

Improving the Human Resources Management Performance of Hotel Asrilia Tangerang Banten Employees

Slamet Riyanto

Tangerang Raya University, Indonesia

Email: slametriyanto151sdk@gmail.com

Susilowati

Tangerang Raya University, Indonesia

susilowati@untara.ac.id

Dede Puspa Pujia

Tangerang Raya University, Indonesia

dede.puspa@untara.ac.id

Herru Sumerhu

Tangerang Raya University, Indonesia

herru.semeru@gmail.com

Suhartono

Tangerang Raya University, Indonesia

suhartonospd38@gmail.com Abstract

Abstract

This research aims to determine and analyze human resource management in improving employee performance, and analyze SWOT for management of improving employee performance. The research uses qualitative methods. The subject of this research was the Mita Asrilia Hotel, Tangerang Banten, referring to data collection sources from hotel managers, employees and visitors. The data collection method is through interviews, observation and documentation. Meanwhile, the analysis used in this research uses descriptive qualitative analysis. The first result of this research is that the hotel employee recruitment process is carried out directly by the hotel owner through file selection and interview tests. Placement of employees according to the positions needed. The employee training and development process is carried out by managers through direction and guidance as well as procedures for serving guests. Meanwhile, the performance assessment process is carried out through assessment measures, namely work quality, cooperation, creativity, discipline and responsibility. When providing compensation, especially in the form of salaries, it is given to employees differently according to the type of work and responsibilities they carry out. Then the second is the results of the SWOT analysis. From these results, weaknesses, strengths, threats and opportunities for improving employee performance can be identified.

Keywords: Human Resources Management, Performance, Employees

1. Introduction

Human resources can be defined as a tool to achieve a goal or the ability to gain advantage from existing opportunities. Anyone who manages information will manage various resources to achieve the organization's goals. The resources or management elements owned by a company can be categorized into six types of resources, namely: man (human), money (financial), material (physical), machine (technology), method (method), market (market).

High employee performance is the hope of all companies, both those operating in manufacturing and services. One of the service industries that is currently developing due to consumers' need to travel long distances is accommodation services (hotels). Tangerang Banten is a city that has now become one of the business and tourist destinations from various regions, both local and foreign. The growing potential of the hotel services business in this region causes the intensity of competition to become very tight.

High performance can be formed by the awareness of company leaders so that they can provide support to employees by participating in providing direction regarding the work carried out by employees. Employee performance can also be improved through increasing compensation and work motivation. With the compensation and motivation provided by the company to employees, it can increase employee enthusiasm and thoroughness at work, focus and discipline.

2. Literature Review

Haiman said that management is the function of achieving something through the activities of other people and supervising individual efforts to achieve common goals.¹⁰ b. Elements of Management To achieve a goal managers use the "6M" theory

Man, Money, Materials, Machines, methods, and market management functions). All of them are called resources with the following meaning:

- a. Man, namely a person who carries out certain activities in an organization to achieve goals.
- b. Money (money), that is, money is needed to carry out activities, such as wages or salaries, buying materials, equipment, and so on.
- c. Materials are management tools or means to achieve goals.
- d. Method, namely to carry out activities efficiently and effectively, humans will do everything they can to do the job.
- e. Machines, namely activities supporting facilities, machines are one of the tools that help humans.
- f. Markets are one of the most important means, without a market for production results it is clear that the goals of industrial companies cannot be achieved.

3. Research Methods

Descriptive research is an effort to describe, record, analyze and interpret conditions that are currently occurring. In other words, this descriptive research aims to obtain information about the current situation, and see the relationship between existing variables. Meanwhile, the data sources for this research were obtained from library research and also field studies.

3.1. Data collection technique

To obtain the data needed in this research and to discuss existing problems, the author will use observation, interview and documentation techniques.

- a. Observation or observation is a daily human activity using the five senses of the eye as the main tool in addition to the other five senses such as ears, smell, mouth and skin.
- b. Interview Interview is the process of obtaining information for research purposes by means of face-to-face questions and answers between the interviewer and the informant. The interviewer is the person who conducts the interview and determines the material to be asked and when it starts and when it ends.
- c. Documentation According to Sugiyono, documentation is a record of past events. The documents used are in the form of photos, drawings and data regarding the object under study.

3.2. Data Analysis

Data analysis techniques are the middle stage of a series of stages in research that have a very important function. The resulting research results must first go through a data analysis process so that their validity can be confirmed. In this research the author uses a descriptive analysis method, namely a method that focuses on solving problems that exist in grouping data to draw conclusions.

