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The employee well-being in the hotel industry during COVID-19. The case of Tangerang, Indonesia

Dobrostan pracowników w branży hotelarskiej w czasie COVID-19.
Przypadek Tangerang w Indonezji

Abstract

COVID-19 has impacted the hospitality and tourism business in many countries. The hotel business suffered deeply, financially and in terms of employee welfare. Hotel employees are facing layoffs which can harm their well-being. This study examines the health condition of hotel employees by looking at their job demands, job resources, work engagement, and well-being during the pandemic of COVID-19. For the context of this research we selected Tangerang, Indonesia. Qualitative research with eight in-depth interviews was used for this research. Several job positions were chosen to get broad insights into how much impact had been experienced by the hotel employees. The findings show that job demands have increased significantly due to fewer people working in the hotel. The pressure of working in a non-healthy condition also concerns hotel employees. Employee well-being has been neglected indirectly to ensure the hotel can survive.

Keywords

tourism, hospitality, work engagement, job demands, job resources

Streszczenie

COVID-19 wpłynął na branżę hotelarską i turystyczną w wielu krajach. Działalność hotelarska poważnie ucierpiała finansowo i pod względem dobrostanu pracowników. Pracownikom hoteli groziły zwolnienia, które mogły odbić się na ich zdrowiu. W niniejszym opracowaniu zbadano stan zdrowia pracowników hoteli, przyglądając się stawianym im wymaganiom zawodowym, ich zasobom, zaangażowaniu w pracę i samopoczuciu podczas pandemii COVID-19. Na potrzeby tego badania wybrano Tangerang w Indonezji. W artykule wykorzystano badanie jakościowe składające się z ośmiu wywiadów pogłębionych. Wybrano kilka stanowisk pracy, aby uzyskać szeroki wgląd w to, jak duże oddziaływanie pandemii odczuli pracownicy hotelu. Wyniki pokazują, że wymagania dotyczące pracy znacznie wzrosły ze względu na mniejszą liczbę pracujących osób. Presja pracy w otoczeniu zagrażającym zdrowiu dotyczy także pracowników hotelu. W pewnym stopniu zaniedbano dobro pracowników, aby zapewnić hotelowi przetrwanie.

Słowa kluczowe

turystyka, branża hotelarska, zaangażowanie w pracę, wymagania pracy, zasoby pracy

JEL: M5, J2, J23

Introduction

Tourism is an industry that plays an essential role in the country. One of the tourism industry's crucial roles is ensuring the business is sustainable. Most companies measure the sustainability of their business by providing their

finances are healthy (Fairlie & Fossen, 2022). However, many tourism businesses have been hit hard due to the pandemic of COVID-19 (Ntounis et al., 2022; Kaushal & Srivastava, 2021). They must resign to the condition and try multiple ways to ensure their operation runs well. Otherwise, they have to cut their expenses. One

of the ways is to reduce their overhead costs, which is related to limiting their human resources. As a result, many hotels had to lay off or restrict their employees during the pandemic, which created many challenges between employees and hotel companies (Japutra & Situmorang, 2019). Thus, the social and psychological aspects of human talent are pivotal for the continuance of tourism businesses. There have been studies investigating employee well-being during the pandemic of COVID-19 in hospitality and tourism (He et al., 2021; Kimbu et al., 2021; Wong et al., 2021), especially investigating the relationship between job demands, job resources, work engagement and well-being of hotel employees in developing countries (Radic et al., 2021). Therefore, this study explores job demands, job resources, work engagement, and well-being in a classified hotel in Tangerang, Indonesia.

Based on data from the Indonesian Statistics Bureau (Fadhlullah, 2019), data on the amount of foreign exchange in the tourism sector in 2018 reached USD 16,426 billion. This number increased by 25.02% from the previous year, which was USD 13,139 billion. This income comes from the expenses of foreign tourists or tourists visiting Indonesia. However, the COVID-19 pandemic has harmed the tourism sector in various countries (Alonso et al., 2020). COVID-19 causes psychological impacts and layoffs that encourage increased stress, depression, and loneliness (World Tourism Organization, 2020). Stress, depression, and loneliness are signs of poor psychological well-being. The stress and post-traumatic growth became evident among the hotel employees and their families, which need more attention to recover from it (Luu, 2022). In Indonesia, hotels are dealing with the crisis caused by the pandemic by cutting salaries and limiting their manning (Japutra & Situmorang, 2021). Reduced pay causes frustration and anxiety in employees. In addition, the increase in health and safety protocols due to the pandemic, such as the implementation of mandatory rapid tests, can lead to a sense of distrust between employees, creating an unfavorable work environment. Bad work environment tends to increase the psychological pressure on employees.

