

# CHAPTER 1

## INTRODUCTION

### A. Background of the Problem

Indonesia is known as a country with many islands and abundant natural resources. Some of its natural resources are cultivated and maintained as a state investment in tourism. Indonesia has focused its attention to the development of business in the tourism sector which is now the largest contributor of state income when compared with the state revenue from the petroleum and natural gas sectors. In the development of tourism business in Indonesia, one of the businesses sectors that scattered in almost all islands of Indonesia and also began to be inhabited by the community around the archipelago in the country as well as foreign investors are the business of hospitality. According to **Butler & Jones (2001)** define “*tourism as an all-encompassing term that covers the aspects of people being away from their home and hospitality as an institution that providing accommodations and meals for tourists”*. In the context of Indonesia, Indonesian Law explains tourism based on **Undang – Undang No. 10/2009 tentang Kepariwisataaan Pasal 1 ayat 3**, *pariwisata adalah kegiatan wisata yang didukung oleh fasilitas serta layanan yang disediakan oleh masyarakat, pengusaha, Pemerintah, dan Pemerintah Daerah.*

In addition, **Luturlean (2019:4)** described tourism as “*perjalanan yang dilakukan seseorang dengan waktu tertentu dari suatu tempat ke tempat lain dengan melakukan perencanaan, tujuannya untuk rekreasi atau untuk kepentingan sehingga*

*keinginan ataupun kebutuhannya dapat terpenuhi*”. Based on the recent explanation of tourism, one of the industries that became one of the main foundations in the development of tourism of a particular area is the hotel business. Hotel businesses is one of the integral parts of the tourism industry which can be categorized as a business accommodation commercialized by providing a wide range of facilities such as the bedroom, food and beverages, as well as other support services such as recreation, sports facilities, as well as laundry services. Hotel definition as stated by **American Hotel & Motel Association (AHMA) (in Sumarsono 2014:12)** *“Hotel sebagai tempat di mana disediakan penginapan, makanan dan minuman, serta jenis pelayanan lainnya, untuk ditempati dan dinikmati bagi orang – orang yang tinggal untuk sementara waktu”*. **Ismayanti (2010:135)** defined hotel as *“akomodasi yang mempergunakan bangunan yang dikelola secara komersial dengan tujuan menyediakan jasa penginapan, makan dan minum serta jasa lain bagi khalayak umum”*. In brief, it can be concluded that hotel is a kind of service business that provides lodging services, food and beverage, entertainment, and meeting facilities. Finally, **Kustini (2017:1)** explained *“Hotel merupakan sebuah tim yang mempunyai tugas dan tanggung jawab masing masing dan dibagi menjadi beberapa bagian dan departemen yang merupakan organisasi yang kompleks”*.

In advanced societies, there are many institutions that provide the assistance in the production and the distribution of goods. However, there are organization that provide intangible product and adding value to lives through. The output of this group is known as services. As stated by **Cengiz Haksever and Barry Render (2013:3)**

*“Services is an economic activities that produce place, psychological utilities, form, and time”*. Hotel business itself has the special characteristics that is *“Komponen produk nyata dan tidak nyata adalah produk yang dihasilkan oleh usaha perhotelan”* as described by **Sulastiyono (2006:6)**. Tangible product component is a product that can be seen, touched, felt, measured, and calculated, for example food, drinks, bedrooms, and their fixtures that constitute a real product. On the other hand, Intangible product is a product that can only be felt and experienced, for example in a hotel a guest must obtain a sense of friendliness, courtesy, pleasant environmental condition, a sense of respect, and most importantly fast and accurate service from all its employees that must all be supported by using the proper techniques and procedure according to Hotel policy. On the same mind **James A. Fitzsimmons and Mona J. Fitzsimmons (in Putri 2018:23)** explained that:

*tamu akan menilai kualitas pelayanan menggunakan tolak ukur yang dibagi menjadi lima prinsip pelayanan, diantaranya:*

- 1. Reliabilitas (Reliability) adalah kemampuan untuk memberikan pelayanan yang telah dijanjikan kepada tamu secara tepat.*
- 2. Responsif (Responsiveness), adalah keinginan membantu tamu dan memberikan pelayanan yang tepat waktu.*
- 3. Kepastian/jaminan (Assurance) adalah kepercayaan diri, kesopanan-santunan serta pengetahuan yang dimiliki para pegawai.*
- 4. Empati (Empathy), memberikan perhatian dan pendekatan khusus dan tulus kepada tamu*
- 5. Nyata (Tangibles) adalah sesuatu yang nyata dan dapat dilihat seperti penampilan para pegawai dan lain lain.*

