

CHAPTER ONE

INTRODUCTION

A. Background Of the Study

The hospitality industry described as an organizations or institutions that supply accommodation and food services for people when they travel domestically or overseas. “The industry relies and survives on delivering service and providing facilities to the customer.” (Barsulai & Makopondo, 2019:1). To survive and sustain, its employees must be able to deliver the best services they can offer to the customer. “The productivity of the employee is a sole factor for the accomplishment of an aim of any establishment” (Naa, 2021:99). “The productivity of employees in hotel organizations can be measured or qualify by the way they perform and deliver their assigned tasks” (Barsulai & Makopondo, 2019:1). To maintain or improve the employee’s productivity, some tactics and strategies are devised by the management. Human Resources Management in a hotel can contribute to employee’s productivity. Olatunji & Badmus (2016) explains that a motivated employee usually performs more professional that is shown by his/her attentiveness, friendliness, appearances, and attitudes when handling a customer.

In this modern economy, hotels and accommodation in Indonesia have a significant role in leading the activities of the country's tourism development. Over the years, accommodation and lodging facilities compete in supplying comfortable, and convenient services for guests. “In Indonesia, the tourism industry has matured as well as expanded exponentially, that will have a productive effect on the hotel industry where they can provide supreme quality of accommodation services for tourists.” (Hartono & Effendi, 2021:153)

Due to the fast-growing size of the industry, this encourages hotels to provide attractive packages or benefits to attract whether they are potential employees or current ones. According to Hartono & Effendi (2021), the productivity of each employee dramatically influences the success of the company. Each organization will always attempt their best to advance the productivity of their manpower, and to attain company's goals.

Schuler states "Human Resource Management is the significant acknowledgment of an organization's manpower as fundamental human resources contributing to the benefit of the organization, and the utilization of several capacities and activities to make certain that they are utilized effectively and fairly for the benefit of the individual, the organization, and society," (Priyono & Marnis 2008). Human Resources management has a vital role on managing workforce not only to fulfill their basic needs, but also to ensure that the employees work accordingly, and to motivate the employees to improve productivity efficiently.

The Horison Green Forest Bandung is a three-star resort in Parongpong, Bandung. Located near the center of Bandung tourism destination and surrounded by the beautiful scenery of Lembang. The Horison Green Forest offers accommodations by adopting a nature concept, making it ideal for travelers who want to escape the metropolitan various sources of pollution and noise highway. Since being acquired by the Horison, an Indonesian Hospitality company in 2020, the Green Forest is proven to be thriving in business regardless of the current COVID-19 pandemic situation which affects other hospitality establishments.

TABLE 1
HORISON GREEN FOREST INCOME STATEMENT

	Actual	Budget	Variance
January	Rp792,319,667.00	Rp623,242,050.00	27.13%
February	Rp528,122,936.73	Rp570,279,650.00	-7.39%
March	Rp880,121,453.21	Rp638,407,200.00	37.86%
April	Rp590,066,314.00	Rp417,738,385.00	41.25%
May	Rp1,022,244,145.44	Rp683,149,690.00	49.64%
June	Rp1,247,426,546.62	Rp700,733,343.00	78.02%
July	Rp1,384,527,127.94	Rp677,883,890.00	104.24%
August	Rp1,063,156,671.35	Rp696,067,363.00	52.74%

Source: Horison Green Forest Income Statement. 2022

As shown in the table above the F&B Revenue in 2022 with the exception of February has exceeded the targeted budget, which shows that the F&B Department has a high level of productivity based on these findings. Based on this issue, the researcher is intrigued by how human resources management maintains their employee's productivity.

According to Rismayadi (2014) Productivity is affected by four factors which is motivation, the age of employee, their experience, and their education. To find out whether which factor is having a significant impact on productivity. Pre-survey was conducted on 2 July with 30 correspondents in Food & Beverage Department Bandung Employees in Green Forest Resort Bandung. It was conducted by distributing to the correspondent asking which factors have a significant impact to improve productivity which is shown in the table 2.

