JOB DESIGN DURING AND REDESIGNING AFTER COVID-19 IN HOSPITALITY INDUSTRY: A CRITICAL REVIEW

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ABSTRACT

The outbreak of COVID-19, caused different changes to different industries. Hospitality industry hit and caused different changes in operational management, from traditional operational system to immediately adapting to digitalization. The critical review paper intends to review about the job design during and redesigning after COVID-19 in hospitality industry. ProQuest Database and Google scholar were used as searching engine to extract scholarly materials. 35 scholarly materials were obtained, after filtering remained 14, relevant scholarly materials that were analysed. The findings show that Health, Safety Protocols, Hybrid Roles and Remote Work were job design used during the period of COVID-19, while during the post-COVID-19 job redesigned strategies adopted by hotel managers; Focus on Employee Well-being, Enhanced Training, promoting trustiness and Upskilling, Technology Integration, Employee engagement, Flexibility and Adaptability. During the time of transition more attention is needed by the job designers so that to help the employees to get heel from the calamities that made them to be affected psychologically, socially and financially. This review study intends to make two contributions; First, the impacts of COVID-19 on job designing represents academic trends. Second, the review contributes to psychological pre-information to employees about the dynamic designing of their job.
Keywords: Job design; Hospitality industry; Pandemic; COVID-19.

1. Introduction

The Coronavirus disease that erupted in the year of 2019 pandemic made an inevitable effect in different industries around the world in a range of few years ago, with the hospitality and tourism industry being one of the foremost hit industries (Sobaih et al., 2021). The crisis has forced hotels, restaurants, and other hospitality facilities to adapt and implement significant changes to ensure the health and safety of both employees and customers (Garrido-Moreno et al., 2021). The consequence of this, job designs within the hospitality industry have undergone transformations during the pandemic-era, and a need for job redesign has emerged as businesses aim to recover and thrive in the post-corona virus disease era. The hospitality industry is highly sensitive to job designing as the indicator of service failure and recovery due to the high level of intense customer and employee contact that is why are termed as people business industries (Koc, 2019).

Before the hit of COVID 19 hospitality industry had its job designing that allowed contact and free interaction of personnel, but after the hit of COVID 19, the job designing changed. There have been numerous researches about the impacts of COVID-19, some talks about the job designing changes like; technology integration, flexibility and adaptability, focus on employee well-being, enhanced training and upskilling. For instance, the research done by Bieńkowska & Tworek, (2020) about "Job Performance Model Based on Employees' Dynamic

Capabilities (EDC) during COVID 19 era found that the role of person–job fit", Job design, work motivation, job satisfaction and work engagement were used as mediators, underlining the mechanism of the employee dynamic capacities influence on job performance in any organization like hospitality industry. Worldwide, most employees in hospitality industry have detected changes in their work that are connected to the widespread of COVID-19, from vacation and conservation, to expanded working from home and the development of work online, to work related wellbeing by bearing a distance contact of about two meters per person and security concerns for those working on the frontline (Liang et al., 2022). Moreover, the widespread of COVID 19 has gone up against the hospitality organizations with phenomenal challenge. Techniques to straighten the COVID-19 bend such as community lockdowns, social separating, stay-at-home orders, travel and adaptability limitations have brought about in brief closure of numerous neighborliness businesses and altogether diminished the request for businesses that were permitted to proceed to function and the situation has left tasks to Human resource managers to redesign the job so that to regain the business (Gursoy & Chi, 2020). On the other hand, Employees working in the hospitality organizations endured more uneasiness and weight during the COVID-19 pandemic. Knowing how to redesign the job in hospitality, employees' work versatility is critical to the hospitality field's directors and researchers (Cai et al., 2023)

1.1 Definition of Job design

Jacobs, & Chase, (2018) defined job design as the work of indicating the work exercises of person or group in an organizational setting. Whereas updating implies the method of rehashing the planning prepare. The main purpose of job design is to create work structures that concurs with the basics of the organization and its innovation which fulfill the laborers and person requirements. Pakaya et al., (2019) too characterized work plan is the method of deciding the errands to be carried out, the strategies utilized to carry out this errand and how the work relates to other work inside the organization.