4. Results and Discussion

4.1. Human Resources Recruitment and Selection System

In Improving Employee Performance at the Asrila Hotel Human resource management or often called personnel management or personnel management is a child or branch of management. Human resource management to improve employee performance at the Asrila Hotel Tangerang Banten uses several policies that have been adapted to the intended targets, namely as follows:

The method used in the process of recruiting prospective employees is internal recruitment. Regarding the job vacancy information system, it comes from employees at the Asrila Hotel itself, which will later be provided to other sources that are still related to the employees at the Asrila Hotel. Apart from internal recruitment, the process of recruiting new human resource candidates is also carried out through print media or what is called advertising media. After the process of advertising job vacancies, the next stage is selecting new human resource candidates.

In the recruitment process, management at the Hotel determines in advance the jobs/vacancies and the requirements for the workforce needed. After the recruitment process, prospective employees will be selected. The selection carried out by Hotel Asrila is to screen applicants as precisely as possible according to their desired needs. As the hotel manager said: In carrying out this selection process there are usually two stages, the initial stage is that we carry out administrative selection or selection of incoming application files. "The next stage is an interview test, psychological test and medical test which are then approved by the authorities at the company in accordance with the provisions."

When selecting prospective employees at the Asrila Hotel, there are several criteria that must be met. These criteria include the following:

- a. Good behavior or good morals
- b. Have basic skills in their field
- c. Ready to work with a team

4.2. Human Resources Placement System and Training

Placement of prospective employees is the process of assigning tasks and jobs to prospective employees who have passed the selection to be carried out according to the scope that has been determined and are able to account for all risks and possibilities that occur regarding their duties and work, authority and responsibilities. Hotel Asrila has established policies to improve human resource management. This policy regulates various aspects of human resource management, namely job evaluation, recruitment and selection, employee development, compensation, and employee dismissal rules. In placing employee work positions, human resources management always pays attention to the work experience possessed and the skills and abilities of prospective employees. However, there is no specific SOP to serve as a guide for employee placement.

Improvement of Hotel Asrila's human resources is carried out comprehensively, including the selection process, performance assessment and training. To increase targeted performance achievements, Asrila Hotel is committed to continuing to consistently develop employee potential through internal learning and training processes. Training at the Asrila hotel covers several areas such as training in serving guests, maintaining a workplace environment so that guests remain comfortable, and also training as a receptionist. This training is expected to increase employee knowledge and skills in increasing work productivity.

To improve employee development, leaders also provide guidance and motivation so that employees work honestly and with discipline, with good time discipline and discipline in service. And hotels only require employees to work for 8 hours in 24 hours. However, if there are a lot of hotel room bookings, there are a lot of guests, there are other employees who are unwell, the employees are required to work overtime.

4.3. Job Appraisal Management System

Evaluation of performance assessment applied by Asrila Hotel managers to employees is carried out using several assessment measures, namely:

- a. **Work Quality** Work quality is the quality of an employee in completing tasks appropriately. Work quality can be measured from the employee's abilities and responsibility for the tasks assigned. Work quality is the quality of human resources in processing and carrying out the work given to them. This refers to a person's ability to work, his responsibility for the work that has been entrusted to him, the professionalism of the employee and the discipline of the employee. The service is good, the employees are friendly, the place is also very clean and comfortable. "The facilities are also complete, I am satisfied with the facilities and services available here."
- b. **Creativity** Creativity is the ability a person has to discover and create new things, new ways, new models that are useful for themselves and others. New things are not always something that has never existed before, the elements may have existed before, but are combined into a new thing that has different qualities from the previous situation. New things are innovative. Creativity in completing work is needed because with creativity a person can put forward ideas in completing work. "For example, job creativity is when dealing with complaints from guests. When guests complain, what I do is empathetically listen to all the guests' complaints and then provide solutions in a polite manner."
- c. **Responsibility** Responsibility is an attitude that every individual must have. This attitude is very useful in living life and as a lesson for developing oneself. This assessment is seen from the employee's willingness to take responsibility for their work, the results of their work and their work behavior. We also work together and

help other departments with tasks. Every employee must be responsible for their work, and if an error occurs, the employee must be responsible.

4.4. Compensation for Employees

Compensation is remuneration that employees receive as compensation for work from the company in the form of money, gifts, positions, or other benefits such as holiday allowances and annual allowances. In determining wages or salaries for employees in accordance with the principles of Islamic teachings as explained below, the Prophet always encouraged employers to provide wages to employees after they completed their work.

As the Prophet Muhammad SAW said: "Give them wages before their sweat dries". When providing compensation, especially in the form of salaries, it is given to employees differently according to the type of work and responsibilities they carry out. Thus, compensation carried out at the Arsila Hotel according to the author is carried out using two (2) methods: first, compensation is given directly in the form of a monthly salary paid in cash to employees as a form of reward for work completed. Second, indirect compensation in the form of allowances or bonus money if targets are achieved, such as THR and rewards for employees who excel.

