businesses can implement job enlargement to improve employees' motivation.

Keywords: Job Enlargement, Motivation, Employees, Hotel Industry, and Pandemic COVID-19.

1 INTRODUCTION

An organization is a collection of several people who interact and work together to achieve common goals. One of the most important elements in an organization is human resources (Siswanto 2012). The ability to face challenges in an organization depends on the ability to organize and manage human resources. Emerging problems commonly lie in the efforts to maintain employee motivation to still be able to work according to the demands, and be always enthusiastic and satisfied in each job (Griffin, 2004). One of the methods that can be used by organizations to motivate their employees includes job expansion or job enlargement (Chakravarty and Shtub in Anindito 2015). Job satisfaction felt by employees related to employee work motivation will ultimately affect employee performance. Employees will get better results for hotel achievements in providing services to guests who visit and enjoy products and services offered by the hotel.

This research was made to investigate the level of satisfaction of groups of workers in hotels regarding the COVID-19 pandemic which has been going on since March 2020. With the decline in occupancy rates and the very limited mobility of Indonesian people, coupled with travel restrictions (called PPKM or Restrictions Enforcement Community Activities), the hotel occupancy rate has decreased drastically and has had an impact on overall hotel revenue. This of course has an impact on the hotel income and profit. One solution to reduce hotel expenses is to reduce the number of hotel workers, however, the quality of services and products provided to guests should not be reduced, so hotel leaders must think creatively and solve solutions strategically, namely, by implementing multitasking work in hotel organizations. Multi-tasking has certainly been done for a long time, but this time, it is suspected that the COVID-19 pandemic has made the hard work in supporting hotel performance more extreme in every hotel in Indonesia. There are several questions in this research: 1) how is job enlargement in 4- and 5-star hotels in Indonesia? 2) how are employees' motivations in 4- and 5-star hotels in Indonesia? 3) how does job enlargement affect employees' motivation in 4- and 5-star hotels in Indonesia?

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2 LITERATURE REVIEW

2.1 Job enlargement

Since Bartle (2008) introduced job design in the mid-1970s, management of design job enlargement (Cemane 1980) has been aiming to minimize the satisfaction and monotonous jobs as a consequence of overspecialization. In hotels, there are many specialist jobs such as a telephone operator who does a single type of work every day. The employees who are in this situation feel that the job does not meet their desire, so they are trapped in dissatisfaction. The next step is that those employees intend to leave the job. Specialization refers to repetitive types of jobs that are characterized by no autonomy, no achievement, and no recognition. Therefore, managers need to encourage employees to perform several various tasks, called job enlargement. Most of the employees look at job enlargement as rewards that can motivate employees. However, there are some barriers such as underestimation and worrying too much about making mistakes.

These factors can motivate employees at work. The most motivational predictors are reward and recognition, work environment, and employee empowerment (Norbu & Wetprasit 2021). The essence of job enlargement is empowering employees so that they have the opportunity to decide their own working pace (within the target limit), to control their job quality, to provide opportunities to make job corrections, and to be free to choose the way to complete the tasks. This autonomy motivates employees to share knowledge (Hon et al. 2021). This implementation correlates to job health (Park & Jang 2017). Since job enlargement asks for higher ability, the superior responsible for helping the employees or considering employees' needs (Ohunakin et al. 2019) could assist to avoid the barriers and accomplish the job well. This achievement leads to improving the sense of employees' pride. As employees become highly proficient in their job, there will be lower supervision. Their competence is increasing their confidence (González et al. 2016). Regarding the positive benefits in implementing job enlargement, job enlargement is absolute. Table 1 describes the factors of job enlargement (Norbu & Wetprasit 2021).

Table 1. Factors of job enlargement.

Factors	Indicators
1. Decide their own working pace (within the target limit).	1. Perform a job with flexible timing.
2. Control their own job quality.	2. Involvement in decision making.
3. Have the opportunity to make job corrections.	3. The level of strict on work rules and regulations.
4. Be free to choose the way to complete the tasks.	4. The work freedom of creativity and judgment.
5. Have job' pride	5. Challenging job.
6. Have superior support	6. The work of trust and ownership offering.
	7. Management support to solve personal problems.
	8. Job fit of skills and knowledge.
	9. Have adequate job tools/equipment.
	10. Good coworkers and managers.

Kurniawati and Damayanti (2020) argued that job enlargement did not decrease employees' performance and the employees' performance increased although the number of tasks increases. It is still an effective job design to overcome the limited number of employees. However, job enlargement could motivate employees if it is implemented based on improving employees' attitudes, morale, and job satisfaction. Improving the employee's attitude means the employee is (1) proud to work at the hotel; (2) happy to come to work at the hotel; (3) motivated; (4) has a clear career path; (5) is treated fair; and (6) is served with competitive benefit (Simbine & Tukamushaba, 2020). Based on employees' morale means, the superior: (1) provides adequate work conditions that influence the behavior of employees. This encourages employees to do the tasks as best as possible; (2) is aware of employee's preferences of their work environment; (3) motivates, respects, treats, and trusts the employees; and (4) builds employees' confidence (El-Said & Osman, 2014). Job satisfaction refers

to the pleasant and positive emotional feeling of employees based on the ratio of the employees' desire and their experience in the company (Ko et al. 2020). The factors of employees' job satisfaction consist of workplace conditions, compensation, career growth, superiors' support, and job security (Ohunakin et al. 2019).