Room Divisions Department is divided into several lower sections, such as: Housekeeping Section, Linen and Laundry Section, Concierge Section, and Front Office Section. The Front Office is a prime revenue generating department. As stated

by **Andrews (2009:118)** “The Front Office is the department that provides them services such as processing guest’s registration and reservation, information during stay, and maintain the master bill.”. According to **Sulistiyono (2008:66-67)** “peranan kantor depan adalah sebagai pelayan, penjual, administrator, dan pemegang buku (Bookkeeper)”. When it comes to the Receptionist staff duties, **Prendergast (2015:13)** explains the critical competencies to become a good *receptionist*, namely: Adaptability, Compliance, Critical and Strategic Thinking, Decisions Making, Integrity, Oral Communication and Comprehension, Persuasion, Resourcefulness, Writing and Verbal Skills. Often many Hotel reception jobs that have not fulfilled the department of front office competencies or do not comply with the rules or criteria determined by the hotel lead to less maximum service provided by the reception employees that does not meet the consumer’s expectation towards the hotel and cause down its value of the company in the eyes of consumers.

Based on the above case, receptionist performance is a factor that must be maintained at all times so that employees can work in accordance with the capabilities that already eligible and meet the criteria of competent receptionist. As attested by **Pella (2020:6)** “*kinerja sebuah organisasi sesungguhnya harus dikelola dengan baik agar manajemen kinerja yang diterapkan benar-benar mampu menurunkan biaya, meningkatkan pendapatan dan memuaskan pelanggan*”. According to **Michael Armstrong (in Lubis 2018:26)** “*Performance management is known as a method to develop the performance of both individual and teams and also improving organizational performance*”. Human Resources Department responsibility to follow

up the issue by conducting a performance appraisal to the Front Office reception from all results of employment and service undertaken during the employees of the front office working in certain period. Performance appraisal is one of Human Resources Department practices that refers to a systematical process by which the employee's performance assessment is based on appraisal criteria. The Human Resource conducted Performance Appraisal periodically or at a certain time in intended to align employees' individual objectives with the organization's goal and improve employee's individual performance **DeNisi and Murphy (in Addabbo, Tindara 2020:11-12)**.

The result of the work appraisal later will be useful for the Human Resources department as input and basics for decisions that affect salaries, promotion, dismissal/contract termination, training, and other employment conditions. The result also could be a turning point for the Front Office Department to improve employee performance management within the front office team. As Stated by **Fattah (2017:21)**:

*“Melalui manajemen kinerja diharapkan setiap pegawai/karyawan dapat memahami fungsi kerjanya secara esensial melakukan pekerjaan dengan maksimal dan sesuai dengan tujuan perusahaan, karyawan dan atasan saling berkoordinasi untuk mempertahankan, memperbaiki maupun mengembangkan performa karyawan yang, bagaimana prestasi kerja diukur, menggali berbagai hambatan kinerja dan menyingkirkan nya, kontribusi pegawai untuk pencapaian target utama organisasi”.*

This research used an individual assessment that is divided into four aspects of judgement; work result, attributes and competencies, as well as comparative according to **Moehariono (2014:139-140)**. From this theory, it is related to the provisions to be competent receptionist officers who is assessed from their work, attributes, competencies, and comparative by employees of front office at MAXONE Hotel at Sabang Jakarta. **Table 1** below shows the performance appraisal Front Office

employee judged by superiors to the subordinates.

**TABLE 1.1**  
**EMPLOYEE PERFORMANCE APPRAISAL DATA**  
**FRONT OFFICE RECEPTION**  
**AT MAXONE HOTEL AT SABANG JAKARTA**  
**Period of August 2019 – January 2020**

n = 4

<b>NO</b>	<b>INDICATOR</b>	<b>EXCELLENT</b>	<b>FULLY PROFICIENT</b>	<b>NEEDS IMPROVEMENT</b>	<b>TOTAL</b>
1	Output quality of work	1	3	-	4
2	Output quantity of work including accuracy	-	3	1	4
3	Absent of work	2	2	-	4
4	Punctuality/ Tardiness	1	2	1	4
5	Discipline	-	3	1	4
6	Grooming	-	4	-	4
7	Ability to understand and carry out instruction	-	4	-	4
8	General, tidiness and organization of work	-	4	-	4
9	Team spirit	1	2	1	4
10	General performance in comparison with other employees in similar position	1	3	-	4
11	Does employee recognize and inquire about the handling of work	-	4	-	4
	<b>TOTAL</b>	6	34	4	44