This review study intends to make two contributions to the academician and non-academician. First, the impacts of COVID-19 on job designing represents academic trends that continues existing after the COVID-19 era. Second, the review contributes to psychological pre-information to employees about the dynamic designing of their job and tuning them ready for any changes during the present and future time especially in the job designing matters.

2. Research Methodology

This study is a critical literature review intends to review the scholarly works published on job design during and after COVID-19 era in hospitality industry, targeting to support this area as a strong sub-field of research especially during this time of job redesigning after the pandemic disease. That means, scholars can have a better understanding of trends and developments in the field because of the strong hit effect in the hospitality facilities.

This review study started in May 2023 and ended in July 2023. It was carried out by searching the key words "job design," "pandemic," "hospitality industry," AND "COVID-19," in the ProQuest database and 35 scholarly materials were extracted and whereby Google Scholar was used as an alternative of searching other helpful information like definition of Job designing and citation data of each scholarly materials. Due to the more researches that has been done about the impacts or effects of COVID 19 in different fields including hospitality industries, the study was narrowed down to five years only from 2019 and also using the keys words of the papers that had the words like "job design," "pandemic," "hospitality industry," AND/OR "COVID-19" in their titles has the number of scholarly materials dropped from 35 to 14 only refer to the tables below

Table 1: Representative of 35 scholarly materials from ProQuest Database

Title	ArticleType	Pubtitle
A Human Growth Perspective on Sustainable HRM Practices, Worker Well-Being and Organizational Performance	Scholarly Journals	Sustainability
A review of antecedents of employee turnover in the hospitality industry on individual, team and organizational levels	Scholarly Journals	International Hospitality Review
Experienced Barriers to Tacit Knowledge Sharing in Anglophone West Africa	Dissertations & Theses	ProQuest Dissertations and Theses

Source: PreQuest Database exported in the Ms Excel

The total number of scholarly materials are indicated before filtering are indicated below

Table 2: Total Number of unfiltered scholarly materials obtained through the ProQuest Database

Publishers	Total Number of published scholarly relating to the title
Sustainability	12
ProQuest Dissertations and Theses	6
International Journal of Environmental Research and Public Health	4
Administrative Sciences	1
Behavioral Sciences	1
BMC Psychology	1
BMC Psychology	1
Entrepreneurship and Sustainability Issues	1
International Hospitality Review	1
Journal of Healthcare Leadership	1
Management and Production Engineering Review	1
PLoS One	1
Psychology Research and Behavior Management	1
Revista de Administração Contemporânea	1
SA Journal of Human Resource Management	1
Scientific Reports (Nature Publisher Group)	1
Tourism and Hospitality Management	1
Total	35

Source: PreQuest Database exported in the Ms Excel

Table 3: shows the filtered materials by entering the key words "job design," "pandemic," "hospitality industry," AND/OR "COVID-19", the following scholarly materials were obtained.

Table 1: The 14 Filtered scholarly materials

ArticleType	Title	Publishers	Citation
Dissertations & Theses	Exploring Differences in Work Environment and Work Engagement as Moderated by Psychological Capital	ProQuest Dissertations and Theses	1
	Linking Empowering Leadership and Employee Creativity: The Mediating Role of Affective-Based Trust in Leader	ProQuest Dissertations and Theses	1
	Take Five: A Novel Scale for Social Microbreaks and an Exploration of Antecedents and Isolation Moderators	ProQuest Dissertations and Theses	0
Dissertations & Theses Total = 3			
Scholarly Journals	A Human Growth Perspective on Sustainable HRM Practices, Worker Well-Being and Organizational Performance	Sustainability	9
	A Literature Review of the COVID-19 Pandemic's Effect on Sustainable HRM	Sustainability	12
	COVID-19 oriented HRM strategies influence on job and organizational performance through job-related attitudes	PLoS One	29
	Imperatives, Benefits, and Initiatives of Green Human Resource Management (GHRM): A Systematic Literature Review	Sustainability	2
	Linking Green Human Resource Practices and Sustainable Performance: The Mediating Role of Job Satisfaction and Green Motivation	Sustainability	0
	Remote Working for Sustainability of Organization during the COVID-19 Pandemic: The Mediator-Moderator Role of Social Support	Sustainability	22
	The Effect of Servant Leadership on Work Resilience: Evidence from the Hospitality Industry during the COVID-19 Period	International Journal of Environmental Research and Public Health	1
	The Holistic Model of Labour Retention: The Impact of Workplace Wellbeing Factors on Employee Retention	Administrative Sciences	0
	The Impact of Leadership Styles of Nurse Managers on Nurses' Motivation and Turnover Intention Among Jordanian Nurses	Journal of Healthcare Leadership	0
	The Psychosocial Model of Absenteeism: Transition from 4.0 to 5.0	Behavioral Sciences	0
	Three Anchoring Managerial Mechanisms to Embed Sustainability in Service Organizations	Sustainability	11
Scholarly Journals Total	=11		
Grand Total	=14		