4.5. SWOT Analysis Results for Increasing Employee Performance at Hotel Asrilia

In SWOT analysis, namely identifying various factors. Based on observations obtained in the field. To maximize strengths into opportunities, and eliminate weaknesses from threats. Recapitulation of Internal Factors The following are the results of the recapitulation of the internal factors of the Mita Asrilia Hotel:

Strength is an internal condition that supports a company to achieve the desired objectives. The strengths of Hotel Arsila are as follows:

- a. Hotel facilities are quite complete and adequate. Facilities are equipment provided by the hotel to guests so that customers feel comfortable so that the guests' needs are met.
- b. Competitive prices The prices are very competitive and affordable for all groups.
- c. Strategic location. Location close to the student campus circle and close to the city center.
- d. Cleanliness and comfort
- e. Good cooperation between employees. In this case, Hotel Arsila always tries to highlight its competitive advantages so that it can compete with other competitors and always provide the best service to its guests.

Weaknesses are internal conditions that prevent a company from achieving its desired objectives. Factors that act as obstacles to improving employee performance at the Arsila Hotel are as follows:

- a. There are still employees who are often absent
- b. When recruiting employees, family elements are emphasized
- c. The parking area is difficult and narrow
- d. There are still limited employees so there are empty staff

Recapitulation of the external factors of the Arsila Hotel regarding external forces, namely the opportunities and threats that are addressed. Opportunities are conditions that come from outside an organization to achieve its goals, namely:

- a. Large market opportunity, target market for lodging services is very good, hotel conditions are very good too.
- b. Has many repeat customers

- c. Increase internet web promotion
- d. Maintained relationships with customers

The hotel maintains good relationships with customers by providing openness with customers, providing hospitality to customers.

Threats are external conditions that hinder an organization from achieving its objectives, which include:

- a. There is competition from other hotels.
- b. Technology that continues to develop. In today's modern era, everything uses sophisticated technology and information, the development of technology will make it easier for a company to carry out activities to achieve the company's vision and mission.
- c. The decline in economic conditions due to the Covid-19 outbreak has had a major impact on hotel revenues.

The management implementation carried out at the Arsila Hotel has gone well. Every guest who comes is greeted in a friendly manner and served well. Every morning the manager greets and serves guests at the hotel, the manager also provides motivation and direction to employees when they have free time. The emotions that are built between employees make them like their own family, and they work together very well in helping other areas of work.

5. Conclusion Suggestion

5.1. Conclusion

From the presentation and analysis of human resource management in improving employee performance at the Arsila Hotel Tangerang Banten, it can be concluded that: 1. Human Resource Management in Improving Employee Performance, there are several processes and stages as follows:

- a. Employee Recruitment and Placement at the Arsila Hotel The human resources recruitment system is carried out through internal recruitment and through print media called advertising media.
- b. When selecting human resources, there are several criteria that must be met as prospective Arsila hotel employees. Here are some criteria: 1) Good behavior 2) Have basic skills in their field 3) Can work with a team
- c. The training and human resource development system at Hotel Arsila provides direction and guidance in serving guests and maintaining the cleanliness of the hotel environment.
- d. Employee Performance Appraisal System. The following are several stages of assessment: 1) Quality of work 2) Creativity 3) Cooperation 4) Discipline 5) Responsibility
- e. Compensation. compensation carried out at the MITA ASRILIA Hotel according to the author is carried out using two (2) methods, namely: 1) compensation is given directly in the form of a monthly salary paid in cash 2) indirect compensation in the form of allowances or bonus money if achieved targets such as THR and Rewards for employees who excel.

The results of the SWOT analysis at the Arsila Hotel in improving employee performance. Following are some of the results of the SWOT analysis:

- a. Strengths 1) The hotel facilities are quite complete and adequate. 2) Competitive prices 3) Strategic location 4) Cleanliness and comfort 5) Good cooperation between employees
- b. Weaknesses 1) Employees who often arrive late/are not disciplined 2) Recruitment often has a family element 3) Parking areas are still limited 4) Lack of employees
- c. Opportunities 1) Large market segment 2) Having regular customers 3) Increasing promotions 4) Relationships with customers
- d. Threats (Treath) 1) There is competition from other hotels. 2) Technology continues to develop. 3) The decline in economic conditions due to the Covid-19 outbreak has had a major impact on hotel revenues.

5.2. Suggestion

- a. To the Arsila Hotel 1).. It would be best to improve administration/record management, considering that administrative fraud has occurred, especially in the data collection section on the number of guests and rooms used. It would be better if the report recording the number of guests and rooms used was adjusted and evaluated once a week. 2). With adequate facilities, it would be better if the hotel used them optimally. An example in this case is the use of internet media, internet media can function as a wider advertising tool.
- b. To the employees of the Mita Asrilia Hotel 1). Efforts will be made to be more orderly with regulations 2). Try to be more disciplined in terms of attendance and arrival

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