Employee wellness encourages complementary health approaches that support self-care, an increased sense of personal well-being, and a more pronounced commitment to adopting a healthy lifestyle. We argue that hotel employees complain about being fatigued due to being overloaded with work. The work of hotel employees in the operational division has become more challenging due to staff reductions, so they have to do concurrent work that normally other people should do. A study conducted on employees

in the tourism industry showed that the COVID-19 pandemic also caused fear or job insecurity, thus deteriorating employees' mental condition (Khan et al., 2021).

Based on how the pandemic of COVID-19 can affect employee well-being, this study aimed to investigate the relationship between job demands, job resources, work engagement, and the well-being of hotel employees in Indonesia (Radic et al., 2021). This study academically contributes to employee well-being in the sector of hospitality and tourism in developing countries, and practically supports employee well-being effectively, especially in developing countries.

Literature review

COVID-19 in hospitality and tourism

The first case of COVID-19 infection was discovered in Wuhan, China, at the end of 2019 (Wu et al., 2020). This infection is characterized by fever, dry cough and fatigue, but can affect other systems, such as the respiratory, digestive, muscle, and nervous systems. Patients with severe congenital disease can experience acute respiratory distress syndrome (ARDS) leading to death due to multiple organ failure. COVID-19, also known as severe pneumonia with novel pathogens, is a disease that can be transmitted between humans through droplet or contact transmission. Because of this, China implemented the closure of flight routes to and from China, followed by other countries (Xue et al., 2021). Due to many borders being closed, the hotel business suffered seriously.

The total number of foreign tourists was reduced due to COVID-19 pandemic which was increasingly expanding to various countries, including Indonesia. The number of foreign tourists visiting Indonesia in 2020 decreased by 62.32% compared to the previous year (BPS, 2021b). The impact of the pandemic could also be seen in tourism business sectors. Hotel is a tourism business that, following the pandemic, needs resetting and re-building to cope with these challenges. According to Alonso et al. (2020), the COVID-19 pandemic has significantly impacted the business finances of hospitality companies, which have drastically decreased, including hotel revenues. In Indonesia, there are 364 four-star hotel businesses. (BPS, 2021a). The hospitality sector in Indonesia, including hotels, is experiencing massive impact due to the COVID-19 pandemic (Sigala, 2020). Some hotels have decided to close their operations, temporarily or

permanently. In addition, hotels are also forced to reduce the number of employees to reduce costs (Japutra & Situmorang, 2021). Along with that, employees have also felt uncomfortable because of the increased health risks involved.

Relationship of job demands and job resources in employee well-being

In general, jobs can be distinguished based on two variables: job demands and job resources. Both of these factors can affect an employee's well-being (Radic et al., 2020). Job demands can be defined as demands that include physical, psychological, social, and organizational aspects of a job as well as ones that require cognitive and emotional efforts, resulting in physical or psychological burdens. Job demands can cause stress if employees' demands require high effort. High job demands can lead to negative employee responses such as depression, anxiety, and burnout (Bakker & Schaufeli, 2004). We argue that the workload of hotel employees at this time is lighter, considering the hotel occupancy rate is lower than before the COVID-19 pandemic. However, some operational employees have to work concurrently, doing more than their regular job, due to the reduced number of employees.

Job resources are physical, psychological, social, and organizational aspects that can: 1) reduce job demands and physical and psychological burdens; 2) serve to achieve work goals; 3) encourage personal growth, as well as learning and development. Job resources do not only function to overcome job demands, because job resources such as performance feedback, job control, participation in decision-making, and social support can increase engagement (Bakker & Schaufeli, 2004). Research conducted on four-star hotels in Bali employees concluded that job conditions such as the salary received and employee working hours during a pandemic increase their job stress (Puspitawati & Atmaja, 2021). This condition shows that hotel job resources during the pandemic are still less effective in reducing job demands hotel employees face. The in-depth interview conducted by the authors on an hotel employee, also indicates a lack of job resources because the health protocols at the hotel are still not appropriately implemented.

