

# **CHAPTER I**

## **INTRODUCTION**

### **A. Background of the Study**

Human resources is a main component of a company success, Human Resource is the process of acquiring, training, appraising, and compensating employees, while also responsible of their labor relations, health and safety. According to (Dessler, 2016) before we understand more about the essence of Human Resources Management, the definition of management has to be established. Managing consists of five basic functions which are Planning, Organizing, Staffing, Leading, and Controlling. All these five elements are the basic of management process stated by Dessler (2016). Essentially, the management role is to achieve organization goals with finding out the best way to fully utilize their employees in order for them to have the amount of productivity needed.

The function of Human Resources Management is not much different with management itself, but it gives more details regarding the employees of the company, it includes conducting job analyses, recruitments, orienting and training new employees, wages and salaries, compensation and benefit, appraising performance, training employees and developing managers. All of these functions are needed to achieve organizational goals. One of the most important thing is to ensure that all the employees are qualified, it will give the company a result through people (Ryu and Kim, 2013) Part of Human Resources duty is to employ the right worker and develop the current worker through training programs.

Developing the employees requires an extensive analysis to what each employee's needed to improve, and then conduct a training program that is most suitable for them. The objective is to gain competitive advantage by supplying effective and qualified employees that adheres to the company standard. (Teymouri, 2017)

Training means giving new or current employees the skills that they need to perform their jobs, training might involve having the current jobholder explain the job to the new hire, or multi-week classroom or Internet classes according to Dessler (2016). Training is important, because even if a high skilled employee does not know how to execute SOP properly, they will usually tend to improvise or not do anything about it at all. The lack amount of training causes a very high risk that employees will start to look for another job due to dissatisfaction with inadequate training. It goes without saying that employers need to have a strategy for their training program, because the main idea for training is to improve current performance. How to analyze it, depends on whether you're training new employees or current employees. To train new employees, we need to determine the job description and break it down into subtasks to make it easier, while for current employee, we need to determine whether lack of training is the problem or just lack of motivation. Managers use task analysis to identify new employees training needs, and performance analysis to identify current employees' training needs according to Dessler (2016). However, there is a research gap between training and employee performance outcomes. According to (Waqanimaravu and Arasanmi, 2020), there is an insignificant relationship between training and

service quality of the employees, but it was only for certain conditions. The study was done in an environment where the employee's belief to the training program is weak. Essentially, the employees must be training-ready, otherwise the training program will be insignificant. The same study also stated that the hypothesized relationship between the perceived support for training programs and service quality is significant. Training investment shows the extent of how valuable employees are to an organization. This claim is supported by the statement when employees have the idea that organizational training has enhanced the acquirement of certain skills, knowledge and competencies, they tend to improve their commitment to achieve company's goal by improving their performance. ((Brunetto et al., 2012; Dhar, 2015; Park et al., 2018; Shen & Tang, 2018; Teck-Hong & Yong-Kean, 2012) From that statement, the researcher can conclude that one of the objectives of training is to develop and increase employee's performance.

Employee performance is one of the factor to achieve company goals. Without good performance, it is difficult for a company to achieve optimal results, that is why Human Resources plays a big role on the company's success, since Human Resources is a key factor in obtaining good performance (Fitriyani and Evita, 2021). Previous studies stated that Talent Management is one of the most important ways of improving employee performance and turn-over rate in hospitality industry. Based on Social Exchange Theory (SET), Employees feel more comfortable and willing to serve the company better when the company acknowledge their talent and invest in them. (Baharin and Hanafi, 2018) Gallardo-Gallardo (2018)

described talent management as the mechanism by which an organization ensures that key potential leaders and roles that support the organization's core competencies (unique abilities and strategic value) are filled. Major studies on management of human resource by Falola et.al, (2014) states that the development and training of employees is the most vital thing which in return benefits more than any other practice. The research clearly states that spending more on the development of the employees through training will return more incentives to the organization as a whole. Another concept that can help with the improvement for employee performance is Job rotation. According to Nawaz, Azam, and Bhatti (2019), job rotation enables the employees to understand different occupations of the organization. It helps employees to gain various experience and provides an opportunity for career development.

Employee Performance in Front Office is very important. According to Bagyono (2012), Front Office can be directly translated to an office that is located in the front of the hotel. In the hotel concept, it is a department that is located in the front house, a place where the guests will go to once arriving in the hotel. Thus, one of the most crucial departments since it is mostly responsible to give a good first impression to the guests. Front Office department is the heart of the hotel, if the performance of Front Office agents are not satisfying and does not carry out their roles the operations of the department will be disrupted. Therefore, the employees at Front Office have to have good performance. A company must have good quality employees to complete required tasks. If a company has the competitive advantage of

recruiting, providing effective and qualified human resources, and following a certain standard, in addition to have the knowledge of required characteristics of each job, it will ultimately give them sufficient information and eliminate inadequacies that arise in the quality of work life for the employees. (Teymouri, 2017) Therefore, by having an effective and good quality training program, hopefully it will develop employee's performance in every situation, such as during the pandemic season, employees of hospitality industry is expected to still be able to deliver good service and performance in order to stay competitive with other hotels.

