

Changes in the Performance of Millennial Employees during the Covid 19 Period at Four Star Hotels in Medan City

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ABSTRACT

The preliminary study directly analyzes the increase in work enthusiasm on employee performance at 4-star hotels in Medan City. This research approach is causal research. The population and sample are 4-star hotel employees in Medan, amounting to 2,433. At the same time, the sampling technique used random sampling. In this study, 96 respondents were selected to be used as research samples. The data was collected using a questionnaire and analyzed using a SMARTPLS (Partial Least Square) based SEM (Structural Equation Modeling) model. The results showed that work passion significantly affected employee performance at 4-star hotels in Medan City. Then the results of the R Square value for the work passion variable are 0.562 or 56.2%, while the remaining 43.8% are influenced by other variables that are not variables of this study.

Keywords: Passion for Work, Employee Performance

INTRODUCTION

Humans are an essential resource for companies, mainly related to efforts to build a company's competitive advantage (A. F. Nasib, 2020). Therefore, every company will always try to manage its human resources to maximally contribute to achieving company goals (Susila, 2019). In a company, human resources have an active role in its development, namely employees

or company actors involved in it (Amelia, 2018). Employees as one of the main actors in the company because of their involvement, commitment, and attachment to their work and duties that make the company remain competitive (Amelia, 2018). Employees who have a sense of responsibility, are committed to the company, dare to express opinions, and are wise in acting are essential components of the success of a company (Pebri, 2020). Employees in a company have personal goals and goals that are the same as the company's goals to be achieved (I. L. Nasib, 2020).

The needs of each employee must be considered so that the company's goals and employee goals can be well integrated (Kuswati, 2020). In achieving goals, companies need not only potential employees but also an effective and efficient system (Nawangpalupi, 2020). In addition, good employee performance is also influenced by personal dedication (Jasiyah, 2018). Employees with a solid commitment to the company, their duties, and the work environment will find it easier to manage work relationships, manage stress from work pressures, and manage change (Salleh, 2017).

Work Passion is a burning desire, strong belief, and passion that makes people disciplined to achieve their vision. A

person's dream can be realized when he has the desire and intention to be able to make it happen (Feriñana, 2020). Passion has five components which include meaningful relationships, internal drives, job absorption, joy, and subjective vitality (Darmanah, 2020). From this explanation, it is known that the effect of morale on work engagement appears in a dimension of job absorption (Asmawiani, 2020). According to (Sunreni, 2019), work passion affects the increase in work engagement. Each individual will become passionate about specific activities to go through two essential processes, namely activity assessment and internalization of activity representations in every core aspect of themselves (Chaniago, 2018).

The uniqueness of hotels in Medan that have gone through several decades is that the systems, equipment, and machines used are manual and automatic, so special skills are still needed in carrying out their respective jobs. So if there are old employees who decide to leave the company, the company seems to lose its productivity rhythm. Takawira et al. (2014) revealed that turnover intention is closely related to work engagement and job embeddedness. A high turnover intention significantly shows a low level of work engagement and job embeddedness. Work engagement is a current issue in the management of Human Resources (HR). Job engagement is a positive, satisfying mental condition related to work characterized by vigor, dedication, and absorption (Schaufeli et al. 2002).

Age differences also affect the ways and behavior of generations and produce different productivity. The current era of globalization has given birth to a new generation, indicated as the millennial generation or Generation Y. The millennial generation is one of the main characteristics of the millennial generation marked by increased use and familiarity with communication, media, and digital technology. Because they were raised by technological advances, the millennial

generation has creative, informative, passionate, and product characteristics. This generation has the attributes of open communication and dynamic social media users. Their lives are greatly influenced by technological developments, and they are more open to political and economic views. So, they look very reactive to environmental changes that occur around them.

The millennial generation workforce in North Sumatra is exceptionally influential on job vacancies in various industrial sectors, both in the service industry such as hotels. We can also see the development of the tourism industry in North Sumatra, which continues to grow and is accompanied by the growth of hotels, especially in Medan. The following is the number of hotel employees in Medan in 2018:

Table 1. Number of Hotel Employees in Medan 1

Year	Star 5	Star 4	Star 3	Star 2	Star 1
2016	2,043	2,171	1,653	1,260	791
2017	1,595	3,148	2,097	1,415	691
2018	1,918	2,821	2,469	1,581	608
2017	1,785	2,766	2,265	1,480	508
2018	1,833	2,686	2,931	831	635
2019	1,942	2,546	2,864	784	786
2020	1,833	2,433	2,786	783	881

Source: BPS North Sumatra Province

The development of the hospitality world related to the spread of the coronavirus (Covid-19) in Indonesia, especially in Medan, is increasingly showing relatively slow growth. According to Denny S Wardhana (2020) in the Indozone North Sumatra Online Forum, he stated that as many as 24-star hotels in the city of Medan began to temporarily stop operational activities due to the decline in the number of hotel guests. The temporary cessation of operations was carried out to avoid termination of employment (PHK) of employees and to maintain cash flow so as not to suffer further losses.