Source: PreQuest Database exported in the Ms Excel

From the above table 3: Indicates that there is still a need to conduct more researches about the job designing in hospitality industry, since the scholarly materials available online are still few compared to the demand especially during the period of rejuvenating of hospitality businesses.

3. Findings and discussion

Table 2: The table summarizing the reviewed Findings

Title	Author's names and Year of Publication	Results	identifierKeywords
A Human Growth Perspective on Sustainable HRM Practices, Worker Well-Being and Organizational Performance	Tortia, E. C., Sacchetti, S., & López-Arceiz, F.,J. (2022).	*Employee engagement*	immaterial satisfaction , creative intelligence , job demands , job resources , workload pressure , involvement , organizational performance , sustainable HRM
A Literature Review of the COVID-19 Pandemic's Effect on Sustainable HRM	Liang, X., Zhang, X., Paulet, R., & Leven, J. Z. (2022).	*distance contact between people*	the COVID-19 pandemic , sustainable HRM , triple bottom line , sustainability
COVID-19 oriented HRM strategies influence on job and organizational performance through job-related attitudes	Bieńkowska, A., Koszela, A., Sałamacha, A., & Tworek, K. (2022)	*Focus on Employee Well-being*	Employment , Jobs , COVID 19 , Pandemics , Labor studies , Finance , Human performance , Emotions
Exploring Differences in Work Environment and Work Engagement as Moderated by Psychological Capital	Clarke, R. L. (2021).	*Hybrid Role Remote Work Hybrid Roles and Remote Work*	Instructional designers , Psychological capital , Quantitative , Telework , Work engagement , Work environment
Imperatives, Benefits, and Initiatives of Green Human Resource Management (GHRM): A Systematic Literature Review	Mahdy, F., Alqahtani, M., & Binzafrah, F. (2023).	*Flexibility and Adaptability*	green human resource management , green recruitment and selection , green training and development , green rewards and compensation , green performance appraisal
Linking Empowering Leadership and Employee Creativity: The Mediating Role of Affective-Based Trust in Leader	Allison, C. D. (2021).	*Enhanced Training, promoting trustiness and Upskilling*	Affect-based trust , Employee creativity , Empowering leadership , Trust

