

Systematic Literature Review: Employee Empowerment in Indonesia's Hotel Industry

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Abstract

Employee empowerment is the company's effort to help and encourage employees to have a sense of self-confidence and be able to make employees independent to do their jobs effectively. Employee empowerment in the hospitality sector includes clearly defined responsibilities, delegating authority, setting standards of excellence, train & development, provide knowledge & information, giving feedback, recognition, and trust. The combination of employee empowerment methods will have a positive short-term and long-term impact on the company. Thus, based on research that has been carried out using the SLR (Systematic Literature Review) which aims to analyze the employee empowerment system in the hospitality industry in Indonesia, it is concluded that the use of employee empowerment methods can provide optimal and efficient results.

Keywords

Employee empowerment, Hospitality, Systematic Literature Review

1. Introduction

In the current era, developments in the tourism industry are very much considered by the people and the Indonesian government, especially in the Bali area, because this industry provides business opportunities for people who engage in it (Pratama and Sriathi, 2015). When it comes to tourism, one of the factors that becomes an important facility in supporting this is lodging or hotel facilities. Business competition, especially in increasingly competitive hotels (Pratama and Sriathi, 2015) (Hutomo, 2020) requires them to quickly adapt to all kinds of existing developments.

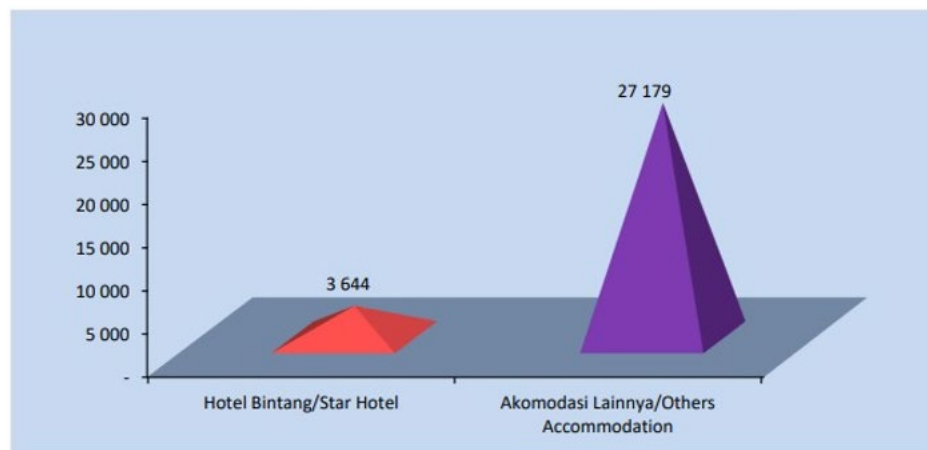


Figure 1. Number of Accommodation Businesses in Indonesia in 2021

Source: Badan Pusat Statistik (2021)

Based on the data above Figure 1, it shows that the number of star hotels in Indonesia in 2020. There are around 3,644-star hotels or about 11.82% of the total accommodation provider businesses. With the intense competition in the hotel industry, some organizations will need competent employees.

Human Resources (HR) is an important asset for a company to achieve the goals that have been set (Sompie et al., 2019); (Hutomo, 2020); (Pratama and Sriathi, 2015), they play an important role in improving performance, success and effectiveness in the organization (Maulina et al., 2018). According to Hasibuan (2014) in (Pratama

and Sriathi, 2015) emphasizes that one of the things that must be considered by the organization to achieve the goals expected by the management are the employees, because with good leadership, the employees will feel satisfied. The fundamental purpose of HR in an organization is to manage its employees effectively by encouraging positive attitudes such as increasing productivity, job satisfaction, motivation and employee behavior in the organization and reducing negative employee attitudes such as increased employee turnover, employee absenteeism, and deviant workplace behavior. These factors collectively describe an employee's individual performance at work.

