Job satisfaction and job performance of hotels during Covid 19 pandemic: how the role of innovative work behaviour and organizational citizenship behaviour?

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Article Info

ABSTRACT

The purpose of this study was to analyze the variable Innovative work behavior (IWB) on performance, Variable Innovative work behavior (IWB) on Job Satisfaction (JS), the variable: Organizational citizenship behavior (OCB) on Job Performance (JP) and the variable Organizational citizenship behavior (OCB) to Job Satisfaction (JS). This research method includes explanatory quantitative research, The independent variables in this study are OCB and innovation culture which affect the dependent variable performance and job satisfaction. The population in this study are star hotels in Tangerang City, which amount to 66 hotels. This study uses simple random sampling method to determine the sample of respondents. The research instrument used was an online questionnaire via google form. For data analysis use software SmartPLS 3.3.3 . The results of this study are Innovative work behavior (IWB) has a positive and significant effect on work performance (JP), Variable Innovative work behavior (IWB) has a positive and significant effect on Job Satisfaction (JS), Job Satisfaction Variable (JS) has a positive and significant effect on Job Performance (JP), Organizational citizenship behavior (OCB) variable has a positive and significant effect on Job Performance (JP), Organizational citizenship behavior (OCB) variable has a positive and significant effect on Job Satisfaction (JS), Innovative work behavior (IWB) variable has a positive and significant effect on Job Performance (JP) through Job Satisfaction (JS), Organizational citizenship behavior (OCB) variable has a positive and significant effect on Job Performance (JP) through Job Satisfaction (JS).

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Introduction

The company is an institution that aims to create wealth in the business it runs. Today's business world takes place in a highly competitive climate. Companies are required to further improve performance in business competition by improving the quality of performance. Most of the company's performance measurement system still uses the traditional measurement system, which only measures performance based on financial aspects. Financial measures alone cannot provide a real picture of the actual state of the company, because they are easily manipulated in accordance with the interests of management.

With increasing competition among hoteliers. The hotel management will prepare strategies to be able to compete. Hoteliers need to measure their business performance to find out how effective the implementation of the strategy is. Hotel managers need to know whether the strategies that have been adopted have been running effectively, efficiently, economically, to achieve the goals of the managed hotel.

The COVID-19 pandemic has had a major impact on the tourism sector and the creative economy in Indonesia. You could say the last two years have been one of the biggest challenges for the tourism accommodation or hospitality industry players in Indonesia, to be able to continue to survive in the midst of the pandemic. According to data from the 2021 Tourism Trends Book, the number of foreign tourists entering Indonesia in February 2020 decreased drastically. In fact, the number continued to decline until its peak occurred in April 2020, when only 158,000 foreign tourists came to Indonesia. Not only that, from 2019 to 2020, domestic tourist arrivals fell by 30%. This condition also resulted in nearly 1.58 million jobs in the tourism and creative economy sectors affected by the COVID-19 pandemic. This decline has had an impact on hotel occupancy in Indonesia. According to BPS data, in January and February 2020 hotel occupancy was still at a normal average, namely 49.71% and 49.22%, respectively. However, the pandemic caused the hotel room occupancy rate to drop dramatically in March to 32.24%, and continued to decline to 12.7% in April. The number of declines in hotel occupancy rates remained below 20% until entering the month of June 2020.

According Rudyanto et al (2020);Sena et al (2020) The hotel is one of the service sector industries in the tourism sector, the existence of the hotel is increasingly important for the community, because the hotel provides facilities and services for its customers. The services that can be offered in the hospitality sector include providing/renting room facilities, providing conference room facilities and so on. According Dharmayuni et al (2021); Dijkstra, T. K. (2010 hotel services are enjoyed at the time of registration, when staying in a room, eating and drinking at a restaurant, or when the guest attends seminars, meetings and other activities. According Supriadi et al (2020);Suheny et al. (2020);Wanasida et al (2021). Hotel is a form of service because hotel services are intangible and do not result in ownership of anything. The increasing competition between hotels causes each hotel to try to provide the best quality and service to its customers

