

THE ANALYSIS ON WORK MOTIVATION AT RESTAURANT AS CULINARY DESTINATION IN KERAWANG CITY WEST JAVA ON COVID-19 PANDEMIC

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**THE ANALYSIS ON WORK MOTIVATION AT
RESTAURANT AS CULINARY DESTINATION IN
KERAWANG CITY WEST JAVA ON COVID-19
PANDEMIC**

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ABSTRACT

COVID-19 pandemic has severely affected tourism and hospitality businesses globally which caused the transformative on those businesses particularly the management business, in turn was the Human Resources Management. The phenomenon was interesting to be studied for providing essential concept of human resources management. The purpose of this study was to analyze the employee motivation and its impact on work performance during the pandemic at Bakmi Kota Lama 1819 KIIC Restaurant in Karawang City of West Java Province. This qualitative study was collecting the data by implementing the techniques approach of participative observation by visiting the restaurant as a visitor. The informants were the owner, chef, cook helper, drink section personnel, and waiter or waitress. The results indicated that the management struggled to provide of the regional standard of minimum wages for the employees. The employees still maintained good motivation to show the productive performance in terms of pandemic survival. The management also has determined to reduce the number of employees by rescheduling the employees to work three times a week. This caused a little complaint from the employees since there was extra workload due to double job.

Keywords: Work Motivation, Restaurant, Covid-19 Pandemic

INTRODUCTION

This study location was in Karawang City, Karawang Regency of West Java Province. This regency offers some lovely attractions such as culinary, nature, cultural sites and history, thematic rural tourism, city tour, pilgrimage, and selfie spot (Azizi, 2022). The visitors have much selection to enjoy the local authenticity

of Sundanese, Japanese, Chinese and Javanese Noodle. There are more than recommended 25 culinary destinations with very competitive price. One of famous franchises local noodle in Karwang as culinary destinations is 'Bakmi Kota Lama 1819 KIIC.' This franchise restaurant is growing rapidly in several other cities in Indonesia. The rapid growth of this local noodle franchise restaurant is not merely on the quality of the food, strategic location, and competitive prices, but also on the strategies that were implemented by the management to increase employees' work motivation to act the best performance in providing the best service to visitors in term of survival and compete during the COVID-19 pandemic (Anisah & Wisesa, 2021; Pamungkas *et al*, 2022).

The employees as human resources are an asset of the hospitality and tourism business or other organization. The employees have enormous roles as front lines in providing services, in term of maintaining the business image or reputation. The company must be able to manage human resources properly to maintain a good image (Nickson, 2007). Cerovic (2020) added that each tourism and industry business can express its value and style. The policies should be flexible to lead the change of employees and organization behavior to create employees highly work motivation and performance. By providing high motivation, employees will work more enthusiastically in doing their jobs.

Each human resource has a personal interest or goal. Often the personal goals of employees are not aligned with those of the company. The misalignment of the employee's personal goals will result in the company's goals not being achieved. For that we need a working controller that can plan, direct, observe, implement, and evaluate to increase the possibility of achieving company goals. This system is usually called a management control system. The management control system can be used to motivate all employees in the company to realize the company's goals through the expected behavior. This management control system will involve all the tools and systems used by a company to ensure that the behavior and decisions of its employees are consistent with the company's goals and strategies (Kentjana and Nainggolan 2018).

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The emergence of the Corona Virus Disease 2019 (COVID-19) phenomenon was officially declared a pandemic on March 11, 2020, by the World Health Organization (Sebayang, 2020) and the first positive case of COVID-19 in Indonesia was found on March 2, 2020. The COVID-19 pandemic has harmed key sectors such as travel and tourism. The COVID-19 pandemic cannot be said to be over because positive cases of COVID-19 in Indonesia as of April 13, 2021, have been at 1,577,526 positive cases (Kemkes RI, 2021). The paralysis of tourism activities around the world due to the COVID-19 pandemic has caused a weakening of the economy, especially in Bali, which relies on income from the tourism sector.

Bakmi Kota Lama 1819 KIIC is a restaurant located at SENTRA KIIC, Jl. LOT Royal Gems. CA-1, Karawang. It has been operating since 2018 by having its noodle dishes with unique recipes from generations to generations. Work motivation is also very positive for the continuity of employees in restaurants. Therefore, the company is trying very hard to motivate its employees to stay motivated to work during the COVID-19 pandemic. Many factors weaken work

motivation. However, this study focused on criterion of the needs for a living wage, security, social, esteem, and self-actualization.

