

Hotel Employee Resilience in Medan, Indonesia

Edoardo Tondang¹ and Eka Danta Jaya Ginting²

^{1,2}Departement of Industrial & Organizational Psychology, Faculty of Psychology University of Sumatera Utara, Medan, Indonesia



Abstract— Tourism is one of the economic activities most affected by changes and uncertain conditions. This is evidenced by the COVID-19 pandemic which has affected tourism and travel activities, resulting in a decrease in hotel occupancy rates. While hospitality performance is expected to take several years to recover, the industry landscape has likely changed forever. Hotels that have actively used resilience strategies are the most likely to survive the pandemic and shape the future of the industry. The main predictor of organizational resilience is employee resilience. The aim of this study is to determine the level of hotel employee resilience in Medan, Indonesia. We used One-Way ANOVA analysis and descriptive statistics. Using sample data obtained from 362 hotel employees in Medan, Indonesia, we found that the majority of the subjects are highly resilience.

Keywords—Employee Resilience, Hotel Employee

I. INTRODUCTION

As the global pandemic has swept across the globe, few sectors have been hit as hard as the hospitality industry. People are unable to travel as countries have closed and imposed restrictions on their populations in a bid to control the spread. The hospitality business, in response, has experienced tremendous upheaval and closure [1]. In fact, tourism is one of the economic activities most affected by changes and uncertain conditions [2]. The deteriorating financial situation of the hotel has wreaked havoc on jobs and job security. Hotels have forced their staff to take early retirement, be laid off, take unpaid leave, undergo reduced welfare benefits, and change their work shifts or positions [3]. This bad situation has grown anxiety in employees about their jobs and has made them afraid for the future of their jobs [4].

Liang & Cao (2021) suggested that in the daily management of organizations, we should pay more attention to growing and developing employee resilience to improve organizational resilience. employee resilience improves coping that focuses on overcoming problems and emotions, thereby increasing organizational resilience [5]. The COVID-19 pandemic has increased job insecurity, anxiety, and depression for hotel employees. However, the level of employee resilience has reduced the negative effects of job insecurity and reduced levels of anxiety and depression of hotel employees [6].

Some of the attributes of a resilient employee are enthusiasm, optimism and hope, a high degree of autonomy, self-awareness and emotional literacy, flexibility and adaptability, a sense of purpose, and the ability to develop a sense of meaning from difficult and challenging situations [7]. Employee resilience is very influential on employees' work life, especially when facing difficulties and crises, and how the outcome of resilience greatly affects the success of the organization, so this study will try to see the level of resilience of hotel employees in Medan, Indonesia.

II. PURPOSE AND METHODS

The aim of this study is to investigate the level of hotel employee resilience in Medan, Indonesia. The total of participants in this study were 362. Participants (sample) of this study are employees of hotels in Medan that still operate in April

2022. Employee resilience was measured using a 5-point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument we used was resilience questionnaire developed by Amir & Standen (2019) [8]. The score obtained from the participants using the instrument would confirm the level of employee resilience, which divided into five categories as shown in Table 1.

The instrument was originally developed in a study that involved Indonesian participant. The reliability and validity of the instrument has been tested using sample of employees in Indonesia [8]. The instrument has 16 items in total. Hence, the minimum and maximum scores are 16 and 80.

Table 1. Categorization Formula

Score Range	Categories
$x \leq \mu - 1.5 \text{ SD}$	Very low
$\mu - 1.5 \text{ SD} < X \leq \mu - 0.5 \text{ SD}$	Low
$\mu - 0.5 \text{ SD} < X \leq \mu + 0.5 \text{ SD}$	Average
$\mu + 0.5 \text{ SD} < X \leq \mu + 1.5 \text{ SD}$	High
$\mu + 1.5 \text{ SD} < X$	Very high

Note: μ = mean, SD = standard deviation

III. RESULT AND DISCUSSION

The result (Table 3) shows that majority of the participants are highly resilience (182, 50.28%), followed by quite resilience (148, 40.88%) and the rest are very high resilience (26, 7.18%) and low resilience (6, 1.66%).