High job demands can trigger an adverse reaction, namely, burnout, while job resources can trigger a positive response, such as work engagement. Work engagement is a positive attitude that employees reveal about their work, characterized by high aspects of dedication, vigor, and involvement (Schaufeli & Taris, 2014). Sugianingrat et al. (2019) mentioned that employee

engagement is directly proportional to employee well-being. Employees with high contribution or physical or emotional involvement in their work can encourage employee well-being. The COVID-19 pandemic has resulted in crises in the tourism industry and has created job insecurity for hotel employees, thereby deteriorating job engagement, especially for generation Y employees (Jung, Jung, & Yoon, 2021). They conducted 359 survey questionnaires from five-star hotels in Seoul, Korea. Their findings indicate that employees who do not reveal high job engagement, enthusiasm, and focus on the job, also have increased turnover intention.

Similarly, Karatepe et al. (2021) examined mental health problems experienced as a consequence of COVID-19 as a stressor on the propensity to be late for work, absenteeism, and worsened life satisfaction. Their 151 surveys were collected from five-star hotels in Antalya, Turkey. The study concluded that COVID-19 gave mental health scare to hotel employees during the pandemic. In addition, an employee who is high on alcohol consumption could raise the risk of COVID-19 infection and also the risk of mental health problems. This result could affect employee performance at work during the pandemic of COVID-19. Nevertheless, studies about employee well-being are still insufficient, leaving several areas uncovered. Therefore, further investigation of employee well-being and employee engagement during the pandemic of COVID-19 is certainly needed.

Methodology

Design and approach

This study used the constructivist paradigm as its philosophical approach. This philosophical approach focus on the experience of each actor in the hotel industry (Creswell & Creswell, 2018). The researchers examine the participants' views by explaining the 'why' and 'how' questions to obtain deeper insights from the investigation. The evidence gathered from hotel employees in Tangerang concern the job demands, job resources, work engagement, and employee well-being during the COVID-19 pandemic. The views of these participants are certainly influenced by the norms and culture that affect them in their daily lives, especially in the context of the hotel industry. Moreover, this study selected a case study approach because it offers unique and sensitive insights into the specific context of various situations (e.g., health conditions, mental health).

This study uses a qualitative research approach. According to Tracy (2020), qualitative approach is better at describing a situation in-depth than quantitative approach. Qualitative studies can enrich the insights about sensitive information, which can give more explanation about the research. In addition, there is not much recent research on job demands-resources, especially in the hotel industry, that applies a qualitative approach. A qualitative approach is also suitable for gaining a deeper understanding, because researchers can ask what was done or what happened to participants in the field (Silverman, 2013). This study examines work in hotels during the COVID-19 pandemic, so the researchers aim to study the situation from the participants' point of view. As they certainly have different insights about the problem they are experiencing, researchers can learn more about these differences with this qualitative research.

Data collection and participants

We selected Tangerang, Indonesia, as the context of this study for two main reasons. Firstly, Tangerang is a robust development area near Jakarta, with many new hotels. Secondly, Tangerang is situated in educational, industrial, and business areas, which can give better insights into various types of hotels and consumers. This research gathered primary data from interviewing managers and staff. The interview technique in qualitative research uses open-ended questions (e.g., 'why' and 'how'), namely questions that can dig deeper into the views and opinions of participants (Creswell & Creswell, 2018). This technique is suitable when research participants cannot be observed directly. In addition, interviews can also allow researchers to explore phenomena that are not visible or hidden. According to Creswell and Creswell (2018), in conducting interviews, researchers must prepare a list of questions to be asked. In this study, the researcher made a list of interview questions developed from the measurement created by Radic et al. (2020). The researcher asked about the hotel work situation during the COVID-19 pandemic regarding job demands and resources. Researchers also asked participants to explain the impact of their work during the pandemic on their psychological condition, especially in terms of work engagement and well-being. After that, the researcher recorded the interviews, which were carried out by taking notes, audiotaping, or videotaping. Then, the researcher made a transcript of the discussion from the recording.