According Rudyanto et al (2020);Sena et al (2020);Suardhita et al (2020);Supriadi et al (2020);Suheny et al. (2020);Wanasida et al (2021). In the hotel business a service is very important, companies must pay more attention to human resources. Therefore, in order to improve employee performance, the company requires the participation of all employees in order to do the best for the organization. According Dijkstra, T. K. (2010 Employees who work in the hospitality industry must not only work obediently and obey management, but also need employees who can work voluntarily beyond the work required of them, and work without waiting for orders from superiors. Employee performance is not only related to the ability to complete work tasks, but is also influenced by OCB. The purpose of this study was to analyze the variable Innovative work behavior (IWB) on performance, Variable Innovative work behavior (IWB) on Job Satisfaction (JS), the variable: Organizational citizenship behavior (OCB) on Job Performance (JP) and the variable Organizational citizenship behavior (OCB) to Job Satisfaction (JS).

Method

This research method includes explanatory quantitative research, namely research that aims to analyze the relationships between one variable and another or how one variable affects other variables. Because researchers are trying to find the relationship between the independent variable and the dependent variable to then be tested for truth. The independent variables in this study are OCB and innovation culture which affect the dependent variable performance and job satisfaction. The population in this study are star hotels in Tangerang City, which amount to 66 hotels. This study uses simple random sampling method to determine the sample of respondents. The research instrument used was an online questionnaire via google form. For data analysis use software SmartPLS 3.3.3.

The stages of PLS analysis using smartpls 3 in this study include 3 stages, namely: 1) The outer model testing phase is to test the validity & reliability of indicators and constructs (Purwanto et al, 2020); 2) Goodness of fit model testing phase to test the model's predictive power and model feasibility (Purwanto et al, 2021); 3) The inner model testing phase is to test the significance of the effect of exogenous variables on endogenous variables (Purwanto et al, 2019). Based on previous research and literature review, a hypothetical model is drawn as follows figure 1.
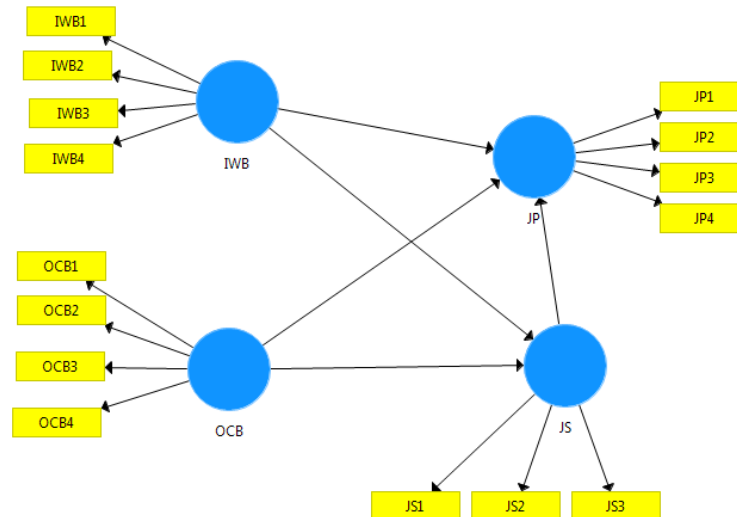
Figure 1. Conceptual Framework

Based on the problems and previous research, the following hypotheses were obtained:

H1: Variable Innovative work behavior (IWB) has a positive effect on work performance (JP)

H2: Variable Innovative work behavior (IWB) has a positive effect on Job Satisfaction (JS)

H3 : Job Satisfaction Variable (JS) has a positive on Job Performance (JP)

H4 : Organizational citizenship behavior (OCB) variable has a positive effect on Job Performance (JP)

H5: Organizational citizenship behavior (OCB) variable has a positive effect on Job Satisfaction (JS)

H6: Innovative work behavior (IWB) variable has a positive effect on Job Performance (JP) through Job Satisfaction (JS)

H7: Organizational citizenship behavior (OCB) variable has a positive effect on Job Performance (JP) through Job Satisfaction (JS)

