

# *Innovative Behavior of Hotel Employees In Medan Indonesia*

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**Abstract** – The Covid-19 pandemic which has been going on for approximately 2 years has a direct impact on the hospitality industry in Indonesia. The lack of number of visitors and due to the PPKM implemented, the hotel was forced to cut its employees and closed the hotel because it could not compete and did not get income. For this reason, innovation is needed for hotels to attract visitors which will have a positive impact on the progress of the hotel itself. This study aimed to determine the level of innovative behavior at Le Polonia Hotel Medan in Indonesia. This study shared questionnaires to 109 staff at Le Polonia Hotel Medan in Indonesia. This study used One-Way ANOVA analysis and statistic descriptive. The result obtained is that the level at Le Polonia Hotel Medan studied is included in level quite innovative. Organizations at this level tend to have innovative ideas and also manage to apply and implementing their innovative ideas in the workplace. This study can be used as a guideline for the hotel industry to see the level of innovative behavior and invest in improving innovative behavior in their respective organizations.

**Keywords** – Innovative behavior.

## I. INTRODUCTION

The hospitality industry is one of the business industries that have been heavily impacted by the Covid-19 pandemic. This is evidenced by data from the PHRI (Indonesian Hotel and Restaurant Association) which explains that to date, there are around 1,266 hotels that have been closed in Indonesia due to the Covid-19 pandemic and 150 thousand employees have been laid off [1]. In the North Sumatra region alone, there are 71 hotels that are closed during this pandemic, with a distribution of 24 hotels in Medan City, 32 hotels in Samosir Regency, and 15 hotels in Simalungun Regency. The loss suffered by the owners of hotels in North Sumatra is around Rp. 100 billion every month [2]. The number of hotels that are closed and employees who have been laid off has made various hotels that are still running their business to survive in a situation like this.

One way for hotels to survive is to innovate because hotels that can achieve competitive success are hotels that can provide innovation based on efficient and planned processes [3] [4]. Innovation is needed as a strategy in producing and creating new products or carrying out revisions by applying innovative behavior to employees in a company. Researchers argue that innovative behavior is behavior that is displayed both directly and indirectly that can lead to the introduction and development of innovation in the company.

Innovative behavior is needed in the hospitality industry in order to create high and best performance by having creative ideas in work, procedures, services or new products [5] [6]. Innovation in the hospitality sector can improve finance, productivity, quality standards, organizational value, and performance [7]. Not only that, the competition in the hospitality business really needs the innovative behavior of its workforce to increase guest visits. Guests themselves will be attracted by the new innovations

provided by a hotel. Thus, it can be said that the innovative behavior carried out by hotel employees has an impact on increasing visitors to stay at the hotel [8] and improving hotel performance [9].

Innovative behavior has three main dimensions, namely generating ideas, fighting for ideas, and implementing ideas [10]. A well-known figure in proposing the theory of innovative behavior is Janssen who states that the dimensions of innovative behavior consist of generating, promoting, and realizing ideas [11]. In the first stage, employees identify and spot problems, which are followed by coming up with new ideas or solutions. Next, the employee gets a way to introduce the solution he came up with, which could be an idea. In the last stage, employees realize their ideas by making innovations, and applying and using them for tasks, teams, or the company as a whole [12].

Often this innovative behavior is equated with the meaning of a person's creativity. This is a wrong thing, because creativity is the beginning of the birth of innovation, where creativity only reaches the generation of ideas, while innovative behavior is the application of the ideas that are owned in which there is already a process to come up with the idea [13] (Amabile & Pratt, 2016). Thus, it is well known that it is important for the hotel to develop and enhance the innovation and creativity of its employees by creating higher innovative behavior to generate a competitive advantage for the hotel.

## **II. PURPOSE AND METHODS**

This study aimed to examine the level of innovative behavior at Le Polonia Hotel Medan in Indonesia. The subjects in this study were 109 subjects. Innovative behavior was measured by modifying the scale developed by Dahiya & Raghuvanshi (2021) [14] based on the dimensions proposed by Kleysen & Street (2001) [15] and De Jong & Den Hartog (2010), namely opportunity exploration, idea generation, investigation of information, championing ideas, and implementation and application of ideas. The items in the innovative behavior scale are statements consisting of favorable items with five answer choices, namely Very Often (SS), Often (S), Sometimes (KK), Almost Never (HTP), and Never (TP) with a score of 1 to 5. The score obtained from the scale will show the level of innovative behavior, which is divided into three parts:

Table 1. Innovative Behavior Variable Categorization

<b>Value Range</b>	<b>Category</b>
$X < (\mu - 1.0 \text{ SD})$	Low
$(\mu - 1.0 \text{ SD}) \leq X < (\mu + 1.0 \text{ SD})$	Average
$(\mu + 1.0 \text{ SD}) \leq X$	High

The process of adapting the instruments used from English to Indonesian was carried out with back translation by two bilingual translators to ensure the translated questionnaire has the same meaning. Furthermore, the validity test was carried out using content validity obtained from opinions of professionals in the field of the scale (using professional judgment). The validity test was continued with the item discriminating power, Confirmatory Factor Analysis (CFA), and Reliability tests. The total item before and after being tested was 20 items after validity and reliability tests. Data analysis was carried out with descriptive statistics and One-Way ANOVA.

## **III. RESULTS AND DISCUSSION**

Furthermore, to determine the innovative behavior level, the following results are obtained:

Table 2. Results of Categorization of Innovative Behavior Variables

Formula	Categorization	Frequency	Percentage (%)
$X < 47$	Less Innovative	19	17.4
$47 \leq X < 73$	Quite Innovative	61	56
$73 < X$	Very Innovative	29	26.6
Total		109	100

Based on the table above, it can be concluded that the innovative behavior in the organization studied is quite innovative, as many as 61 people with a percentage of 56%. While as many as 29 people with a percentage of 26.6%, including very innovative, the remaining 19 subjects who have less innovative behavior with a percentage of 17.4%. It can be concluded that the hotel studied is included in level quite innovative.

Where, these results indicate that employees who work at the hotel understand very well that innovative behavior is the key to the success of the hotel today so that they participate in implementing innovative behavior for the hotel. Where, hotel employees fight for the ideas they have by persuading hotel members to agree and so that they can be applied in the hotel. So, if they have fought for the idea, then they immediately apply the application of the ideas that have been agreed upon. In this case, hotel employees together in implementing innovative behavior such as promoting new services from the hotel to customers. The ability of employees to implement these ideas of course has a positive impact on the hotel where they work, which is very much needed in the current situation considering that the hotel is also in the stage of entering innovation, so it is concluded that the target to be achieved by the hotel, namely innovation, is in line with the behavior shown by the hotel. employees, namely to innovate.

#### IV. CONCLUSIONS

This study describes the level of innovative behavior at Le Polonia Hotel Medan in Indonesia. The level of innovative behavior is as follows: 56% are in level quite innovative with 61 people included, and the least in level less innovative with 19 subjects around 17.4%. employees who work at the hotel understand very well that innovative behavior is the key to the success of the hotel today so that they participate in implementing innovative behavior for the hotel. Where, hotel employees fight for the ideas they have by persuading hotel members to agree and so that they can be applied in the hotel. This research can be used as a guideline for the hotel industry to see the level of innovative behavior and invest in improving innovative behavior in their respective organizations.

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