Purposive sampling was selected to identify the best candidates to answer the research questions (Ames et al., 2019). In order to obtain information from a broader, more diverse perspective, the researchers determined staff and managerial level employees. In addition, the researchers also selected employees from three different divisions, namely the room, food & beverage division, and the administration and general division, the latter one consisting of human resources and sales & marketing. Participants were presented anonymously, so their privacy is protected. The length of work is also a criterion in selecting participants so that researchers can get views from participants who have been in various hotel work situations, both before and during the COVID-19 pandemic. Therefore, we focus on the employees working full time for a minimum period of one year. The researchers initially aimed to collect 15 research participants. However, the schedule of the participants was quite tight, considering that this research was conducted at the end of the year when hotels were busy with events. So, the researcher finally got eight participants. Table 1 below presents the participant list of the study.

Table 1. The list of participants

Initials	Job/position	Hotel
DR	Front Office Manager	Hotel A
OY	F&B Restaurant Captain	Hotel A
EC	Sales Admin	Hotel A
AS	F&B Hostess	Hotel B
AJ	Assistant Sales Manager	Hotel C
WH	Operations Supervisor	Hotel D
AR	Room Attendant	Hotel E
TH	Sales Manager	Hotel F

Source: own work.

Data analysis

Researchers analyzed the data using thematic analysis. Thematic analysis is a method for finding themes and patterns of meaning from a series of data related to research questions (Braun & Clarke, 2013). Thematic analysis is extensively used in qualitative research because this method is flexible. This method can be applied to answer various types of research questions and analyze different types of data. In

addition, thematic analysis is also suitable for this research because it can help develop aspects and factors of a phenomenon (Braun & Clarke, 2013). The data analysis began with the process of transcribing the interview. All interviews were done in Bahasa, then translated into English. Then, the researchers identified emergent topics and themes related to the employees' experience concerning their well-being within their hotels (Gibson & Brown, 2009). After having identified essential issues and themes, data coding was done. Initial data coding began with establishing patterns, familiarization, and (re)ordering and recognizing thematic matrices from the interview transcriptions (Robson, 2011). Initial data coding can develop the cultural domains or categories, which help avoid repetitions or classifications that may produce the same or different meanings from the researchers' perspective (Silverman, 2013). The themes were then identified, categorized, and sub-categorized into codes and essential tributes based on a few words, a keyword, a sentence, or a small fragment from the text. The researchers used NVIVO software to manage the data (Bazeley & Jackson, 2013). Finally, they shared the transcripts with the participants to ensure validity and reliability. So, some insights from the participants could enrich the meaning and interpretation (Denzin & Lincoln, 1994).

Findings and discussion

Job demands and job resources during the pandemic of COVID-19

Banten's classified hotel rooms' occupancy rate significantly declined in early 2020 (BPS, 2021b), with many hotels in the Tangerang area experiencing the same thing. In South Tangerang, the hotel occupancy rate at the time of PPKM (*Pemberlakuan Pembatasan Kegiatan Masyarakat*) or The Community Activities Restrictions Enforcement Level 4 was only around 10–15% (Kurniawan, 2021). Hotel occupancy in Tangerang is influenced by the incoming and outgoing flights from Soekarno-Hatta Airport (Nabila, 2020). One of the employees at the restaurant complained about the current situation in hotels: "Before the pandemic, the room occupancy rate was usually near 100%. During the pandemic, it dropped drastically to a maximum of 15%" (AS F&B Hostess, Hotel B).

The occupancy rate in the Tangerang area has decreased due to the closing of the convention

center in the BSD, Tangerang area, which is the venue for various significant events. One employee who works at a hotel close to the convention, said: "Hotel occupancy decreased because there weren't a lot of guests, whether foreign guests, government guests, or walk-in guests. It's drastically reduced. So it's very different from the condition before the pandemic. We are close to (one of the convention centers), and our hotel has quite some rooms. Our hotel would sell more rooms if that convention center held some events. In a way, we are dependent on each other. However, during the pandemic, the convention closed because there were no events held, so our hotel and restaurant remained quiet" (OY, F&B Restaurant Captain, Hotel A).

