

# CHAPTER I INTRODUCTION

## 1.1 Overview of Research Objects

### 1.1.1 Padma Hotel Bandung Profile

The name of Padma Hotel is indeed familiar among tourist lovers, both those who have stayed there and those who have not. During the inauguration of the Hotel on April 29, 1994, its initial name was The Cedi Hotel Bandung, which had 51 rooms operating until 2001. Then, on April 1, 2001, the ownership of The Cedi Hotel was transferred to PT. Puri Zuqni, which resulted in the change of the hotel's name to Hotel Malia Bandung. On March 3, 2008 the hotel was taken over by PT. Trigana Putra Mandiri then they started its expansion by making changes to the interior design and the addition of several new facilities including increasing the number of rooms to 124 rooms. Then in August 2009, this 5-star luxury hotel changed its name to Padma Hotel Bandung.

Inspired by the beauty of Parahyangan, Padma Hotel Bandung offers spectacular mountain views, indulgent dining, elegant guestrooms and exceptional hospitality personified by its 24-hour Butler Service. Located in the hills of Ciumbuleuit, and yet only minutes from the bustle of Bandung's city center, the hotel is 10 km from Husein Sastranegara International Airport and 9km from Bandung train station. Padma Hotel Bandung is the perfect place for rejuvenating, opulent getaway, private gatherings, and well-organized events and meetings.



**Figure 1.1 Padma Hotel Logo**

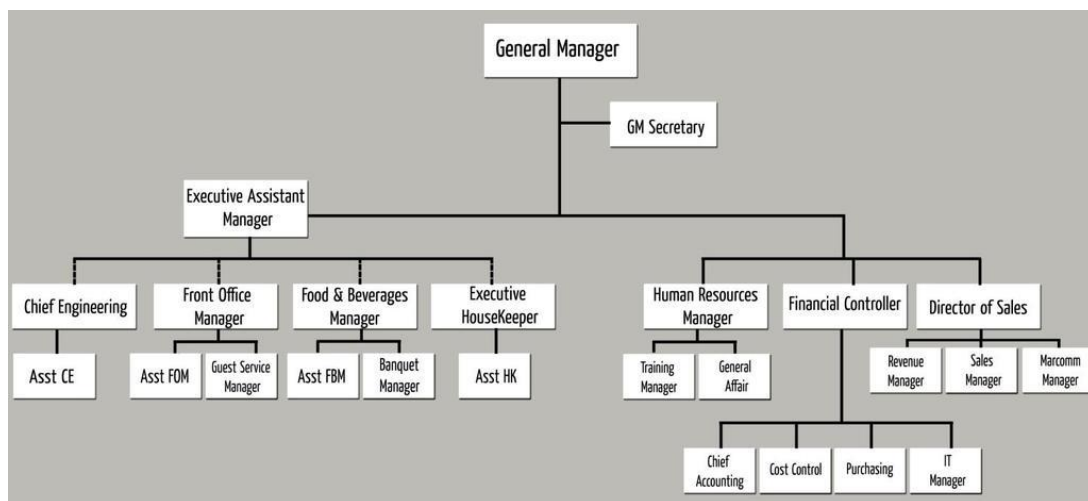
Source : <https://www.padmahotels.com/>

### 1.1.2 Vision and Mision

Padma Hotel Bandung's vision is to provide outstanding levels of services and products with expected quality. As well as the mission is “to be recognized as a leading five star hotel category in Bandung. Padma provides 124 room facilities consisting of 38 deluxe room units, 12 deluxe balcony room units, 42 premier room units, 16 hillside studio units, 4 gallery suite units, and 12 premier suite units”.

### 1.1.3 Organizational Structure

Padma Hotel Bandung's organizational structure is divided into 8 departments, namely General Administration, Human Resource, Accounting, Sales and Marketing, Front Office, Food and Beverage, House Keeping, Engineering. The position of a department, the separation of responsibilities, and the relationship between one department and another can be seen through this organizational structure. The organizational structure of Padma Hotel Bandung can be seen in Figure 1.2



**Figure 1.2 Organizational Structure**

*Source: Internal Padma, 2023*

## 1.2 Research Background

Along with increasingly modern developments, According to West Java BPS data, the Occupancy Rate of Hotel Rooms in West Java in September 2022 reached 42.94 percent, up 1.50 points compared to the occupancy rate in August 2022 which

reached 41.43 percent (Nappisah, 2022). Which giving rise to increasingly fierce competition in the tourism business world, especially hospitality business. To maintain the viability of the company, one of the most important issues in a hospitality company is the service aspect, it's like how the hotel can remain the choice of tourists and provide satisfaction to their tourists. Each company will adopt a different strategic human resource management depending on the company's vision and mission.

