

Increasing Work Productivity through Job Design and Job Satisfaction among Service Workers: A Case Study at an XYZ Hotel in Bandung City

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Abstract

Hotel XYZ is a hotel that elevates the rustic industrial concept in the city of Bandung. As a hotel that has a good reputation, this hotel has a unique concept, namely applying the concept of 24-hour check-in so that it is very helpful for visitors not to rush with check-in times like in other hotels. The condition of the covid19 pandemic invites various uncertainties for this hotel, income and occupancy rates have drastically decreased, making the policy of many employee layoffs and causing discomfort for employees. This study was conducted to determine the effect of job design and job satisfaction on work productivity which continues to decline. This study uses a population of 77 employees of the XYZ hotel. This research uses verification and descriptive research methods. Based on the hypothesis testing that has been done, it is found that the two variables, both job design and job satisfaction, have a significant effect on work productivity. The author gives suggestions for this research, namely the company must carry out job redesign, fair shift distribution, and improvement of the compensation system.

Keywords: Job Design, Job Satisfaction, Work Productivity

PRELIMINARY

Hotel XYZ is a leading hotel in the city of Bandung and has been in existence for 9 years, the hotel was founded by adhering to a unique concept that is to enforce a 24-hour check-in time so that it will really help consumers and make them more comfortable. This hotel with a minimalist rustic theme prioritizes excellent service for consumers, as evidenced by the occupancy rate which is almost always full even though it is not during peak season.

Until the COVID-19 pandemic begins, the uncertainty of business continuity affects all aspects of a nation's economy, including the hospitality and tourism industries, which I feel are the most severely affected areas. Many employees feel anxious about their job security, until finally the company was forced to lay off the employee. This is because there are social restrictions imposed by the government, these social restrictions are considered very confusing because they cannot be predicted in time and are restrictive, these restrictions are carried out to suppress the positive level.

The hotel enforces a policy of reducing the number of permanent employees and adding permanent employees on certain days, for example on weekends or long weekends. Using temporary employees or applying overtime when the occupancy

level is very confusing for employees or draining employees' energy and thoughts. Shift arrangements and overlapping job descriptions will make the situation worse. The increasing level of complaints, decreasing customer satisfaction ratings on Traveloka, TripAdvisor and social media uploads are evidence that something is wrong with the policies that the hotel implements.

This results in decreased job satisfaction, this situation can be shown from the increased turnover rate, increased delay rate, slow housekeeping response and others. This problem in addition to disturbing the comfort of visitors, will reduce or reduce the company's performance in the future and reduce overall profits.

Based on the facts in the field, poor job design and a decrease in job satisfaction will decrease the company's performance. This research focuses on work productivity and various factors that allegedly influence it. The object used in this research is Hotel XYZ in Bandung.

Literature review

Job Design

Job design is the process of determining the roles and responsibilities of workers and the systems and procedures they must go through. The purpose of this job design is to coordinate and optimize a function to create value and maximize job performance. [1] says that job design can be a written statement about the tasks of the workers, the ways to do them and their working conditions. Dessler also said that job design must include job identification, work relationships and responsibilities, employee authority, requirements to do the assigned tasks. According to [2], job design must be able to describe the depth, scope, and purpose of each task and distinguish the work of employees from one another.

[3] says job design is the function of HR in determining various activities, both individual or organizational groups of workers, which aims to regulate work assignments that meet organizational needs and desired behavior.

Job design aims to define specific tasks and responsibilities to be performed or carried out by individual employees or groups. Job design is a complex task or function. Job design identifies the abilities and abilities to perform a job.

Job Satisfaction

[4] argue that job satisfaction is the feeling of employees or workers about their workplace. This means that the way employees conclude about their work and workplace is a feeling that supports or does not support their condition in the company or company. Feelings connected to job satisfaction can be in the form of aspects such as effort, career development opportunities, relationships with other employees or superiors, and organizational structure. [5] argues that job satisfaction is a pleasant feeling of employees towards their workplace. This attitude is reflected through the improvement of work morale, discipline and work performance. There are many factors that affect job satisfaction. The more satisfied or happy the employee will be, the more motivated the employee will be so that he will contribute to the company. On the other hand, if employees are dissatisfied, they will often make mistakes and become a burden to the company. [6] argues that job satisfaction is a person's attitude or behavior towards his work.