Due to this situation, hotel revenues have suffered seriously. In effect, several hotels had to close their operations in other areas. A total of 1,174 hotels in Indonesia were forced to close their hotel operations due to being unable to bear their operational costs (Aditya, 2020). Several research participants also explained that the hotel in Tangerang, where they worked, was temporarily closed at the beginning of the pandemic. "In April, we didn't know what to do anymore. While the operation was still running, it only consisted in selling rooms because we could not accept the type of business like MICE (i.e., Meeting, Incentive, Convention, Exhibition). Banquets and restaurants were also not allowed, except for takeaway service. The sad thing is our hotel was closed totally by May" (AJ, Assistant Sales Manager, Hotel C). "At the beginning of the pandemic in 2020, when the government determined that the pandemic had arrived, we closed for two months completely. After that, we only had limited operation" (WH, Operational Supervisor, Hotel D).

Similarly, hotels were trying to figure out to save their expenses. They implemented other strategies to reduce operational costs. One of them was reducing the number of employees: "Those who were close to contract expiration were dismissed. But where the contract is still long, the employee is suggested to take an unpaid leave" (AS, F&B Hostess, Hotel B). "In other departments, quite a lot of them have had their contracts terminated. So, we have a limited number of employees now" (EC, Sales Admin, Hotel A).

Due to employee reduction, hotels increased the workload of the remaining hotel staff during the pandemic. Most of the employees are demanded to do multi-tasking work. One of the employees (AS, F&B hostess, Hotel B) mentioned that he had to conduct different tasks at work. For example, he had to be a greeter, server,

bartender, and room service staff. One manager (AJ, Assistant Sales Manager, Hotel C) even mentioned that someone in a management position had to help the server to clear up the guest table. In the housekeeping department, employees get more workload regarding the number of rooms handled per individual. Usually, each housekeeper had fifteen rooms allotted per day. Now, they had to take up to thirty rooms per day. This staff reduction not only affected the hotel's service but also increased the working hours of those employees. This situation creates a challenging situation for hotels because they need to lay off some employees and increase the workload for those who stay (Tu et al., 2021).

Work engagement and well-being of a hotel employee in Tangerang, Indonesia

Employee engagement can improve if employees get good job resources (Kahn, 1990; Bakker & Schaufeli, 2004). Work engagement also influences employee well-being (Letijen et al., 2015). Therefore, paying attention to employee work engagement during this COVID-19 pandemic is essential. Participants indicated that their current work engagement was quite good. These insights can be seen from the willingness of the employees to work with enthusiasm to help each other. This enthusiasm is a hallmark of dedication (Schaufeli et al., 2002). One of the employees was asked about the level of work engagement with his co-workers, to be evaluated using a scale of 1–10: "Right now, it's almost 9. Why? Because we already support each other. So when they are on a sales call, they need my help to write an offer letter, and I will do what they ask. Meanwhile, if I have an email that I don't know how to respond to, they also help me, so we complement each other" (EC, Sales Admin, Hotel A).

In addition, hotel employees also show enthusiasm and resilience in their work, despite the pressure felt (Schaufeli et al., 2002). The pressure faced by employees or work stress does not reduce their morale because they have the motivation to work. This finding is in line with what was stated by Bakker et al. (2004) that job resources such as motivation could eliminate the adverse effects of job demands to increase work engagement.

According to Khan et al. (2021), the crisis experienced by the COVID-19 pandemic led to reduced income and the fear of losing one's job. Both of these tend to cause depression and affect the mental health of employees. At the beginning of the pandemic, participants felt that the well-being of their co-workers had deteriorated. One of

them expressed that in rather emotional terms: "Some of my team come to work. I meet them, and they are quick to get angry and annoyed. Small things can become big. People are so sensitive in the early days of COVID" (AJ, Assistant Sales Manager, Hotel C).

In addition to the emotional aspect, the employees' well-being decreased when viewed in terms of physical condition. The increasing workload due to the reduction in employees makes hotel employees often feel tired and sick, as explained by the following participants: "Often we felt tired, we had to work for more than one week. Because when the hotel was busy, we had to fill in" (AR, Room Attendant, Hotel E). "I'm not in the best condition because I work from 12 noon to 2 pm. That's why we (employees) take turns calling out sick. Today it's me. The next day it's others" (AS, F&B Hostess, Hotel B).

