

# Job Enlargement on Employees' Motivation\_revised

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# **Job Enlargement on Employees' Motivation: A Case Study in a Hotel during COVID-19 Pandemic**

## **ABSTRACT**

Tourism industries include hospitality businesses in Indonesia received a huge impact during the COVID-19. Hoteliers have been done various ways to reduce the impact of losses, one of which is by reducing the number of employees. Management applies job enlargement on employees. The study aimed to describe the impact of employees' job enlargement on employees' motivation. The respondents are employees who work in 4 & 5-star hotel in Indonesia. 72 respondents are participated in the research. The study applied a descriptive method of a quantitative approach. The analytical tools used the test of validity and reliability, descriptive statistics, coefficient correlation and determination, and simple linear regression. The result found that job enlargement influenced employees' motivation positively and significantly on 4 & 5-star hotel employees in Indonesia.

## **KEYWORDS**

Job Enlargement, motivation, employees, COVID-19, Hotel.

## **INTRODUCTION**

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 since March 2020. With the decline in occupancy rates and very limited mobility of Indonesian people, coupled with travel restrictions or called PPKM or Restrictions Enforcement Community Activities, the hotel occupancy rate has decreased drastically and has an impact on overall hotel revenue. This of course has an impact on the achievement of 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 by doing strategically accurate, namely, implementing multitasking work in hotel organizations, especially who are still in a relevant field of work.

Multi-tasking has certainly been done for a long time, but this time, it is suspected that COVID-19 pandemic has made the hard work together in supporting hotel performance more extreme by every hotel in Indonesia.

Research questions:

1. How is Job enlargement in 4 and 5-star hotel in Indonesia?
2. How is employees' motivation in 4 and 5-star hotel in Indonesia?
3. How does job enlargement effect employees' motivation in 4 and 5-star hotel in Indonesia?

## **LITERATURE REVIEW**

### **Job Enlargement**

Since Bartlett (2008) introduced job design in the mid-1970s, manager design job enlargement (Cemane,1980) to minimize the satisfaction and monotony job as the consequence of overspecialization. In hotel, there are many specialists job such as a telephone operator who

does the single type of work every day. The employees who are in this situation feels that the job does not meet their desire, then they are trapped in dissatisfaction. Then next step, those employees' intent to leave the jobs. Specialization refers to repetitive type of jobs that is characterized by no autonomy, no achievement, and no recognition. Therefore, managers need de-specialization (Hales, 1987) to encourage employees to perform the number of variety tasks that is called job enlargement. Most of the employees look at job enlargement as rewards. However, there are some barriers such as: at first some employees will be underestimate to their ability in doing ne tasks, worry of doing mistake to new task.

The essence of job enlargement serves employees to decide their own working pace (within the target limit), to control their own job quality, to provide opportunity to make job correction, be free to choose the way to complete the tasks. Those implementation correlate to job health (Park & Jang, 2017). Since, job enlargement asks for higher ability, the superior responsible for help the employees or consider employees' needs (Ohunakin et al., 2019) , so they could avoid the barrier and accomplished the job well. This achievement led to improve a sense of employees' pride. Since, the employees become highly proficient in their job, there will be lower supervision. Their personal competence is increasing their confidence (González et al., 2016). Regarding the positive benefits in implementing job enlargement, job enlargement is absolute. Their indicators describes in table 1 (Norbu & Wetprasit, 2021).

Tabel 1 Factors of job enlargement

Factors	Indicators
1. Decide their own working pace (within the target limit).	1. Perform job with flexible timing.
2. Control their own job quality.	2. Involvement in decision making.
3. Have opportunity to make job correction.	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 of job tools/equipment.
	10. Good coworkers and managers.

Kurniawati and Damayanti (2020) argued that job enlargement did not decrease employee's performance and the employee's performance increases although the number of tasks increase. It is still an effective job design to overcome of the limited number of employees. However, job enlargement could be employee's motivator if it is implemented based on improving employees' attitude, morale, and job satisfaction. Employees attitude means employee: (1) proud to work at the hotel; (2) happy to come to work at the hotel; (3) be motivated; (4) clear of job career; (5) be treated fair; (6) be served with competitive benefit (Simbine & Tukamushaba, 2020). Based on employees' morale means, the superior: (1) provides adequate work condition that influence the behavior of employees. This encourages employees to do the tasks as best as possible; (2) be aware of employees preferences of their work environment; (3) motivates, respects, treats, and trust the employees; and (4) build employees' confidence (El-Said & Osman, 2014). Job satisfaction refers to the pleasant and positive emotional feeling of employees based on the ratio of employee's desire and their experience in the company (Ko et al.,2020). The factors of employees' job satisfaction consist

of workplace condition, compensation, career growth, superiors' support, and job security (Ohunakin et al.2019).