Work Productivity

[5] says that productivity is the ratio between output and input. This means that if employee productivity increases, the output produced by employees will be better and will lead to increased company profits. [7] argues that productivity is a comparison

between employee work results and labor participation per unit time. The participation of the workforce here is the effective use of resources.

To increase employee productivity, companies need to pay attention to factors that can affect employee productivity.

Research methods

This research was conducted using a method called descriptive and verification method. Descriptive research means research that aims to describe the characteristics of the population or phenomenon being studied. This research method is different from other research methods which have a tendency to focus more on an event or phenomenon that occurs [8]. While the so-called verification research method is a method used to find out the relationship or influence of two or more variables, or also this method is often used to test the validity of one or several hypotheses in a study [8].

Type, Data Source and Research Population

The data source in research is a very important factor because the data source will determine the quality and final results of the study. The following are the types and sources of data used in this study:

1. Primary Data

What is called primary data is data that is directly obtained by the author from the research subject, the author obtains this data by using. In this study, primary data were obtained from interviews with XYZ hotel leaders and XYZ employees and from the answers to the questionnaires given.

2. Secondary Data

[9]states that secondary data is generally in the form of evidence, historical records or reports arranged in archives, whether published or not. In this study the secondary data obtained by the author from the company, in this case the XYZ hotel.

The research population can be interpreted as the whole object of research [9]. The population is the research area that the researcher wants to study. Population can be referred to as a generalization consisting of objects or subjects that have certain qualities and characteristics set by the researchers. The population used in this study is the employees of Hotel XYZ in the city of Bandung as many as 77 employees.

Multiple Linear Regression Analysis

Regression analysis aims to determine the dependence of the dependent variable with one or the independent variable variable to predict the average value of a population or variable based on a known value. The results of multiple regression analysis can be in the form of regression coefficients for each variable. This coefficient is obtained by predicting the value of the dependent variable with an equation. This regression analysis aims to measure the strength of the relationship or the influence of two or more variables, besides that this analysis is used to measure and show the direction of the relationship between the dependent and independent variables [10]. The equations used in this study are as follows:

$$Y = a + b_1X_1 + b_2X_2$$

Explanation:

Y = Work Productivity

a = Constant

b1,b2 = Regression Coefficient

X1 = Job Design

X2 = Job Satisfaction

Research Hypothesis

A research hypothesis can be defined as a series of statements made by researchers when speculating on the results of research or experiments. Hypotheses can also be generated by processing inductive reasoning where observations lead to the formation of theoretical foundations. According to [11], hypotheses are temporary explanations of scientific observations, phenomena, or problems that can be tested by further investigation. [12]states that the hypothesis is a temporary answer to the formulation of the research problem, the hypothesis can be linked temporarily because the answers obtained are based on theory.

In relation to this research, the author has several hypotheses to be tested in this study. The hypotheses are:

1. H1 = Job Design has an effect on work productivity at the XYZ hotel.
2. H2 = Job Satisfaction has an effect on work productivity at Hotel XYZ.
3. H3 = Job design and job satisfaction have an effect on work productivity at Hotel XYZ.

Research result

Multiple Regression Analysis Results

To find out the degree of closeness of the relationship between Job Design and Job Satisfaction on Work productivity, the authors tested the variables by performing multiple regression analysis. From the calculation tool in the form of statistical software, the value of the relationship between Job Design and Job Satisfaction on Work productivity is as follows:

Table 1

Multiple Correlation Test Results

Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
		B	Std. Error			
1	(Constant)	.253	.414		.625	.532
	Job Design	.629	.089	.702	7.392	.000
	Job Satisfaction	.311	.135	.221	2.406	.025

a. Dependent Variable: Work Productivity

a. Constants : Job Design, Job Satisfaction

b. Bound Variable : Work productivity

Source: SPSS Processing Results

From the tables and calculations using multiple linear regression, a linear regression equation model is obtained, the model is formulated in the following equation model:

$$Y = 0,253 + 0,629X1 + 0,311X2$$

The explanation of the above model is as follows:

1. The value of the constant with a positive sign of 0.253 indicates that if the job design and job satisfaction variables do not change or are zero, the work motivation variable will increase by 0.253.
2. From the formula above, the job design variable has a positive regression coefficient of 0.629, which causes that X1 or job design increases by 1 by assuming

other variables are fixed or unchanged, it will increase the work productivity variable by 0.629.