Result and Discussion

The first stage is a validity test using smartPLS 3.3.3 software and the results are as follows:
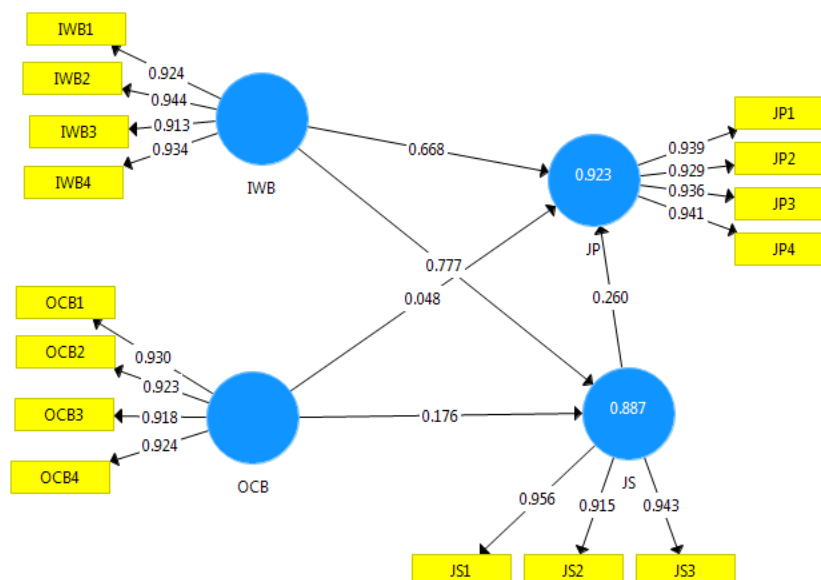

Figure 2. Convergent Validity Testing

All indicators of the loading factor value are greater than 0.7, so it can be concluded that all indicators are valid, the next step is the reliability test as follows:

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Table 1. Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
IWB	0.947	0.947	0.962	0.863
JP	0.953	0.953	0.966	0.877
JS	0.932	0.932	0.957	0.887
OCB	0.943	0.943	0.959	0.853

Based on the results of data analysis, it was found that the Cronbach's Alpha value of all variables was greater than 0.60 or > 0.60, the Composite Reliability value of all variables was greater than 0.70 or > 0.70 and the Average Variance Extracted (AVE) value of all variables was greater than 0.70 or > 0.70 so it can be concluded that all variables are valid and reliable. The next step is to analyze the value of the termination coefficient or R square which shows the contribution of the independent variable to the dependent variable.

Table 2. R Square

	R Square	R Square Adjusted
JP	0.923	0.920
JS	0.887	0.884

Based on table 2, the R Square Job performance value is 0.923 or 92.3 percent, so it can be concluded that the OCB, IWB and job satisfaction variables contribute to the Job performance variable by 92.3% while the remaining 7.7% by other variables not discussed in this study. The value of R Square Job satisfaction is 0.887 or 88.7 percent, so it can be concluded that the OCB, IWB variables contribute to the Job satisfaction variable by 88.7% while the remaining 12.3% by other variables not discussed in this study.

Hypothesis testing
The next step is to test the hypothesis of the relationship between the dependent and independent variables, the results obtained are as follow figure 3. The results of hypothesis testing for all variables that have a direct effect are shown in the table 3.
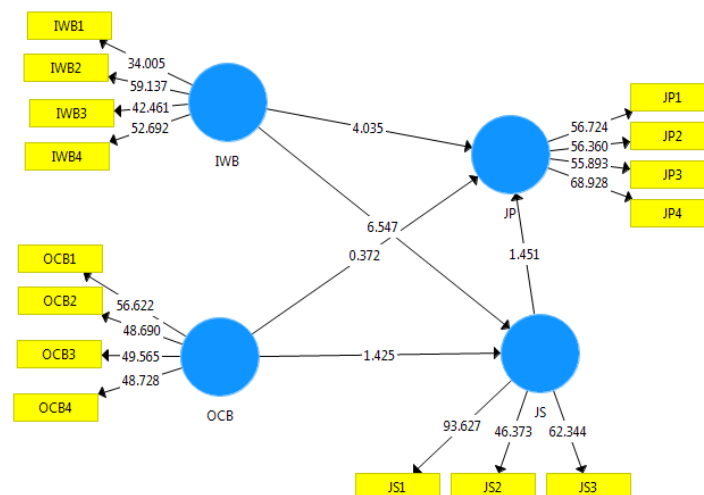
Figure 3. Hypotheses Testing

Table 3. Hypothesis Result of the Structural Model for Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values
IWB -> JP	0.668	0.649	0.158	4.213	0.000
IWB -> JS	0.777	0.773	0.116	6.719	0.000
JS -> JP	0.260	0.282	0.166	2.565	0.018
OCB -> JP	0.048	0.043	0.124	2.386	0.000
OCB -> JS	0.176	0.178	0.121	2.451	0.047

Innovative work behavior (IWB) and work performance (JP)
Based on the results of SmartPLS analysis, it was found that the sample mean value was positive 0.649 and the p value is 0.000 and smaller or > 0.050 so it was concluded that there was a positive and significant relationship between Innovative work behavior (IWB) and work performance (JP). These results are in line with the results of research by According Rahaman et al (2021);Rudyanto et al (2020) that there is a positive and significant relationship between innovative work behavior (IWB) and work performance (JP).