To achieve the organization goals, the company must pay attention to the factors that can increase the employee job satisfaction so that the employees can achieve good performance in work. Hartono (2016) states that the following indicators that affect job satisfaction:

- 1) Satisfaction with the job itself, a means to use and perfect their skills, can be measured using the following indicators:
 - (a) Working conditions in the company ensure that the employees can feel comfortable in the workplace.
 - (b) The company offers challenging working conditions to utilize the skills and abilities of its employees.
- 2) Satisfaction with colleagues and superiors, namely people who work in the environment, can be measured using the following indicators:
 - (a) Colleagues can help and support each other in the workplace.
 - (b) The employer respects employees and offers them the opportunity to participate in decision-making.
- 3) Satisfaction with superiors, namely people entrusted by the company to monitor employees, can be measured using the following indicators:
 - (a) Supervisor informs and manages employees.
 - (b) Supervisors are ready to listen to complaints from employees and are wise not to force them.

It can be said that one way to achieve employee job satisfaction is through employee empowerment (Putri, 2016); (Deni et al., 2019); (Sompie et al., 2019); (Pratama and Sriathi, 2015). Employee empowerment is a support provided by the organization to its employees in the form of providing more opportunities, authority, and responsibility for their work (Putri, 2016); (Kakio et al., 2019); (Deni et al., 2019). Employee empowerment is a motivational strategy that gives employees a sense of satisfaction with their work and organization (Triandini et al, 2019). Iqbal et al. (2014) in (Sri Widayanti and Ketut Sariyathi, 2016) states that if the employee's job satisfaction is high, it will encourage employees to continue to survive in the organization (Arifan, 2018). According to Kadarisman (2018), there are several models of employee empowerment, as follows (Table 1):

Table 1. Employee Empowerment Model

<i>Communication</i>	There is open communication to create mutual understanding between the employees and the management
<i>Desire</i>	After the management wants to empower itself, the next step is to build trust between management and employees.
<i>Trust</i>	After mutual trust is established, it can lead to employee self-confidence by appreciating their abilities.
<i>Confident</i>	After the emergence of mutual trust, there will be a sense of self-confidence.
<i>Credibility</i>	Maintain employee credibility with rewards and foster a work environment that encourages fair competition to create a high-performing organization.
<i>Accountability</i>	Responsibilities of the employees are in accordance with the authority given.

Source: Pratama and Sriathi (2015)

1.2 Research Purposes

Based on the background described above, the purposes of this research were as follows:

1. Knowing the efficient method of empowering the employees in the hotel industry in Indonesia,
2. Knowing the factors supporting and inhibiting employee empowerment in the hotel industry in Indonesia,
3. Knowing the impact of the employee empowerment in the hotel industry in Indonesia.

2. Literature Review

Henry and Debruin (2011) (Mistriani et al., 2021) state that the tourism industry is one of the leading sectors that contributes greatly for the improvement of the Indonesian economy (Hamzah et al., 2018). However, of course,

in order to make tourist attractions more comfortable to visit and access, then supporting the tourist facilities are needed (Mafliyanti, 2019). One of the important supporting facilities for tourists is the place to stay (Mafliyanti, 2019). This study focuses on the hotel industry as one of the supporting elements of tourism, especially to learn more about employee empowerment. The focus of this research aims to encourage employee empowerment as one of the important factors that needs to be considered by the hotel resource management, in order to achieve a sense of employee job satisfaction and to improve their performance (Hadi and Ramdansyah, 2021); (Rubiyanto, 2019).

The implementation of employee empowerment is often done by mostly involving the employees, respecting different points of view, being open to suggestions, considering employees as important partners, evaluating employee performance, and establishing policies for communication (Hadi and Ramdansyah, 2021). Furthermore, according to Konzack, et al (2000) (Rahmi, 2018) there are aspects that need to be considered in order to empower human resources, including abilities which include knowledge, skills, and attitudes, appropriate job placement, authority or clear rules, provide clear responsibilities, trust, support, and good leadership.

3. Methodology

In this research, the researcher uses a research method in the form of a Systematic Literature Review (SLR). Systematic Literature Review is a form of research conducted by collecting data from published journals. The journal that the researcher uses are the journals that deals with empowerment, employees, and Hotel because the author wants to identify empowerment applied by hotel companies. This SLR also aims to evaluate critically and transparently. (Ponis et al., 2021); (Kraus et al., 2020); (Cioffi et al., 2020); (Vrontis and Christofi, 2021).