3. The table above shows that the job satisfaction variable has a positive regression coefficient of 0.311, this can be interpreted if the value of X2 or the job satisfaction variable will increase by 0.311.

Partial Regression Analysis Result

The following is an explanation of simple linear regression to determine the relationship or influence between job design and job satisfaction with work productivity.

Table 2

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.559	.613		.901	.379
	Job Design	.782	.174	.575	4.592	.000
	Job Satisfaction	.715	.072	.872	9.021	.000

a. Dependent Variable: Work productivity

From the results of hypothesis testing that has been carried out by the author, the following results are obtained:

1. From the table, it can be seen that the t-count value of the job design is 4.676. From table t, the estimated result is 1.78214. This means that t-count is greater than t-table or H0 is rejected and makes H1 accepted. So job design has a significant influence on work productivity. Nurul Fidyah said in his research at PT. Mrs Meneer Semarang that the better the job design of a company, the better the work productivity of its employees will be.

2. In the t table column above, the t-count value is 9.021. This means that it is greater than t-table which is 1.78214 or H0 is rejected and in other words H1 is accepted. So the job satisfaction variable has an effect on work productivity. In accordance with Muhammad Pananrangi stated in his research in the journal The Influence of Motivation and Job Satisfaction on Employee productivity in PT. Son Karella Mare, that the higher the level of employee satisfaction, the higher the work performance.

Table 3

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig
	Regression	9,095	2	5	21,821	0
1	Residual	7,728	75	0,245		
	Total	16,823	77			

a. Dependent Variable

b. Constants : Job Design, Job Satisfaction

Source: Processed Data

From the table above, the F value is 21,821, which can be interpreted as follows. The calculated F value is greater than the Table F of 3.128, so H0 is rejected and H1 is accepted, so the conclusion is that there is a simultaneous and significant effect of job design and job satisfaction on work productivity.

Coefficient of Determination

Table 4

Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.729a	.549	.523	.47211
a. Constant: Job Design, Job Satisfaction				
b. Dependent Variable: Work productivity				

The table above shows that this study has a coefficient of determination of 0.549 or 54.9%, meaning that job design and job satisfaction affect work productivity by 54.9% while 45.1% is influenced by other factors.

Discussion

The results of the questionnaires that have been distributed show that the Job Design or X1 variable shows the number 2.89 which means it is not good enough. This can mean that the job design at the XYZ hotel is not good enough according to the employees, especially in the indicators of responsibility and also the method of carrying out tasks.

As for the Job Satisfaction variable or X2 questionnaire, the score is 3.12 which is considered quite good, although there are answers regarding positive work moral indicators and poor work discipline.

Furthermore, for the Work Productivity or Y variable, the results from the average questionnaire show the number 3.19, which means it is in a fairly good category. Employees perceive that their work results have been optimal but many of the work parameters determined by the company are not achieved by employees.

Conclusion

The following are the conclusions of this study based on the results of data analysis and processing that the authors have done:

1. From the analysis previously carried out for the job design variable, it shows a number that is not good, it means that employees have a bad perception of their job design. Monotonous work, overlapping work responsibilities and unfair and confusing shift distribution.
2. Meanwhile, in terms of job satisfaction variables, employees have a tendency to be dissatisfied with their current duties and position as indicated by increased delays and other indiscipline actions.
3. From the work productivity variable, it can be seen that employee productivity has decreased slightly, this can be seen from many performance parameters that are not achieved and the increasing level of hotel visitor complaints.

Suggestion

There are several suggestions that the author can convey from the observations that the authors have made in this study, the suggestions are in the form of:

1. Carry out job redesign, share responsibilities fairly according to the capabilities of existing employees. Job redesign is very important because the goal is for individuals from the company to work more effectively. The human resource planning process is also feasible to do, this aims so that YXZ Hotel does not have excess or lack of employees, this must be seen from the quality that the hotel wants and the appropriate quantity so that an effective and efficient work environment occurs.

2. Hotel XYZ should pay more attention to job satisfaction from its employees. Companies can do this by improving the division of employee work shifts because in this section employees often complain. In addition, the company can improve the compensation system at Hotel XYZ, for example the distribution of overtime wages or higher wages on weekends or during peak seasons.

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