### Motivation

With the COVID-19 pandemic condition since last year or to be precise since the official announcement from the government that the start of the COVID-19 pandemic was March 2020. This situation made many changes in hotel operational work procedures which of course had an impact on motivation to work within the overall hotel organizational structure. Performance problems solution requires problem identification as a systematic process (Clark, Richard E. 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 in double duty in meeting guest needs without reducing the quality of services and products provided, enhancing an award program in the form of money, certificates, paid time off, bonuses, cash and travel perks Vinay Chaitanya Ganta (2014). and other incentives approach can be a way to increase employees' motivation (Deci, E. L., 1971).

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 creative solutions proposed (Gagari Chakrabarti Tapas Chatterjea (2018). 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 working in providing excellent service and consistent products John C. Maxwell, (2014).

At the end, the success of a hotel is to succeed in providing excellent service quality and guest experience is met (Ruth Pijls, Gerrit H. Schreiber, Rienk S.F. van Marle, 2011) with consistent products, good feedback from every customer and increasing loyal guests (A. Parasuraman 1991)



Figure 1 The research framework

### METHODS

The study used a quantitative method and descriptive approach. The data was collected in July – August 2021, used cross-sectional, and convenience sampling method by distributing questionnaires. There are two parts of the questionnaires. The first part, probe the information of respondents profile, while the second part were statements to measure the variables of the job enlargement, and employees' motivation. We chose Likert scale of four points. The value of 1 stated strongly disagree, 2 stated disagree, 3 stated agree, and 4 stated strongly agree. The unit of analysis of this research was about 72 (seventy-two) employees which consists of 40 the employees of 4-star hotel and 32 the employees of 5-star hotel in Indonesia. Data analysis used SPSS 22 for windows software.

### RESULT

Analysis includes validity and reliability tests, frequency analysis, and descriptive analysis. Validity and reliability tests were carried out on the statement of job expansion, and

employee motivation variables. 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 > 0.2319 then the data is valid. The results of the validity test showed that 25 (twenty-five) statements were declared valid. Pearson correlation value of 25 statements between 0.697 to 0.898 (> 0.2319).

Reliability test was conducted to determine whether the questionnaire can be used more than once, at least by the same respondent will produce consistent data. In the reliability test, Cronbach' Alpha is used. The value is 0.815. 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; and 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, 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 1.

Male respondents were 68.1 percent, while female respondents were 31.9 percent. The age of the respondents ranged from 18 years to over 50 years. Respondents at the age of 18 to 29 years were around 16.7 percent, at the age of 30 to 39 years 20.8 percent, at the age of 40 to 49 years as many as 48.6 percent, and those aged over 49 years. year is 13.9 percent.

Respondents who are not married as much as 25 percent while respondents who are married are 75 percent. The educational background of the respondents is 19.4 percent high school graduates, 25 percent graduated 3-year diploma, 16,7 percent graduated 4-year diploma, 30,6 percent graduated bachelor and 8,3 percent graduated magister.

Job title rank and file were 4,2 percent, supervisor 11.1 percent and manager were 84,7 percent.

**Table 2 Respondents' profile**

2	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

Descriptive statistical analyzes were collected and data were summarized. The subvariable central tendency was calculated between the statements strongly disagree and strongly agree. In this case, the mean is calculated. The formula is  $L = \frac{k}{n+1}$ , where k = location size for.....; n = amount of data or Likert scale. Interval score 1.00 to 1.25 stated strongly disagree;

1.26 to 2.50 is defined as disagree; 2.51 to 3.75 defined agree; and 3.76 to 4.00 defined strongly disagree.