The COVID-19 pandemic creates uncertainty, increasing anxiety, fear, depression, and burnout for hotel employees (Khan et al., 2021). The fear experienced is due to the threat of income and job loss. The COVID-19 pandemic causes a sense of panic that worsens people's well-being because employees are faced with the risk of losing their jobs and the risk of being infected with the virus, especially for employees who do not have the option to work remotely from home, such as hotel staff (Sinclair et al., 2021). Heavy work pressure during this pandemic has also resulted in a decline of the well-being of hotel employees (Wong et al., 2021). Moreover, hotel employees' basically face long working hours and increased demands. Research participants who are hotel employees in Tangerang also explained the same thing. Table 2 below provides the key topics, sub-topics, and insights from the findings.

Conclusion

Hotel activities in Tangerang since the COVID-19 pandemic have undergone drastic changes. As a city with the most significant international airport in Indonesia, the occupancy of many hotels depends on airport activities. The COVID-19 pandemic has decreased airport and convention center activities in the Tangerang area, thus reducing hotel occupancy in effect. This declining occupancy forced hotels to carry out several strategies to reduce costs, one of which was reducing the cost of human resources (Japutra & Situmorang, 2021). Hotels in Tangerang reduced the number of their staff and sent people to unpaid leave.

With the reduced number of employees and unpaid leave, working hotel employees in

Table 2. Key topics from the findings

Key topics	Sub-topics	Replies of respondents
Job demands and job resources during the pandemic of COVID-19	Hotel occupancy rate declined	"Banten's classified hotel rooms' occupancy rate significantly declined in early 2020" "Many hotels in the Tangerang area experienced the same thing. In South Tangerang, the hotel occupancy rate at the time of PPKM Level 4 was only around 10–15%" "Hotel occupancy in Tangerang is influenced by the incoming and outgoing flights of Soekarno-Hatta Airport" "Before the pandemic, the room occupancy rate was usually near 100%. During the pandemic, it dropped drastically to a maximum of 15%"
	Hotels having to close their departments	"Hotel occupancy decreased because there aren't a lot of guests, whether foreign guests, government guests, or walk-in guests. It's drastically reduced. So it's very different from the condition before the pandemic. We are close to (one of the convention centers), and our hotel has quite some rooms. Our hotel would sell more rooms if that convention center held some events. In a way, we are dependent on each other. However, during the pandemic, the convention center closed because there were no events held, so our hotel and restaurant were quiet" "In April, we didn't know what to do anymore. While the operation was still running, it only consisted in selling rooms because we could not accept the type of business like MICE (i.e., Meeting, Incentive, Convention, Exhibition). Banquets and restaurants were also not allowed, except for takeaway service. The sad thing is our hotel was closed totally by May" "At the beginning of the pandemic in 2020, when the government determined that the pandemic had arrived, we closed for two months completely. After that, we had a limited operation"
	Hotels having to cut expenses	"Those who were close to contract expiration were dismissed. But if the contract is still long, the employee is suggested to take an unpaid leave" "In other departments, quite a lot of them have had their contracts terminated. So, we have a limited number of employees now" "Due to employee reduction, hotels increased the workload of hotel employees during the pandemic. Most of them are demanded to do multi-tasking work" "Someone in a management position had to help the server to clear up the guest table. In the housekeeping department, employees get more workload regarding the number of rooms handled per individual. Usually, each housekeeper had fifteen rooms allotted per day. Now, they had to take up to thirty rooms per day"
Work engagement and well-being of a hotel employee in Tangerang, Indonesia	Employee engagement	"Our current work engagement is good, our willingness to work showed that we want to help each other" "Right now, it's almost 9. Why? Because we already support each other. So when they are on a sales call, they need my help to write an offer letter, and I will do what they ask. Meanwhile, if I have an email that I don't know how to respond to, they also help me, so we complement each other"
	Employee well-being	"Some of my team come to work. I meet them, and they are quick to get angry and annoyed. Small things can become big. People are so sensitive in the early days of COVID" "Often we felt tired, we had to work for more than one week. Because when the hotel was busy, we had to fill in" "I'm not in the best condition because I work from 12 noon to 2 pm. That's why we (employees) take turns calling out sick. Today it's me. The next day it's others"
	Fear to losing one's job	"The COVID-19 pandemic causes a sense of panic that worsens well-being because employees are faced with the risk of losing their jobs and the risk of being infected with the virus, especially for employees who do not have the option to work remotely from home, such as hotel staff" "The heavy work pressure during pandemic has resulted in a decline on the well-being of hotel employees, employees feel to work long hours and high demands, and if they do not comply they may lose their jobs"

Source: own work.