Innovative work behavior (IWB) and Job Satisfaction (JS)
Based on the results of SmartPLS analysis, it was found that the sample mean value was positive 0.773 and the p value is 0.000 and smaller or > 0.050 so it was concluded that there was a positive and significant relationship between Innovative work behavior (IWB) and Job Satisfaction (JS). These results are in line with the results of research by According Kim (2021);Fabiyani et al (2021);Nugroho et al. (2020); Novitasari et al (2021) that there is a positive and significant relationship between Innovative work behavior (IWB) and Job Satisfaction (JS)).

Job Satisfaction Variable (JS) and Job Performance (JP)
Based on the results of SmartPLS analysis, it was found that the sample mean value was positive 0.282 and the p value is 0.018 and smaller or > 0.050 so it was concluded that there was a positive and significant relationship between Job Satisfaction Variable (JS)) and work performance (JP). These results are in line with the results of research by According Novitasari et al (2021);Purwanto et al (2021);Pramono et al (2021);Priadana et al (2021that there is a positive and significant relationship between Job Satisfaction Variable (JS) and work performance (JP).

Organizational citizenship behavior (OCB) and Job Performance (JP)
Based on the results of SmartPLS analysis, it was found that the sample mean value was positive 0.043 and the p value is 0.000 and smaller or > 0.050 so it was concluded that there was a positive and significant relationship between Organizational citizenship behavior (OCB and work performance (JP). This result is in line with the results of research by According Rahaman et al (2021);Rudyanto et al (2020);Sena et al (2020);Suardhita et al (2020) that that there is a positive and significant relationship between Organizational citizenship behavior (OCB and work performance (JP).

Organizational citizenship behavior (OCB) and Job Satisfaction (JS)
Based on the results of SmartPLS analysis, it was found that the sample mean value was positive 0.178 and the p value is 0.018 and smaller or > 0.050 so it was concluded that there was a positive and significant relationship between Innovative work behavior (IWB) and Job Satisfaction (JS). This result is in line with the results of research by According Desky et al (2020);Hair et al (2019);Purwanto et al.(2020); Juliana et al (2021 that that there is a positive and significant relationship between Innovative work behavior (IWB) and Job Satisfaction (JS).

Table 4. Hypothesis Result of the Structural Model for Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values
IWB -> JP -> JS	0.568	0.563	0.129	4.388	0.000
OCB -> JP -> JS	0.06	0.063	0.083	2.727	0.008

Innovative work behavior (IWB) variable has a positive and significant effect on Job Performance (JP) through Job Satisfaction (JS)
Based on the results of SmartPLS analysis, it was found that the sample mean value was positive 0.563 and the p value is 0.000 and smaller or > 0.050 so it was concluded that there was a positive and significant relationship between Innovative work behavior (IWB) and work performance (JP) through Job Satisfaction (JS). These results are in line with the results of research by According Arif et al (2021);Dharmayuni et al (2021);Dijkstra, T. K. (2010) that there is a positive and significant relationship between Innovative work behavior (IWB) and work performance (JP) through Job Satisfaction (JS).

Organizational citizenship behavior (OCB) variable has a positive and significant effect on Job Performance (JP) through Job Satisfaction (JS)
Based on the results of SmartPLS analysis, it was found that the sample mean value was positive 0.063 and the p value is 0.008 and smaller or > 0.050 so it was concluded that there was a positive and significant relationship between Innovative work behavior (IWB) and work performance (JP) through Job Satisfaction (JS). These results are in line with the results of research by According Adinugraha et al. (2021);Anas et al (2021) that there is a positive and significant relationship between Innovative work behavior (IWB) and work performance (JP) through Job Satisfaction (JS).