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Syamsir (2013) stated that the performance of an employee in carrying out the main tasks and functions that are guided by the norms, standard operating procedures, criteria, and measures that have been determined or applicable in the organization. Further, it was stated that many factors can affect an employee's performance, but this study focuses on the quality, quantity, effectiveness, timeliness, and independence of employees in carrying out their work during the COVID-19 pandemic.

The phenomenon of COVID-19 pandemic was interesting to study in term of providing the updated concept of Human Resources in tourism and hospitality business. This concept has benefits to transform the human resources work motivation by comparing before, during and post COVID-19 pandemic". This study aim was to analyze ¹⁷ human resources motivation whether it implicates towards work performance during the COVID-19 PANDEMIC.

Literature Review

The previous studies on human resources of the hospitality and tourism business stated that the COVID-19 pandemic has transformed the employees' psychology that could affect the work motivation and performance (Cheng and Kao, 2021; Gibson and Janikova, 2021; Phillips and Kucera, 2021; Lewis and Zauskova, 2021).

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Anisah & Wisesa (2021) analyzed the impact of COVID-19 towards employee motivation and demotivation influence employee performance. This study implemented the five factors of motivation that purposed by Herzberg (1959) including achievement; recognition; responsibility; work performance; advancement; and personal growth. This study indicated that the employee had low motivation that impacted the work performance. McClelland (1987) purposed three characteristics to evaluate the human resources behavior including accomplishment, affiliation, and powers motivation. Generally, the human resources had the combination of those characteristics and the difference of it also affected the behavior style.

McNeese-Smith (1996) claimed the criterion to evaluate the human resources performance, including: the level of tenacity and work endurance; discipline and presence; cooperation among co-workers; concern for work security; responsibility for work results; and initiative or creativity possessed. By adopting those criteria, Setiawan et al (2021) analyzed the human resources motivation. The employees showed good work motivation by continuing to work full time as before the covid-19 pandemic, besides that sales target were also still achieved offline and online through online shops or marketplaces. It meant the employees received all the consequences that affected by COVID-19 pandemic in term of life survival by showing highly motivated.

METHODOLOGY

This qualitative research was conducted at local franchise of noodle restaurant in Karawang City of West Java from January to March 2022. The data was collected during the COVID-19 pandemic with participative observation as visitors by interviewing some potential informants including: the owner, chef, cook helper, drink section personnel, and waiter or waitress. All the ⁷ informants were interviewed by using the interviewed guidance that consisted of work motivation and performance criterion based on the circumstance of COVID-19 pandemic (see table 1 and 2). The data was also collected as an initial observation from September to December 2019 during on-the-job training as a trainee before pandemic. The documentation study was conducted to support in collecting the substantial data of the existence of this restaurant.

Table 1
Work Motivation Interviews Guidance

A	Psychological Needs
1.	Does the ¹⁵ management grant the salary based on wages regional minimum standard during the COVID-19 pandemic?
2.	Does the management grant the services allowance during the COVID-19 pandemic?
3	Do the employees have sufficient time for a breacktime during the COVID-19 pandemic?
B	Security Needs
4.	Does the management provide work accident assurance?
5.	Does the management provide pension plan?
C	Social Needs
1.	Does the teamwork help to solve the difficulties of work?
2.	Does the teamwork run well before pandemic?
D	Appreciation Needs
1.	Does the management grant bonus during the COVID-19 pandemic?
2.	Does the management grant ¹⁴ h opportunity to achieve higher position or promotion to all employees during the COVID-19 pandemic?
3.	Does the abolition of best employee reward make employees upset?
E	Self-Esteem Needs

1. Does the superior grant an opportunity to act work creativity?
2. Does the superior grant the employees to develop the soft and hard skills in working?