2.2 Motivation

The COVID-19 pandemic has led to many changes in hotel operational work procedures which of course have had an impact on the motivation to work within the overall hotel organizational structure. Performance problems require problem identification as a systematic process (Clark 1998). Companies, in this case the hotel industry, must be responsive and capable of providing motivational solutions and motivation to every employee in dealing with problems in hotel operations, especially working doubled duties in meeting guest needs without reducing the quality of services and products provided, by enhancing an award program in the form of money, certificates, paid time off, bonuses, cash, and travel perks (Vinay Chaitanya Ganta 2014). Incentive approach can be a way to increase employees' motivation (Norbu & Wetprasit 2021).

Hotel leaders need to know the emotional conditions of each member of the team to be able to take the right steps in providing motivation and the creative solutions proposed (Gagari Chakrabarti Tapas Chatterjea 2018). Furthermore, it will improve employee's engagement (Zheng et al. 2020). Every department head in a hotel organization should learn how to lead a team of workers in a pandemic condition, which is full of challenges, in order to provide excellent service and consistent products (Maxwell 2014). In the end, the success of a hotel depends on succeeding in providing excellent service quality and guest experience (Ruth Pijls et al. 2011) with consistent products, good feedback from every customer, and increasing guest loyalty.

3 METHODS

The study used a quantitative method and a descriptive approach. The data were collected in July–August 2021, using cross-sectional and convenience sampling methods by distributing questionnaires. There are two parts of the questionnaires; the first part is probing the information of respondents' profiles, while the second part consisted of statements to measure the variables of the job engagement and employees' motivation. To determine the effect of variable X on variable Y, we used correlation analysis. We chose a Likert scale of four points, in which 1 is strongly disagree and 4 represents strongly agree. The unit of analysis of this research was 72 employees, consisting of 40 employees of 4-star hotels and 32 employees of 5-star hotels in Indonesia. The data analysis used SPSS 22 for windows software.

4 RESULTS AND DISCUSSION

Based on the results of research conducted on 72 respondents working in 4- and 5-star hotels in Indonesia through a questionnaire, it was determined that the independent variable studied is job engagement (X) with the dependent variable being motivation (Y). The analysis includes validity and reliability tests, frequency analysis, and descriptive analysis. Validity and reliability tests were carried out on the statement of job engagement and employee motivation variables. The validity test was analyzed by r-table. Since the number of respondents is 72, the df is 70 ($df = 70$). At a significance of 0.01, the r-table value is 0.2319. If the Pearson correlation value is >0.2319 then the data are valid. The results of the validity test showed that 25 statements were declared valid, The Pearson correlation value of 25 statements was between 0.697 and 0.898 (>0.2319). A reliability test was conducted to determine whether the questionnaire can be used more than once by the same respondent to produce consistent data. In the reliability test, Cronbach's Alpha is used. The value is 0 to 1. It is considered unreliable if Cronbach's Alpha value is less than 0.6; the data is

said to be reliable if the Cronbach's Alpha value is between 0.6 and less than 0.8; the data is said to be the most reliable if the Cronbach's Alpha value is 0.8 or more. The results of the reliability test showed that the value of Cronbach's Alpha 10 statements for Job Enlargement was 0.786 and employee motivation of 15 statements was 0.815, which means that the reliability of the twenty-five statements is good. Next, came the frequency analysis. Frequency analysis was conducted to analyze respondent profile data. Analysis of the frequency profile and average respondents can be seen in Table 2.

Table 2. Respondent profile.

	Variable	Respondents' Profiles (%)
1. Gender:	a. Male	68,1
	b. Female	31,9
2. Age:	a. 18-29 years old	16,7
	b. 30-39 years old	20,8
	c. 40-49 years old	48,6
	d. >49 years old	13,9
3. Status:	a. Unmarried	25,0
	b. Married	75,0
4. Education:	a. High School	19,4
	b. 3-Year Diploma	25,0
	c. 4-Year Diploma,	16,7
	d. Bachelor	30,6
	e. Magister	8,3
5. Job Title	a. Rank and File	4,2
	b. Supervisor	11,1
	c. Manager	84,7
6. Type of Hotel	a. 4-star hotel	55,6
	b. 5-star hotel	44,4

Source: Processed by researchers, 2021.