Linking Green Human Resource Practices and Sustainable Performance: The Mediating Role of Job Satisfaction and Green Motivation	Hany, H. A., Ahmed, M. E., Al-Romeedy, B., & Tamer, M. A. (2023)	*Employee engagement*	green human resource practices , sustainable performance , job satisfaction , green motivation , hotels , Egypt
Remote Working for Sustainability of Organization during the COVID-19 Pandemic: The Mediator-Moderator Role of Social Support	Slavković, M., Sretenović, S., & Bugarčić, M. (2022).	*Hybrid Roles and Remote Work*	remote working , social support , work engagement , job performance , work-home interaction , COVID-19 pandemic
Take Five: A Novel Scale for Social Microbreaks and an Exploration of Antecedents and Isolation Moderators	Ciccia, A. L. (2023)	*Health and Safety Protocols Hybrid Roles and Remote Work*	Ego depletion , Microbreaks , Ostracism , Performance pressure , Professional isolation , Social microbreaks
The Effect of Servant Leadership on Work Resilience: Evidence from the Hospitality Industry during the COVID-19 Period	Cai, Z., Mao, Y., Gong, T., Ying, X., & Lou, J. (2023)	great anxiety effect and pressure effect during the COVID-19	servant leadership , emotional exhaustion , state resilience , work complexity , conservation of resources theory
The Holistic Model of Labour Retention: The Impact of Workplace Wellbeing Factors on Employee Retention	Gelencsér, M., Szabó-Szentgróti, G., Zsolt Sándor Kőmüves, & Hollósy-Vadász, G.	*Employee engagement*	employee wellbeing , commitment , intention to quit , psychological wellbeing , quality job
The Impact of Leadership Styles of Nurse Managers on Nurses' Motivation and Turnover Intention Among Jordanian Nurses	Smama'h, Y., Eshah, N. F., Al-Oweidat, I. A., Rayan, A., & Nashwan, A. J. (2023).	Employee turnover effect and pressure effect during the COVID-19 (it is much in hospital, so the researcher didn't include it)	leadership styles , nursing managers , nurses' motivation , turnover intention
The Psychosocial Model of Absenteeism: Transition from 4.0 to 5.0	Sitarević, A., Tomašević, A. N., Sofić, A., Banjac, N., & Novaković, N. (2023).	*Focus on Employee Well-being*	absenteeism , job characteristics , mental health , Industry 4.0 , Industry 5.0
Three Anchoring Managerial Mechanisms to Embed Sustainability in Service Organizations	Martin-Rios, C., Poretti, C., & Derchi, G. B. (2022).	*Flexibility and Adaptability*	sustainable business model , sustainability innovation , corporate information disclosure , reporting , accountability , CSR disclosure , sustainability management control , circular economy business models , service sector , service sustainability

a). Job Design during COVID-19:

3.1 *Health and Safety Protocols:* The study done by Ciccia, (2023) reported that due to the COVID-19 pandemic, remote workers have become a staple in the workforce and physical isolation sets a work context for a lot of employees. Physical isolation can cause lack of connection with the organization, lack of perceived respect, and even a weak bond of association with coworkers and the organization. This implies that, Job designs in the hospitality industry during the pandemic have placed a strong emphasis on health and safety measures. Employees have been assigned additional responsibilities such as implementing enhanced cleaning and sanitization practices, ensuring social distancing guidelines are followed, and promoting the use of personal protective equipment (PPE).

3.2 *Hybrid Roles and Remote Work:* Clarke, (2021) on his research about "Explore the Differences in Work Environment and Work involvement as modified by Psychological Capital" confirmed with his results that, the onset of the COVID-19 in 2020, 35.2% of employees in the United States transitioned to remote working, thereby, increasing the total percentage of employees working from home to approximately. The study of Slavković et al., (2022) reveal the role of social support in the relationship among loneliness, work engagement and job performance during pandemic era. Hence, some job roles within the hospitality industry, such as sales and marketing, administrative tasks, and certain managerial positions, have transitioned to remote work settings. This shift has allowed businesses to continue operations while reducing the risk of exposure for employees. As such, the newly-developed Social Microbreak Scale fits the need to better understand socialization activities for hybrid, remote and on-site employees after the COVID pandemic were the outcomes of the research, with reduced workforce capacities, many hospitality organizations establishments have adopted hybrid roles.

b) Job Redesign after COVID-19:

3.3 *Focus on Employee Well-being:* The study conducted by Bieńkowska et al., (2022) among 378 organizations including the hospitality industry companies that operates in Poland during 2nd wave of COVID-19 pandemic, result shows that combined set of human resource management job design strategies related to keeping employees' wellbeing during the crisis gives the best results in shaping job performance through job-related attitudes and consequently strengthening organizational performance. Another research showed its result that the size, ownership, and sector of the organization significantly affect the absenteeism, job characteristics, and the mental health of the employees Sitareviʹ et, al., (2023). Post-pandemic job designs likely prioritizes employee well-being, considering the mental and physical wellbeing of the employee so that they can be satisfied with the working environment. This strategies needs to be reframed by the human resources manager in the job designing process that could involve implementing flexible scheduling, providing access to mental health resources, and promoting a healthy work-life balance to support employee resilience and job satisfaction

3.4 *Enhanced Training, promoting trustiness and Upskilling:* According to (Allison, 2021) found that Organizations within the 21st century are facing tremendous amounts of change due to different calamities hence, creativity, trueness and empowering employees is the solution for the changes. This implies that, as the industry rebounds, job redesign may involve providing enhanced training and upskilling opportunities for employees. This can help them adapt to new technologies, acquire additional competencies, and meet evolving customer expectations. This also helps to alert the employees to shift from the traditional way of saving to the current one that involves interaction of science and technological devices mostly the digitalized devices, for instance computer reservation system helps the

front offices to provide a quick service to the customers like contactless check-ins, digital menus, and automated door open and closing and so forth.