Source: Human Resource MAXONE Hotel at Sabang Jakarta, 2019

Based on the above data, it can be concluded that the implementation of the performance appraisal of the receptionists at MAXONE Hotel at Sabang Jakarta does not in line with the explanation of some theories on previous pages regarding individual performance factors. According to the interview the writer conducted with the Front Office Coordinator on February 28th 2020, stated that he is pleasant with receptionist performance because of they are doing their job well, although several of the employees are still indisciplin and still requires motivation and training about front office knowledge and annual target that must be reached. These four indicators (as shown on Table 1) are able to facilitate the Front Office Department as well as the Human Resources Department to analyze and find out receptionists whose work results in one period already met or exceeded the department target and criteria that have been predetermined or even not met the specified target department and criteria, furthermore it assist in decision making to renew or terminate the employment contract. Therefore, the writer is interested to do a research for the Final Paper with the title: **“Receptionist Performance at MAXONE Hotel at Sabang Jakarta “**.

## **B. Problem Identification**

To review the procedures taking place at MAXONE Hotel at Sabang Jakarta, the writer identifies the problem identification, as follow:

1. How good is the work result of receptionist employees at MAXONE Hotel at Sabang Jakarta?
2. How good is the attributes and competencies receptionist's employees at MAXONE Hotel at Sabang Jakarta?
3. How is the comparative by employees at MAXONE Hotel at Sabang Jakarta?

## **C. Objectives of Final Paper Research**

### 1. Formal Objective

To accomplish one of the academic provisions in completing the Diploma III in Room Division Management at Sekolah Tinggi Pariwisata Bandung.

### 2. Operational Objective

A. To find out how is the implementation of performance appraisal of receptionist employees at MAXONE Hotel at Sabang Jakarta.

B. To find out if the receptionist employee performance at MAXONE hotel Jakarta has already complied with the hotel's criteria.



## D. Method of Research and Techniques Collecting Data

### 1. Method of Research

The writer used descriptive method of *research* by collecting data based on the field works and presenting the data according to the problem that has been identified. Descriptive research is “*suatu penelitian yang berusaha mendeskripsikan dan memperoleh informasi tentang suatu peristiwa yang terjadi secara sistematis sesuai dengan apa adanya.*” According to **Dantes (2012)**.

### 2. Techniques of Collecting Data

#### 1. Observation

Observation is a method of collecting data through observing behaviour in certain situations and can be accounted for by its level of validity and reliability. According to **Yusuf (2017:384)** stated “*Observasi adalah salah satu Teknik menyelidiki tingkah laku nonverbal yang dapat digunakan untuk mengetahui dan meneliti*”.

#### 2. Questionnaire

Questionnaire is a research tool to obtain data by giving statements or questions related to the research to be answered by a certain respondent. According to **Siyoto Dasar Metodologi Penelitian (2015:79)** stated “*Kuesioner adalah metode pengumpulan data dalam bentuk lembaran angket dapat berupa sejumlah pertanyaan tertulis yang bertujuan untuk*

*memperoleh informasi dari responden tentang apa yang di alami dan diketahui*". In this technique, the writer distributed questionnaires to four receptionists as respondent.

### 3. Interview

Interview is a mechanism which permits an exchange of ideas and information. According to **Vivien Palmar (in Pandey 2015:59)** "*The Interview constitutes a social situation between two persons, the psychological process involved requiring both individuals mutually respond though the social research purpose of the interview call for a varied response form two parties concerned*". In this technique, the writer interviewed the receptionist and other two supporting respondents, the Human Resources Coordinator and Front Office Coordinator in line with research purposes.

### 4. Literature Study

Literature Study is a method to support the problems or procedure being observed by using various kinds of books and also literature. According to **Zed (2003:3)**: "*Studi pustaka atau kepastakaan dapat diartikan sebagai serangkaian kegiatan yang berkenaan dengan metode pengumpulan data pustaka, membaca, mencatat dan mencatat serta mengolah bahan penelitian*".

## **E. Location and Time of Research**

### **a. Location of Research**

The Writer has collected data at MAXONE Hotel Jakarta, which is located at KH Agus Salim St No 24, Thamrin, Jakarta, Indonesia, 10340.

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Website: [www.maxonehotels.com/sabang](http://www.maxonehotels.com/sabang)

### **b. Time of Research**

This research has been conducted for 5 months from January until

May 2020.