Tangerang during the COVID-19 pandemic faced high job demands. Being front-line workers who cannot afford to do remote work, employees had to work longer hours and had increased work demands. This situation occurred because the hotel lacked manning, but operations continued as usual even though the occupancy was not increased. Therefore, employees experienced high working stress with the fear of losing income during the pandemic.

Job resources that are important during the COVID-19 pandemic for hotel employees today are related to health protocols. Security and safety at work are essential for hotel employees during a pandemic. Therefore, hotels provide support through facilities to maintain health, such as antigen swabs, vaccination and distributing vitamins. In addition, hotels also provide training related to COVID-19.

Despite experiencing a heavy workload, hotel employees still have a high level of work engagement. This situation is indicated by evident involvement and dedication at work. In addition, hotel employees are also familiar with the term "loyalty" which motivates them to help each other in other divisions and work overtime. Employees are also motivated to keep up the good work because they fear losing their jobs and income. Regarding employee well-being, it can be said that employee well-being has decreased since the COVID-19 pandemic. With the addition of demands and working hours, employees are more likely to feel tired and sick. In addition, they also become more emotionally vulnerable. Fear,

anxiety, and depression due to the threat of losing their income and work are also the reasons for the decline in the psychological condition of hotel employees. The COVID-19 pandemic has come to an end, nevertheless it remains imperative to direct attention towards its ramifications for the future of the hotel industry and the welfare of its workforce. Furthermore, in the event of any further pandemic, hotels would possess the necessary knowledge and strategies to effectively respond in order to ensure the continuity and viability of their commercial operations.

Limitation and future studies

This study has some limitations. Firstly, this study is conducted in the one area which is Tangerang, Indonesia. So, the result cannot be generalized as being representative for the whole hotel industry within the region. Secondly, we conducted this study with a limited number of participants. We suggested to broaden the scope of the number of hotels and region for the future studies so the findings could be more extensive and provide more and better information about the nation condition during the pandemic of COVID-19. Thirdly, another issue that arises is the absence of an evaluation about the influence of the decreased workforce on the overall quality of the services provided (Putri et al., 2023). The exploration of this issue holds merit for future investigation.

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RYZKO ESG W SAMORZĄDZIE TERYTORIALNYM

Ryzyko ESG jest obecnie jednym z rodzajów ryzyka, któremu w debacie publicznej poświęca się wiele miejsca. Jest to uzasadnione koniecznością wypracowania ram systemowych dla zarządzania tym rodzajem ryzyka, które dotyczy wszystkich uczestników rynku. Ryzyko ESG jest szczególnie istotne z punktu widzenia wpływu

na samorząd terytorialny, który zarządza środkami publicznymi i realizuje zadania publiczne, bez których funkcjonowanie społeczności lokalnych nie byłoby możliwe. Obecnie samorząd terytorialny jest w fazie działań dostosowawczych do ryzyka ESG, które przebiegają z różnym zaawansowaniem.

Ryzyko zmian klimatu, transformacji energetycznej, starzenia się społeczeństwa czy ryzyko pandemiczne to tylko wybrane przykłady ryzyka ESG oddziałującego na jednostki samorządu terytorialnego. W monografii przedstawiono płaszczyzny i obszary usług publicznych realizowanych przez samorząd terytorialny najbardziej wrażliwe na działanie ryzyka ESG. Przedmiotem rozważań opracowania jest także mechanizm dostosowawczy i działania podjęte przez samorząd terytorialny w Polsce mające zredukować negatywny wpływ ryzyka ESG na aktywność JST i stabilność ich budżetów. Istotny wątek rozważań podjętych w monografii dotyczy niskoemisyjności oraz kwestii dotyczących działań na rzecz transformacji energetycznej czy walki ze smogiem. Poruszono także problemy związane z zabezpieczeniem przed ryzykiem pandemicznym oraz wskazano na wyzwania kreowane przez ryzyko ESG dla JST.

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