Table 3. Categorization Result

Formula	Categories	Frequency	Percentage (%)
$X \leq 32$	Very low resilience	0	0
$32 < X \leq 42$	Low resilience	6	1.66
$42 < X \leq 53$	Quite resilience	148	40.88
$53 < X \leq 64$	High resilience	182	50.28
$64 < X$	Very high resilience	26	7.18
Total		362	100

The aim of this study is to investigate the level of hotel employee resilience in Medan, Indonesia. The result shows that the majority of the employees that participated in this study can be categorized as highly resilience and quite resilience. These findings support the notion that hotel employees need to be resilience in order to be able to work effectively in a dire situation like pandemic. Being resilience in the workplace means able to adapt positively and thrive in the face of difficult situation [8]. The COVID-19 pandemic is an extremely difficult situation for hotel employees. Past study shown increase in stress level, job insecurity and even depression among hotel employees in COVID-19 pandemic [6]. Resilience is important for dealing with stress and it is important to maintain a balance in life, especially during the COVID-19 pandemic [9]. Participants of this study are employees of hotels that still operate in April 2022. This means that the many of the hotels in Medan that able to bounce back and operate effectively in the face of COVID-19 pandemic have resilient employees. This finding might be an input for hotel managements to invest in developing employee resilience in their organization.

IV. CONCLUSION

The result shows that the majority of the participants are highly resilient and quite resilient. The data was taken from participants that are employees in hotels that still operate in April 2022. This finding implies that the majority of the hotel that were able to deal with pandemic situation have resilient employees. Resilient employees might be the most important factor for hotel to be able to deal with an extremely difficult situation like COVID-19 pandemic.

REFERENCES

- [1] EHL Insights, "Resilience: The future of the Hospitality Industry," 2020.
- [2] D. Senbeto and A. H. Y. Hon, "Market turbulence and service innovation in hospitality: examining the underlying mechanisms of employee and organizational resilience," *Service Industries Journal*, vol. 40, Jan. 2020, doi: 10.1080/02642069.2020.1734573.
- [3] A. Edgecliffe-Johnson, "Marriott Puts Tens of Thousands on Unpaid Leave," *Financial Times*, Mar. 18, 2020.
- [4] A. K. F. Wong, S. (Sam) Kim, J. Kim, and H. Han, "How the COVID-19 pandemic affected hotel Employee stress: Employee perceptions of occupational stressors and their consequences," *Int J Hosp Manag*, vol. 93, Feb. 2021, doi: 10.1016/j.ijhm.2020.102798.
- [5] F. Liang and L. Cao, "Linking employee resilience with organizational resilience: The roles of coping mechanism and managerial resilience," *Psychol Res Behav Manag*, vol. 14, pp. 1063–1075, 2021, doi: 10.2147/PRBM.S318632.
- [6] T. Aguiar-Quintana, H. Nguyen, Y. Araujo-Cabrera, and J. M. Sanabria-Díaz, "Do job insecurity, anxiety and depression caused by the COVID-19 pandemic influence hotel employees' self-rated task performance? The moderating role of employee resilience," *Int J Hosp Manag*, vol. 94, Apr. 2021, doi: 10.1016/j.ijhm.2021.102868.
- [7] L. Grant and G. Kinman, "Emotional Resilience in the Helping Professions and how it can be Enhanced," *Health and Social Care Education*, vol. 3, pp. 23–34, Dec. 2014, doi: 10.11120/hsce.2014.00040.
- [8] M. T. Amir and P. Standen, "Growth-focused resilience: development and validation of a new scale," *Management Research Review*, vol. 42, no. 6, pp. 681–702, Jun. 2019, doi: 10.1108/MRR-04-2018-0151.
- [9] C. H. Vinkers *et al.*, "Stress resilience during the coronavirus pandemic," *European Neuropsychopharmacology*, vol. 35, pp. 12–16, Jun. 2020, doi: 10.1016/j.euroneuro.2020.05.003.