By conducting Systematic Literature Review research, there are five steps to preparing the research, namely by following the basic structure of a journal source, then evaluating, analyzing and then interpreting the journals. (Varadejsatitwong, Banamyong and Oloruntoba, 2017). The source of this research is secondary data obtained by researchers from journals contained in Google Cendikia (Google Scholar) through Google Chrome using keywords and inclusion and exclusion criteria that have been set when planning a journal source search (Nyfantoro et al., 2019). The inclusion and exclusion criteria used are: (Figure 2).

- **Inclusion Criteria**
 - ✓ Literature with incomplete articles,
 - ✓ Literature with year published below 2016,
 - ✓ The literature does not discuss the Systematic Literature Review or employee empowerment or hotel employees.
 - ✓ Literature with complete articles,
 - ✓ Literature using Indonesian and English Literature,
 - ✓ Literature with a range of published year from 2016 to 2021,
 - ✓ Articles that discuss the Systematic Literature Review or employee empowerment or hotel employees.

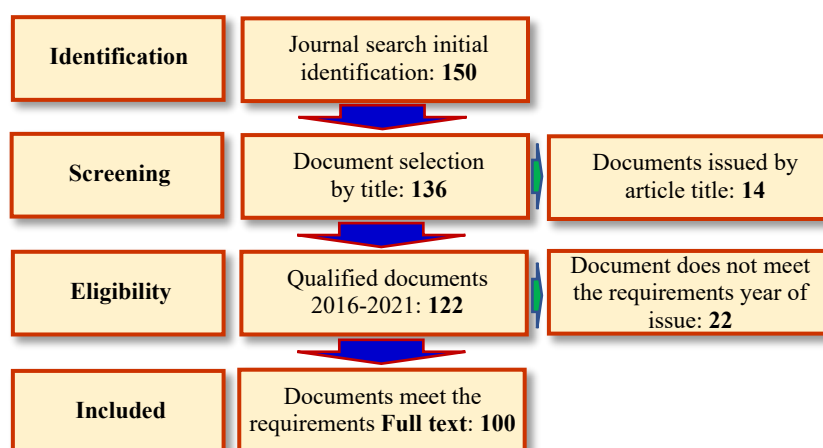


Figure 2. Systematic Review Process (Nyfantoro et al., 2019)

4. Data Collection

This research was obtained through various journals and other literature obtained through Google Scholar. The reason researchers use this platform is because Google Scholar allows researchers to conduct a complete reference

search process, such as journals, books, scientific works, and articles from academic publishers, universities, and academic organizations. In addition, the existing platform allows researchers to obtain publications in any field of research that is not limited to a particular field, thus enabling researchers to get the theories needed more easily.

By using this platform, the author has obtained more than 100 references related to the research topic, namely the topic of long-term scheduling analysis in the production process of manufacturing companies. One of the methods used to select references is through the synthesis process. Synthesis is the process of integrating the results of the analysis of several scientific works based on the similarities and differences of each work in the form of joint conclusions. (Rahayu, Syafril, Wekke, and Erlinda 2019); (Prayustika, 2016) (Figure 3).