According to World Health Organization data report in 2021, COVID-19 Pandemic that started out in early 2020 during March, has radically changed the lives of all, approximately 227 Million confirmed cases had reported globally, along with 5 million reported deaths. The challenge of globalization, competitive markets, technological developments and environmental disasters including pandemics such as COVID-19 has heavily impacted on businesses, including hospitality industry. Hospitality industry struggles in the pandemic is due to its nature of human contact and its services, with the limitations of physical contact, hotels including its restaurants are struggling to deliver their products to the customers. Based on previous research regarding business longevity, 60% of all new hospitality businesses fail in less than 2 years of operation (Neill, 2012), states that The COVID-19 Pandemic clearly has the potential to increase the pressure on what is already a challenging business environment for hospitality industries. (Hemmington and Neill, 2022) The COVID-19 Pandemic surely impacts

employee performance in hospitality industry as well, working under the pressure of COVID-19 results in lower levels of job satisfaction among hospitality industry employees (Bajrami, 2021) The researcher acquire the knowledge that KHAS Tugu Hotel Yogyakarta is one of the hotels in Indonesia that managed to keep their operation going through the entirety of the pandemic.

**TABLE 1**  
**TRAINING PROGRAM DATA (MARCH 2020-MARCH 2021)**

<b>Year</b>	<b>Month</b>	<b>Amount of FO Employee Participating</b>	<b>Amount of FO Training Implemented</b>
<b>2020</b>	<b>Mar</b>	49	9
	<b>Apr</b>	67	10
	<b>May</b>	63	12
	<b>Jun</b>	66	13
	<b>Jul</b>	56	10
	<b>Aug</b>	62	12
	<b>Sep</b>	66	11
	<b>Oct</b>	111	17
	<b>Nov</b>	62	8
	<b>Dec</b>	46	8
<b>2021</b>	<b>Jan</b>	29	5
	<b>Feb</b>	10	2
	<b>Mar</b>	21	3
<b>TOTAL</b>		<b>708</b>	<b>120</b>

Source: Data Processed by Writer (2022)

The training data shows the amount of Front Office training and the number of Front Office employees that participates in the training program in

the period of March 2020 until March 2021. The data shows throughout the pandemic, the operational of Hotel KHAS Tugu Yogyakarta is still going but since the occupancy is low at the time, they allocate the activities for conducting training programs regarding generic and departmental trainings and also trainings about implementing health and safety protocol. Within this achieved target of training hour, the employee performance in Front Office is in a very consistent condition due to overall quality of each employee that accumulated into 3 – 4 years of experience. The service quality based on what the researcher observed via reservation call is already up to standard and very friendly. From that interaction the researcher came to a conclusion based on that observation, the current state of employee performance in KHAS Tugu Hotel Yogyakarta is already up to standard referenced to the targeted training hour from early 2020 until the year 2022

KHAS Tugu Hotel Yogyakarta formerly Pesonna Tugu Yogyakarta, is a 3-star budget hotel located in Yogyakarta, specifically in the heart of the city with many tourist destinations, Malioboro. KHAS Tugu Hotel Yogyakarta offers 5 types of room including Twin, Double, Suite, Single and Twin/Double. It also has a restaurant called KHAS Tugu Coffee Shop. An all-day dining restaurant with unique design and a comfortable and comfy place that offers the Chef's original and varied culinary experience with subtle flavors. After a quick interview with the Human Resources Coordinator via Whatsapp chat. The minimum amount of training held per month is 3 materials that have to be mastered by the employees by the end of the month. During the pandemic, the amount of materials that have to be

mastered increased up to 6-7 materials per month. The number of employees in the Front Office department is a total of 9 employees that consist of 1 Front Office Manager, 1 Front Office Supervisor, 3 Front Desk Agent, 1 night auditor, 1 Reservation staff, and 2 Drivers. Perhimpunan Hotel dan Restoran Indonesia (PHRI) stated that an accumulation of 1.033 businesses of Hotels and Restaurants are closed due to the pandemic. This research was made to shed a light on how training can affect employee performance especially in Front Office in KHAS Tugu Yogyakarta after surviving the pandemic era in 2020 very effectively. The researcher is interested on how the increased amount of training during the pandemic affect the employees performance. With the many amount of tourists starting to travel and visiting Yogyakarta, the quality of service surely plays an important role on how a hotel can stay competitive within the hospitality industry. Therefore, this research will be taking the title of **“EMPLOYEE TRAINING ON IMPROVING PERFORMANCE IN FRONT OFFICE KHAS TUGU HOTEL YOGYAKARTA”**.

## **B. Focus of the Research**

This research focuses on qualitative method that functions as a limitation towards the research object in order to help the writer manage all the data gained. The focus of this research is only limited to employee training on improving performance in Front Office KHAS Tugu Hotel Yogyakarta and how it will affected employees' performance. In summary, there are two variables that will be the focus of this research:

1. Employee training in Front Office KHAS Tugu Hotel Yogyakarta



2. Employee performance in Front Office KHAS Tugu Hotel Yogyakarta

### **C. Objective of the Research**

There are two objectives for this research:

1. To find out how the training is carried out in Front Office KHAS Tugu Hotel Yogyakarta
2. To find out how employees are performing in Front Office KHAS Tugu Hotel Yogyakarta

### **D. Benefit of the Research**

#### **a. Theoretical Benefit:**

1. This research will give more insight to employee training on improving performance in Front Office.

#### **b. Practical Benefit:**

1. This research can be used as a reference for hospitality industries to find out how employee training is carried out in order to improve their performance
2. This research can be used as a reference for others that are interested in researching employee training on improving their performance