Based on Table 2, male respondents made up 68.1%, while female respondents made up 31.9%. The age of the respondents ranged from 18 years to over 50 years. 16.7% of respondents were 18 to 29 years old, 20.8% were 30 to 39 years, 48.6% were 40 to 49 years as many as 48.6%, and 13.9% were aged over 49 years. 25% of respondents were not married 25% while married respondents made up 75%. The educational background of the respondents is 19.4% high school graduates, 25% graduated 3-year diploma, 16.7% graduated 4-year diploma, 30.6% graduated bachelor and 8.3% graduated magister. Job title rank and file were workers 4.2%, supervisor 11.1%, and manager 84.7%.

After the data were obtained, the next analysis was the descriptive analysis between job enlargement and motivation. In the job enlargement variable, there are the following indicators: have flexible time to complete work; have the authority to make decisions; company rules and policies are not too strict; have creative freedom; the work given is challenging; leaders give me the confidence to complete the task; supervisor cares about the problems I face; have the appropriate abilities with the work I do; supportive work equipment; and pleasant co-workers and leaders. In this research, the Job Enlargement variable uses 10 statements with the characteristics of the respondents' answers based on it being known that for each statement the Job Enlargement has an average of 3.28-4.00, except for the statement that the company's rules and policies are not too strict, which have an average value of 2.36. Meanwhile, the total average of the Job Enlargement variables is 3.44. This shows that the Job Enlargement applied to the company is very good for the respondents who run it. Meanwhile, for the motivation variable using 15 statements including: able to complete every job, work according to procedures and schedules, able to work closely with all

employees, able to take initiative in work, able to be responsible for every task given, be present on time, salary can encourage to work better, old age allowance to bind employees, the work given is very challenging, want to develop my abilities while working at the company, every work that has been carried out deserves an award, work hard because of the opportunity given by the company to occupy certain positions, the relationship between employees and leaders helps you in your work, the relationship between fellow employees helps you in your work, and the facilities provided by the company are quite complete and adequate. Based on the data on the findings of the motivation variable, it is found that each statement of work motivation has an average of 3.28-4.00. Meanwhile, the total average of the work motivation variables is 3.72. This shows that the work motivation of the respondents is very good/high.

Based on the data calculation, it can be concluded that job enlargement has a positive and significant effect on the motivation of employees working in 4- and 5-star hotels. During this COVID-19 pandemic, it can be concluded that the hotel industry is good at developing strategies to motivate its employees by expanding the job content of employees horizontally, meaning that employees will be given more tasks, where the expansion remains within one level of the main job. For example, during the night shift, a room attendant in the housekeeping department can also operate as a waiter in room service, bell boy, or so on, which can be done across departments and the expansion of the work does not interfere with hotel operations and the level of service provided to guests remains constant. The benefits of job enlargement for employees, apart from being motivating, can also be an increase in efficiency related to labor costs in a hotel operation. Of course, with the COVID-19 pandemic, it is hoped that job expansion can also have a positive impact on employees, namely by increasing take-home income every month. The conclusion from the data obtained is that the implementation of job enlargement in hotel operations will create a more pleasant working atmosphere for every human resource who works in it because each will get an increase in their share following their duties and responsibilities in hotel operations.

5 CONCLUSION AND IMPLICATION

A correlation coefficient is used to determine the relationship between the variables of job enlargement and work motivation. Therefore, it can be determined that there is a correlation between job enlargement variables and work motivation. The correlation value is 0.697 indicating that the correlation or relationship between the two variables is positive and has a fairly strong relationship. The coefficient of determination is used to determine the goodness of the model in regression analysis. A high R² value indicates that the regression model used is good. The value of the coefficient of determination (R²) shows a sufficient value even though the value of the coefficient of determination has not shown a high value. The R² value is 0.486 or 48.6%, which indicates that the job enlargement variable can explain 48.6% of the work motivation variable, while the remaining 51.4% is explained by other variables outside the model used. To measure the linear regression, we used a t-test mainly aiming to determine the effect of each independent variable through hypothesis testing. The results of the t-test estimated the of regression parameters. The job enlargement variable has a significant effect on work motivation because the p-value is less than 0.05. Job enlargement has a positive effect on work motivation. So that the model obtained from this simple linear regression analysis is:

$$\text{Work Motivation} = 2,095 + 0,473 \text{ Job Enlargement}$$

The model shows the magnitude of the effect of job enlargement on work motivation. Each increase in job enlargement by 1 unit will increase work motivation by 0.473 units. The job enlargement variable impacts employees' motivation positively and significantly because the p-value is less than 0.05. The model shows the magnitude of the effect of job enlargement on employees' motivation. It is realized that this research has not been able to provide answers on how to increase employees' motivation. This is due to limitations, namely time constraints and research variables,

in that the time for this study was quite short and the variables in this study only use job enlargement and employee motivation. It is recommended that future research add job satisfaction variables so that they can provide a more accurate answer on how to motivate employees.

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