Several studies that are relevant to this research were successfully collected by the researchers. Research on innovation in services illustrates the importance of innovating. According Kim (2021);Fabiyani et al (2021);Nugroho et al. (2020) in their research which identified service innovation indicators that influence customer preferences in choosing hotels, stated that the problems that arise in terms of service quality are often caused by service innovation errors made by the company. This has an impact on the competitive advantage of service companies that can be easily imitated by competitors. The results illustrate that the newly developed services are not designed properly, so errors often occur in the process of delivering these services to customers. Hotels that can optimally accommodate consumer demand will be the hotels chosen by consumers. Research by Novitasari et al (2021);Purwanto et al (2021);Pramono et al (2021);Priadana et al (2021 , which examines the relationship between innovation and customer satisfaction in the hospitality industry provides evidence in his research that hotel business people who can take advantage of their ability to implement service innovations to increase customer value will get customer recognition and satisfaction. even increase the frequency of customer repurchases.

According Kim (2021);Fabiyani et al (2021);Nugroho et al. (2020) Another concept regarding the importance of innovation explains that service innovation is one of the answers to respond to rapid environmental changes. Service innovation is needed to understand the complex nature of consumer needs and the value associated with these products or services . According ramono et al (2021);Priadana et al (2021) The service production process relies on the skills and knowledge of the provider, the service innovation process in the company is relational based. Because ideas, knowledge, and skills in innovating do not only come from within the company but also from outside the company, such as customers, suppliers and even competitors themselves. In this relational aspect there is an exchange that will lead to a competitive advantage because OCB occurs in the process.

Another relevant research by Supriadi et al (2020);Suheny et al. (2020);Wanasida et al (2021). this research was conducted on the Surakarta batik industry, also stated the reason why the application of service innovation is highly recommended in facing the market because service innovation is able to increase the competitiveness of a company, even service products created because when referring to the concept, the company will be able to expand its marketing area to foreign countries. This is because innovations do not only come from the business actors themselves, but also business partners, consumers and competitors.

Furthermore, According Rahaman et al (2021);Rudyanto et al (2020);Sena et al (2020);Suardhita et al (2020) who measure the performance of service innovation through knowledge sharing behavior quantitatively prove that OCB behavior in hotel employees has a positive effect on the service innovation process as a whole. As for managers, they should focus on individual employees, encouraging and fulfilling all their service needs will definitely create a positive impact in the organization. The dominant influence of OCB behavior on the service innovation process will lead to customer satisfaction.

Conclusion

The results of this study are Innovative work behavior (IWB) has a positive and significant effect on work performance (JP), Variable Innovative work behavior (IWB) has a positive and significant effect on Job Satisfaction (JS), Job Satisfaction Variable (JS) has a positive and significant effect on Job Performance (JP), Organizational citizenship behavior (OCB) variable has a positive and significant effect on Job Performance (JP), Organizational citizenship behavior (OCB) variable has a positive and significant effect on Job Satisfaction (JS), Innovative work behavior (IWB) variable has a positive and significant effect on Job Performance (JP) through Job Satisfaction (JS), Organizational citizenship behavior (OCB) variable has a positive and significant effect on Job Performance (JP) through Job Satisfaction (JS).

Conclusion Based on the results of the analysis and discussion described in the previous section, the conclusions of this study can be described as follows: 1. Simultaneously the researchers found that the OCB (Organizational Citizenship Behavior) dimension had a positive and significant effect on employee performance, partially researchers found that the OCB dimensions, namely altruism, conscientiousness, sportsmanship, and courtesy have a positive and significant effect on employee performance, while civic virtue has no effect on employee performance. 2. OCB dimensions, namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue which have the most dominant influence on employee performance, giving the largest contribution is the altruism dimension which is then followed by sportsmanship, conscientiousness, courtesy, and the least influential on employee performance is the dimension of civic virtues. With reference to the conclusions above, the following are some suggestions from the results of this study. 1. The importance of the alturism dimension in influencing employee performance which can be seen in the research results as the most dominant factor so that it is expected that 3-star hotel employees can maintain the alturism act. 2. The low application of the civic virtue dimension in hotels, so that employees must improve this dimension by actively participating in the

organizational environment, such as participating in activities outside of their roles, and participating in activities that are useful for the organization.

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