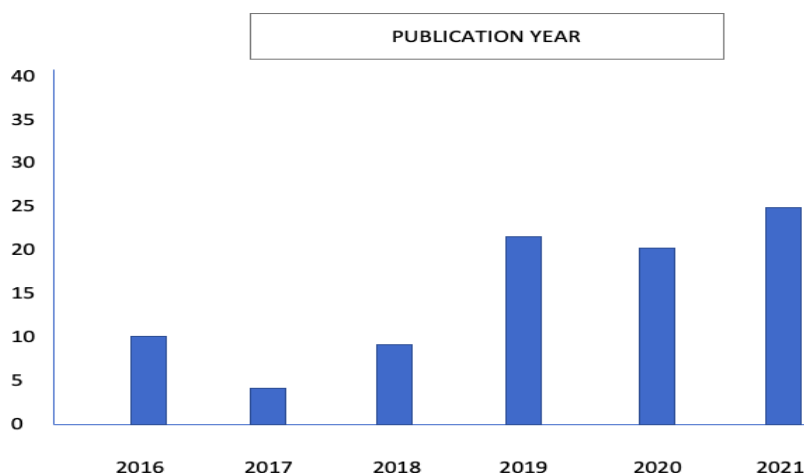


Figure 3. Research Journal Source

From the data above, it can be concluded that, there are 10 journal references with the year published in 2016, there are 5 journal references with the year published in 2017, there are 10 journal references with the year published in 2018, there are 25 journal references with the year published in 2019, there are 20 journal references with the year published in 2020, there are 25 journal references that published in 2021.

5. Results and Discussion

5.1 Methods Used to Empower Hotel Employees

There are several methods of employee empowerment conducted by the hotel for its employees, namely tourism training and through incidental assistance. Empowerment with these methods is useful for training participants to improve their skills, knowledge, and behavior so that they can work competitively in the hotel sector and be able to improve their lives. This program is a form of empowering hotel employees because through this training they are able to change employees to become more knowledgeable and competent. In other words, the empowerment provided academically also provides opportunities for employees to build skills and gain experience to be able to provide the best services and be able to compete with other Hotel industries. (Sukadana et al, 2017). Training is one of the most frequently used forms of corporate or organizational interference with employees, and this is the pillar and stage in the employee empowerment program (Kumara and Utama, 2016). Zenger et al (2000) (Kumara and Utama, 2016) also states that if the company wants an effective training program, its leaders must be able to provide strong support and be able to serve as a good role model for its subordinates.

According to Conger and Kanungo, (1998) (Sunarjaya and Nugraha, 2019) there are 2 perspectives in employee empowerment, namely psychological empowerment (the process of providing motivation) and organizational empowerment (the process of sharing power or authority to employees). In addition, there are dimensions that become employee empowerment according to Preitzer (1995) (Fadzilah, 2006) in stating that there are four dimensions of employee empowerment, namely:

1. Sense of meaning (having a sense of meaning) is the value of work goals seen from the relationship of individual ideals or standards. Indicators of this dimension are measured from.
2. Sense of competence (having a sense of competence) is where employees are confident in their abilities and expertise, so that they can be realized in carrying out their work. Indicators of this dimension are

measured from:

3. Sense of self-determination (having a sense of self-determination) is the attitude shown by the employees to make appropriate choices or are considered to represent themselves in working in the organization. Indicators of this dimension are measured from:
4. Sense of impact (having a sense of impact) is the perceived impact of the way an employee works, which can affect the results of his co-workers and the work environment.

To apply the employee empowerment method in the hotel sector, companies must apply the empowerment principles contained in the empowerment pyramid. According to Tracy, there are 10 principles to empower employees, namely:

- 1) Clearly define responsibilities, employees are given clear knowledge and full responsibility for each member.
- 2) Delegate authority, the company should give each member the authority according to the responsibilities that have been entrusted to him or her.
- 3) Set standards of excellence, companies must set standards for the good success for their employees.
- 4) Train and develop, the company provide training that enable the members to meet these standards.
- 5) Provide knowledge and information, the company provides its employees with suitable knowledge and information needed by employees.
- 6) Give feedback, giving employees the necessary knowledge and information.
- 7) Recognition, the company must appreciate or recognize the success of each employee.
- 8) Trust, believe in employees.
- 9) The company should give employees the opportunity to deal with actions even if they may fail.
- 10) Treat employees well and with respect

Thus, the company will be able to empower its employees. (Widhi Trisnani, 2021).

5.2 Supporting and Inhibiting Factors of Hotel Employee Empowerment

There are several factors that are of concern to the company to be able to succeed in the employee empowerment efforts (Martuti, 2016), namely:

1. Top Management Commitment. Successful employee empowerment certainly requires support from top management in the hotel industry by organizing trainings, seminars, and other productive activities.
2. Improved Capabilities. Companies must prioritize increasing the capabilities of each employee, supporting employees to improve their hard skills and also soft skills.
3. System support and organizational functions. In addition to support from top management, support from the system in hotel sector companies is very much needed as employee motivation to be able to work more productively. The functions of management must also run well, every employee plays a role and is given the authority to contribute
4. Two-way Information. The importance of valid information will make employee empowerment successful.