3.5 *Technology Integration:* This has been confirmed by the study conducted by Lau, (2020) Social media using Live promotion in live-streaming platforms, such as WhatsApp video calls, Zoom calls, New sales and marketing mechanism for new digital trends. Technology has intruded Robots used for F&B room services and housekeeping deliveries, event facial check-in services with Aartificial Iintelligent temperature checks, Wi-Fi 6, 5G technology and so forth (Lau, 2020; Pillai et al., 2021). This reveals that COVID-19 has paved the way to human resource managers to redesign the employees' job so that can adapt the new technological service devices and technical skills. That means, the pandemic accelerates shifting to technology in hospitality industries. Post-COVID job designs likely incorporate technology solutions such as contactless check-ins, digital menus, and automated processes to enhance efficiency, reduce physical contact, and improve overall guest experience.

3.6 *Employee engagement:*.The ability of company/organizations to maintain workforces is predicted by their capacity to cut the needs of workers and creating conducive working environment that are concurs with the needs of the hospitality's workers after the employees have been psychological tortured due to massive burning of employees in the hospitality industry during the pandemic disease era (Gelencsér et al., 2023). Hany, A. et al., (2023) from their investigation, that included Points of view of 333 employees working in 18 five and four-star hotels out of forty-four hotels found in More prominent Cairo includes that the commitment of workers to participate in environment-related activities progresses their knowledge and abilities, and, in turn, progresses in their financial performance of the hospitality organization. Human resource management (HRM) practices linked to job design, task autonomy, teamwork, and involvement positively influence immaterial satisfaction and workload support performance (Tortia et al., 2022). This implies that, after the COVID-19 era, there has been an Increasing demand employee engagement and reducing employee turnover in the hospitality industry. This cannot be achieved without job redesigning strategies and measures to the targeted employee retention

3.7 *Flexibility and Adaptability*: Moreover, Martin-rios et al., (2022), analysed the importance of new managerial tools of job redesigning in a new mindset as the best ways that will keep Managers in the competitive market especially during this period of rejuvenating in the business after the pandemic hit. Human resource manager habits in job redesigning is the best way to sustain and protect service companiess, involving the concern of preventing the world environment (Mahdy et al., 2023). This result shows that, Job designs needs to emphasize flexibility and adaptability as the industry recovers. Cross-training employees to handle various roles helps organizations cope with fluctuations in demand and ensure that operations can be adjusted as needed..

4. Conclusion

As has been analysed by different researchers, the COVID-19 has forced the hospitality industry to rethink job designs to prioritize health and safety while maintaining operational efficiency. As the industry recovers, job redesign will be essential to align with changing customer expectations, embrace technology, and support employee well-being. By implementing thoughtful and strategic job designs, the hospitality industry can navigate the post-COVID landscape and emerge stronger than before. Human resource managers should be aware of the transformation period and be aware and ready to adapt the new technological devices that are currently used in the service industries. Moreover, Since the hospitality

industry is much based on customers' satisfaction, managers must be flexible and quicker in adapting to the changes, failure to that may lead to lose of customers.

5. Recommendation

Hospitality industry as among of the utmost affected sectors by the pandemic outbreak, and now has stated regaining its status globally. During the time of transition more attention is needed by the job designers so that to help the employees to get heel from the calamities that made them to be affected psychologically, socially and financially. More researches should be investigating about the impacts of occurring during the job redesigning in the industry. Lastly, the researcher has used just two sources of information that means ProQuest Database and Google scholar, this may call more investigation about the topic so that to compare and reduces the biasness that might be happened unknowingly.

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