Source: McClelland (1987)

Table 2
Work Performance Interviews Guidance

A	Quality
1.	Do the employees have maximum and well performance during the COVID-19 pandemic?
2.	Do the employees follow the SOP well?
3.	Does the employees act thoroughly the performance?
B	Quantity
1.	Does the achievement of employee performance have met management's expectations during the covid-19 pandemic?
2.	Do the employees settle all tasks on-time?
C.	Punctuality
1.	Do the employees minimize the error during performing the tasks?
2	Do the employees focus on any tasks well during COVID-19 pandemic?
D	Effectiveness
1.	Do the employees complain on the tasks given during COVID-19 pandemic?
2	Do the employees work more effective with the reduction of employees during the pandemic?
E	Independence
1.	Do the employees have the capability to consider work-problem from different perspective of teamwork?
2.	Do the employees have the capability to help each other in decision making?

Source: McNeese-Smith (1996)

RESULTS AND DISCUSSIONS

Bakmi Kota Lama 1819 KIIC has a strategic location in the vicinity of foreign factories. The menu offered has been increasingly varied since it was founded in 2018. The secret recipe of this restaurant has been taught from generation to generation while maintaining quality. This restaurant has 14 personnel as shown in table 3. All personnel were interviewed to obtain work motivation and its implication to work performance, then the data were crossed check with the owner. The structure interviews with closed question were implemented to obtain the data of work motivation by combining work motivation criteria with the key performance criteria.

Tabel 3

The Number of Employee at Kota Lama 1819 KIIC

No	Position	Number of Personnel
1.	<i>Chef</i>	1
2.	<i>Cook Helper</i>	4
3.	<i>Drink Section</i>	2
4.	<i>Food & Beverage Service</i>	7
Total Number of Personnel		14

Source: HRD of Bakmi Kota Lama 1819 KIIC

In general, it can be stated that the motivation criteria have been fulfilled well by the management of the Bakmi Kota Lama 1819 KIIC restaurant, despite the difficult conditions during the pandemic. The work motivation that has been fulfilled by the restaurant management has an impact on the performance of employees being in a good position, although there were some employees who complained that the workload is increasing due to a reduction in working hours from one week before the pandemic to three days a week. The reduction in working hours is an effort by management not to reduce the number of 14 personnel in this restaurant. Mr. Jusup Samodra admitted this difficult situation by stating:

"No one knew when the COVID-19 pandemic suddenly occurs, we only prayed that the pandemic would pass quickly and tried to keep this business running. In this situation, as an owner, I struggled to maintain the restaurant's sustainability, and all employees who joined us in the restaurant. We must stay open by following the health protocols that have been implemented and provided work motivation to employees, so that they remained enthusiastic to work even though the restaurant is not as busy as before the pandemic." (Interviewed with Mr. Jusup Samodra, 2021)

The basic salary was still received by employees. However, the incentives were reduced due to the adjustment of working hours. All personnel continued to live with this condition as a survival effort during the pandemic, due to all restaurants in Kerawang City had the same conditions (see figure 1 and 2). It was impossible to quit the jobs for other restaurants. This condition was admitted by Novi Adriani, Waitress by stating:

This quiet restaurant condition sometimes made us bored due to the restaurant was not as busy as usual. However, due to this pandemic, it was also difficult for me to get a new a job, so I had to be grateful and stay loyal. The owner also always motivated and supported us and also provided a decent place to live for us so that we were still enthusiastic to work in the restaurant". (Interviewed with Novi Adriani, 2021)

The adjustment of working hours also resulted in a reduction in the number of personnel due to taking turns operating and holding concurrent jobs, to prevent management from reducing the number of employees. This condition has made some employees complain due to their workload has increased. Management has struggled to overcome these cases so that work motivation was maintained and had a positive impact on employee performance. The performance and loyalty shown by the 16 employees were also quite good by staying with Bakmi Kota Lama 1819 KIIC during the COVID-19 pandemic.



Figure 1

The Restaurant Condition before COVID-19 Pandemic

(Source: Research Data 2021)



Figure 2

The Restaurant Condition during COVID-19 Pandemic

(Source: Research Data 2021)

CONCLUSION

9 Based on the results of the analysis, it can be concluded that the management of Bakmi Kota Lama 1819 KIIC continued frequently to motivate employees to achieve good performance during the pandemic. Reducing working hours was the management's effort of survival to maintain the sustainability of the restaurant and kept employing employees. The motivation given by management has an impact on a good performance.

The reduction in incentive allowances made employees feel less able to fulfill their primary needs for the family, but the employees' work motivation could still be maintained well by showing work performance well since employees didn't want to quit for other jobs during this difficult situation.

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