**Table 3 Mean of Job Enlargement Variable**

No.	Sub Variables	Average
1	Have flexible time to complete work	3.42
2	Have decision-making authority	3.50
3	Company rules and policies are not too strict	2.36
4	Have creative freedom	3.44
5	The job given is challenging	3.56
6	The boss gives the trust to complete the task	3.79
7	The boss cares about the problems I face	3.50
8	I have skills that match the work I do	3.83
9	Supporting work equipment	3.51
10	Fun co-workers and boss	3.51
<b>Total</b>		<b>3.44</b>

Source: data processing IBM SPSS Ver.22

Based on descriptive analysis, the Job Enlargement variable uses 10 statements with the characteristics of respondents' answers based on Table 2. It is known that for each statement of Job Enlargement it 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 the mean value is 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. The highest mean (mean) was obtained from the statement that I have the appropriate ability with the work I do (mean value of 3.83). This shows that respondents feel they have abilities that are very suitable for the work being occupied. Meanwhile, the lowest mean is obtained from the statement that the company's rules and policies are not too strict (mean value of 2.36). This shows that respondents feel that the company's rules and policies are still too strict.

**Table 4. Mean of Variable Employees' Motivation**

No.	Sub Variable	Mean
1	Able to finish every job	3.81
2	I work according to procedures and schedules	3.72
3	I am able to work with all employees	3.86
4	I am able to take the initiative at work	3.83
5	I am able to be responsible for any given task	3.83
6	I came on time	3.82
7	Salary can drive the drive to do better	3.79
8	Old-age benefits to bind employees	3.54
9	The job given is very challenging	3.57
10	I want to develop my skills while working in the company	3.83
11	Every work that has been carried out deserves an award	3.82
12	I work hard because of the opportunity given by the company to occupy certain positions	3.32
13	the relationship between employees and leaders helps you at work	3.75
14	relationships between fellow employees help you at work	3.81
15	The facilities provided by the company are quite complete and sufficient	3.56
<b>Total</b>		<b>3.72</b>

Source: data processing IBM SPSS Ver.22



In this study, the variable of employees' motivation uses 15 statements with the characteristics of the respondents' answers based on Table 3, it is known that the statement of motivation has an average of 3.28 - 4.00. Meanwhile, the total average of the employees' motivation variables is 3.72. This shows that the employees' motivation of the respondents is very good/high. The highest average (average) was obtained from the statement that I was able to appreciate all employees (mean 3.86). This shows that respondents feel that they have been able to work together with all employees in the company. Meanwhile, the lowest average (average) was obtained from the statement that I work hard because of the opportunity given by the company to occupy certain positions (mean 3.32). This shows if it is true that one of the reasons respondents can work diligently is because of the opportunity given by the company to occupy certain positions in the company.

## **DISCUSSION**

The correlation test result that the p-value between the job enlargement variable and employees' motivation is 0.000, which indicates a value less than 0.05. So it can be determined that job enlargement variables correlates to work motivation. The correlation value of 0.697 indicates that the correlation or relationship between the two variables is positive and has a fairly strong relationship.

The value of the coefficient of determination (R<sup>2</sup>) based on Table 38 shows a sufficient value even though the value of the coefficient of determination has not shown a high value. The R<sup>2</sup> value of 0.486 or 48.6% indicates that the job enlargement variable can contribute the employees' motivation variable of 48.6%, and 51.4% is explained by other variables outside the model used.

The job enlargement variable has a significant effect on employees' motivation it is known that 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 employees' motivation = 2.095 + 0.473 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 employees' motivation by 0.473 units.

The simultaneous testing with t-test, it is found that the p-value is 0.014 which indicates a value of less than 0.05. So it implies that the job enlargement variable has a positive and significance impact on employees' motivation variable.

## **CONCLUSION AND IMPLICATIONS**

The job enlargement variable impacts employees' motivation positively and significantly 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 employees' motivation = 2.095 + 0.473 Job Enlargement. The model shows the magnitude of the effect of job enlargement on employees' motivation. Each increase on job enlargement by 1 point will increase employees' motivation by 0.473 points.

It is realized that this research has not been able to provide answers how to increase employees' motivation. This is due to limitations, namely time constraints and research variables, where the time in this study is quite short and the variables in this study only use job enlargement variables, and employee motivation. It is recommended to add the job satisfaction variable so that it can provide a more accurate answer on how to motivate employees.

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