However, there are several factors that hinder employee empowerment, including the lack of support from management, low policies, lack of understanding of the abilities of employees, and no information exchange activities (Martuti, 2004); (Sunarjaya and Nugraha, 2019); (Setiawan and Priartini, 2018).

5.3 Impact of Employee Empowerment

According to Diputri and Rahyuda, (2016) (Setiawan and Piartrini, 2018) employee empowerment activities are important to be carried out by organizations because of their impact, namely giving satisfaction to employees, this satisfaction is obtained because with empowerment, employees will certainly contribute more to achieve organizational goals. This statement is supported by the results of the research by Light (2004) (Sunarjaya and Nugraha, 2019) which states that there is a strong relationship between employee empowerment and employee satisfaction.

In social exchange theory which explains the reciprocal relationship between employees and the organization, it is stated that if the organization provides support and listens to the views of the employees in the decision-making process, the impact is that employees will be more committed to the organization (Muhammad and Adullah, 2016).); (Setiawan and Piartrini, 2018). Supported by the results of the research conducted by Salazar (2000) (Sunarjaya and Nugraha, 2019) which proves that there is a strong relationship between employee empowerment and organizational commitment.

According to Rahmi (2018), employee empowerment has a very important role to increase employee motivation, so that they have the desire and ability to do their jobs well and achieve maximum work performance. Or it can be said that employee morale will rise. Moreover, employees who are motivated at work will show efforts to comply with the applied organizational culture. And in the end, if employees are satisfied, be motivated to work, and have a high commitment, then the desire to leave work will decrease or it can be said that employee loyalty will be formed. This statement is supported by the results of the research by Light (2004) (Sunarjaya and Nugraha, 2019) which says that there is a strong relationship between employee satisfaction and employee loyalty.

Based on the description above, it can be concluded that there are several impacts of employee empowerment, namely:

- Generate a sense of enthusiasm for work.
- Provide a sense of satisfaction with their work because employees are involved in the decision-making process.
- Motivate them to do their job and encourage them to excel in their work.
- Reduce the desire to move from work and increase work commitment.
- Establish employee loyalty.

6. Conclusion

Based on the explanation above, it can be concluded that:

1. An efficient method of empowering hotel employees in Indonesia is a training program implemented in conjunction with full support from the organization to involve them in the decision-making process. Companies also need to pay attention to the four dimensions of employee empowerment, namely sense of meaning, sense of competence, sense of self-determination and sense of impact because fulfilling this can make an employee feel empowered.
2. To realize an effective employee empowerment program, the company must give full commitment, improve capabilities, provide system support and organizational functions, as well as provide information and two-way communication.
3. If the company has implemented employee empowerment to the maximum, then it will have a positive impact on employees and the company, such as a high sense of employee satisfaction, increased employee productivity, increased commitment, forming loyalty and which in the end will provide maximum performance for promote the company.

7. Suggestion

Based on the explanation above, the authors provide suggestions, namely:

1. Companies in the hotel sector should provide wider opportunities for the employees to participate, identify, and deal with problems that are happening within the company. According to the author, the application of the desire empowerment model is necessary so that employees can involve and delegate every time they face problems that occur. This is needed by companies to get more varied ideas from employees and by listening to employees' opinions on handling a problem, it also trains employees in personal control when facing problems.
2. The author's suggestion for the hotel industry in Indonesia is to reduce the level of saturation by implementing job rotation in the company. Job rotation is a change in employee duties by moving employees from one task to another (Sofyandi, 2016). Job rotation has goals so that all employees have the same ability in each field, to reduce boredom, and increase employee's motivation to work more optimally.
3. Suggestions for further researchers is to add variable to validate whether employee empowerment in the Indonesian hotel sector can be categorized as good or requires more improvement. In addition, further researchers are expected to research outside the sector environment, such as: Hospitals, Banking, Universities, and other sectors.

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