TABLE 2
FACTORS OF PRODUCTIVITY

Productivity Factor	Respond	%
Motivation	10	33.33%
Employee's age	6	20.00%
Employee's experience	8	26.67%
Employee's education	6	20.00%
Total	30	100.0%

Source: Processed Research Data, 2022

As the figures shown above, the factors which have the most impact in improving productivity is motivation, chosen by 33,33% of total correspondent, or 10 out of 30 people. This research is to examine which factor of motivation have an impact on productivity based on literature review of theories regarding motivation,

Agus (2018) quotes Frederick Herzberg theories of motivation which is called Motivation-Hygiene theory. He indicated factors that can lead to job satisfaction and motivate people (motivator factors) while there are elements/factors which be able to prevent job dissatisfaction (hygiene factors) but will not give job satisfaction. As a summary of his theory, firstly, motivator factors are intrinsic or internal to the job while hygiene factors are extrinsic (external) to the job; and secondly, contrary of satisfaction is simply no satisfaction while the opponent of dissatisfaction is no dissatisfaction. It means if employees do not satisfy with their job, it does not mean they become dissatisfied, it becomes just no satisfaction and feels neutral. Eliminating dissatisfaction will not simultaneously motivate employees and improving satisfaction will not prevent dissatisfaction. Therefore, hygiene factors only are inadequate to motivate employees unless it is accompanied by motivator factors.

William & Davis (2003) also publishes a theory that is based on Herzberg's Two Factor theory that employee motivation could be simplified and divided into two factors, external motivation includes control factors by the organization which includes matters relating to work such as salary or wages, working conditions, and policies companies and jobs that contain such things as awards, development, and responsibility. While internal motivation is a motivation that comes from within the person itself. Internal motivation is how an employee felt regarding their job in the organization, the factor consists of personal growth, passionate about their job, and whether the employee finds their job challenging enough.

In conclusion, productivity is an essential reality for the viability of any workplace or organization. Many academics that release journal, literature and article have a different opinion on the various elements that increase or decrease productivity in a workplace. The previous discussion indicates to the factuality that productivity in the organization is a consequence of distinct elements, and motivational elements can be one of such essential factors. Motivation is a significant problem in a hotel because it can increase the productivity of employees (Hartono & Effendi, 2021:155). Therefore, management ability to provide motivation will significantly determine success or failure in achieving the hotel's goal.

This research is based on literature review of William & Davis theory of motivation, which is developed from Herzberg's two factors theory. William & Davis (2003) presents a simplified form of organizational motivation from Herzberg two factor theory that is simpler to analyze on the employee. It explains

that motivation has two different factors, external and internal factors which will be used as the base for this research.

From the statement mentioned above. Hence this research named **The Impact Of Employee Motivation On Employee Productivity in the Horison Green Forest Bandung,**

B. Statement of The Problem

The aim of this research is to observe these questions below:

1. How is the motivation of the employees of the F&B Department of the Horison Green Forest Resort Bandung?
2. How is the productivity of the employees of the F&B Department of the Horison Green Forest Resort Bandung.?
3. How is the impact of motivation on employee productivity of the F&B Department of the Horison Green Forest Resort Bandung.?

C. Objectives Of the Research

1. To observe motivation of the employee of the F&B Department of the Horison Green Forest Resort Bandung.
2. To find out concerning productivity of the employees of the F&B Department of the Horison Green Forest Resort Bandung.
3. To observe the impact of motivation on productivity of the F&B Department of the Horison Green Forest Resort Bandung.

D. Benefit and Purpose of the Study

The author expects this study can deliver the benefits that are divided into theoretical and practical benefits, i.e.:

1. Theoretical Benefit

a. For Student

The result of the study can enhance the student's knowledge related to the good material of English textbooks and the practice that can shape the future of the student's career in the hospitality industry.

b. For Lecturer

The result of the study can be utilized as a useful input for the lecturer on future research related to employee productivity.

2. Practical Benefit

a. Author

The author can make analyzing related to the impact of employee motivation and productivity to developing plan for human resources management when the author will return to the hospitality industry.

b. Other Researcher

This research can be a useful reference for the other researchers who have an interest in the employee motivation that affects productivity.

c. The Hotel

The result may be utilized as a reference by the Hotel for future plan related to the human resource management.

3. Formal Purpose

The aim of the research is to fulfill one of the academic requirements in completing studies in the Study Program of Hotel Administration, Faculty of Hospitality at the Polytechnic of Tourism NHI, Bandung.