To improve the quality of hospitality in the modern era after the spread of the coronavirus (Covid-19), it is necessary to realize work innovation behavior by the millennial generation starting from the strategy of improving the quality of waiters

to setting low prices. Customer dissatisfaction or customer dissatisfaction with the hotel can be caused by various things shown by consumers. One of them is by implementing a complaint system. A large number of employees in hotels in Medan is a challenge in itself, to improve the quality of their work. The biggest challenge besides performance is how to mobilize and bind these workers. Based on the results of a survey conducted by researchers at 4 (four)-star hotels regarding the behavior of employees who adopt the behavior of the millennial generation by changing places of work, it can be seen that several factors influence this to happen.

LITERATURE REVIEW

Employee Performance

Employee performance is an element or indicator used to measure employee performance, including the quantity of work, quality of work, working time, attendance, and ability to work together (Mathis and Jackson 2011). Nurlaila (2010) states that employee performance results from employee in carrying out his functions by the responsibilities given to him, and the performance itself is the result or output of a process. They are supported by Dessler (2000), which states that employee performance is 125 work performance. Motowidlo, Borman, and Smith in Yang and Hwang (2014) also state that employee performance results from work achieved by employees who exceed work standards within a predetermined period. Furthermore (Rivai and Basri, 2005) prove that employee performance is the result. Employee Performance Indicators Yang and Hwang (2014) divide employee performance indicators into two types, namely:

1. Task performance, described by Yang and Hwang (2014), is defined as the level of effectiveness related to the performance of an activity that contributes to the core operations or actions of the company. Divide task performance into several categories, namely:

a. Job-specific task proficiency This relates to behaviors related to core tasks in each type of work.

b. Non-job-specific task proficiency This dimension describes the behaviors that must be shown by staff, but these behaviors are not job-specific.

2. Contextual performance, as described by Yang and Hwang (2014), is defined as a performance that involves volunteers doing tasks or work that is not formally a personal responsibility. The purpose of contextual performance is to complete the tasks within the company as a whole by cooperating among workers.

Passion for Work

Passion works as a strong drive to improve the quality of work by increasing the time and ability of the maximum of the individual (Vallerand and Houliort, 2003), (Kanai and Wakabayashi 2001). Passion work is very supportive in improving achievements in organizing (Ho et al.2011). Passion for work strongly supports the development of good work (Hofstede and Hofstede 2005, (Khanna et al.2005). Passion for work as part of improving the conducive work environment of each employee (Haas 2010). Work done with a high passion will support good standardization in achieving work targets (Kuchinke et al. 2011), (Hofstede and Hofstede 2005).

MATERIALS & METHODS

Causal research was chosen in this study in an effort to predict the work arousal variable on employee performance. Causal research is expected to be able to form a model to predict the direct effect (Rusiadi, Nur Subiantoro, 2014). Furthermore, this target population comes from employees of 4-star hotels in Medan City with a total of 2,433 employees. Samples were drawn using random sampling. So that 96 respondents were selected by researchers to be used as research samples.

RESULT

The results of the data analysis in this study are as follows:

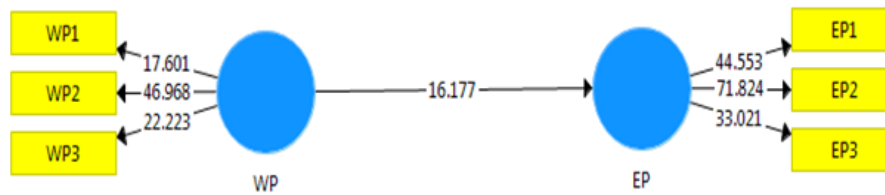


Figure 2. Output Model Results

Based on the figure above, all indicators in the model are significant, albeit from the number 0.7. So that it can be declared reliable for measuring research variables, it can then be used in subsequent analysis.

Construct Reliability Test

The data processing results show that:

Table 1. Reliability

Variable	Comp. Reliability	(AVE)
Passion for work	0.835	0.753
Employee performance	0.830	0.824

There is a value of all variables both work passion and performance above >0.5

Table 3. Hypothesis Test

Hypothesis	Original Sample (O)	Average (M)	(STDEV)	t Statistik	P-Value	Kesimpulan
Passion-Employee performance	0,750	0,751	0,046	16,177	0,000	Significance

The results of work passion affect the performance of employees at 4-star hotels in Medan City. Where the value of $0.000 < 0.05$. This study results in accordance with (Lajom, 2020)(Herlisha, 2021)(Paradis, 2021) where passion significantly affects performance.

CONCLUSION

Directly the passion of work has a significant effect on the performance of 4-star hotels in Medan City. Where when the passion of work is getting better, it will have an impact on improving employee performance.

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and a composite reliability value of >0.7 , so the instrument presented through several indicators becomes good.

Measurement Model Analysis (Inner Model) Coefficient of Determination (R²)

Table 2. R Square

Variable	R Square	R Square Adjusted
Employee performance	0.562	0.558

R Square results were both 0.562 and 56.2% and the remaining 43.8% influenced by other factors that were not studied.

Hypothesis Test

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