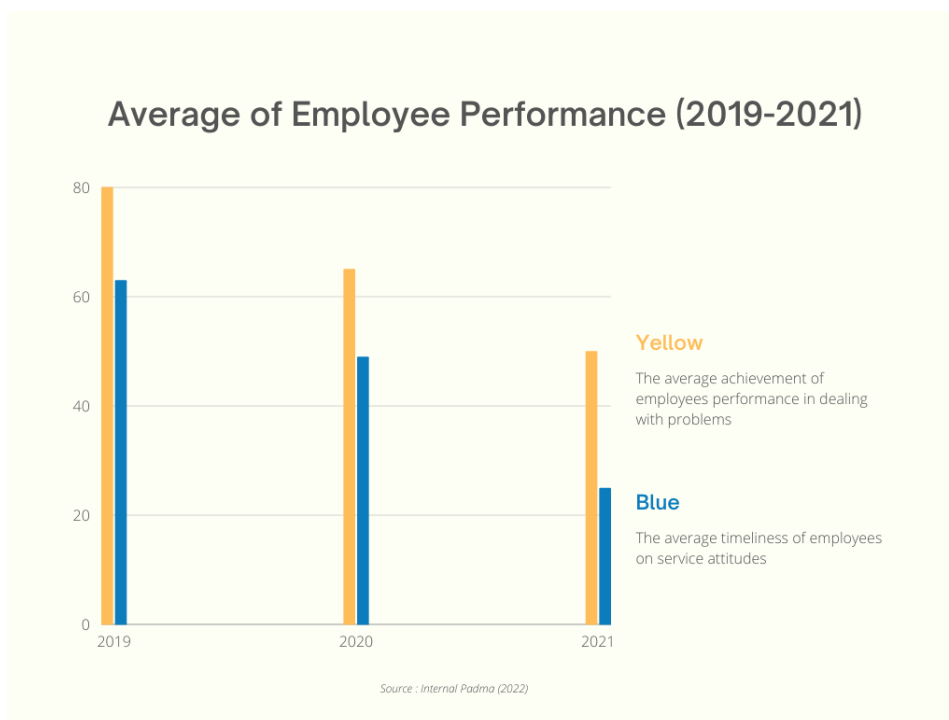
Strategic Human Resources are one of the important factors in a company to achieve its goals and objectives, because strategic human resources are one of the determining factors for the success or failure of a company in achieving its goals. One that must be considered in managing human resources is how company's managing its employee performance.

The emergence of strategic HRM is a result of organizations' strategic management tendencies. According to Mathis and Jackson (2017), Strategic Human Resource Management is a formal system designed within an organization to manage human talent to achieve organizational goals. In today's management, execution of work will effectively improve the performance of employees. The success of an organization needs a good management in order to create a good quality of human resources so as to produce a good employees performance.

Employee performance reflects employee behavior in the workplace as the application of skills, abilities, and knowledge, which contribute or value towards goals organization (Kaswan, 2017). According to Ayuningtias et all (2018) Employee performance is the use of knowledge, skills, experience and abilities, to carry out the assigned missions required by their managers efficiently and effectively. Also mentioned by Kasmir (2019), employee performance is what has achieved in completing the tasks and responsibilities given in a certain period.

Padma Hotel Bandung is one of the companies that very considerate their quality of service which they very pay attention to the employee performance. Padma Hotel Bandung known as the Hotel that gives a very good service. According to Trip Advisor (2022), Hotel Padma Bandung is included in the top 10 best 5-star hotels in Bandung. Although right now Padma Hotel Bandung still can be included in the top

10 best hotel in Bandung, Hotel Padma Bandung is experiencing a downgrade along 2019 – 2021. In 2016 – 2018, Padma Hotel Bandung was placed as number 1 best hotel in Bandung outperformed 214 other hotels in Bandung (Fajar Hidayat, 2016). But in 2022, Hotel Padma Bandung ranks at 9<sup>th</sup> on Trip Advisor, which is decreasing 8 places from year 2016 to 2018. If we look at the performance of employee from year 2019 to 2021, it is true that the performance of employee in Padma Hotel Bandung has also decreased.



**Figure 1.3 Average of Employee Performance**

*Source: Internal Padma, 2022*

As seen on the bar chart of employee performance at Padma Hotel Bandung, the chart illustrates the average of employee performance on 3 years back (2019 – 2021) rated from the average achievement of employees performance in dealing with problems and the average timeliness of employees on service attitude. According to the HR of Padma Hotel Bandung (2023), the employee assessment is carried out by considering several factors that must be owned by employees at Padma Hotel Bandung. Achievements, Excellence, Customer Focus, Integrity & Honesty, and People Oriented are the factors that Padma Hotel Bandung use in assessing all their

workers. Padma Hotel Bandung also use the customer's feedback and complaints in calculating the average of employee performance.

Figure 1.3 shows the average of employee performance measured in percentage. Each bar has a specific meaning for employees and it shows how many points obtained by the employees. For the yellow bar color, it shows the average achievement of employees' performance in dealing with problems. The blue color shows the average timeliness of employees on service attitudes.

In 2019, the average achievement of employee performance in dealing with problem approximately 80%, which decreased 20-30% in 2020-2021. For the average employee performance in timeliness of employees' service attitudes, it was also decreased every year for about 10-15% from the previous year. Hotel Padma Bandung set up the work target at 100%, from the bar chart of the average employee performance at Hotel Padma Bandung, it can be concluded that the average score of employee performance at Hotel Padma Bandung was never reached the work target for the past 3 years.

Performance is a major problem in an organization or company. Performance satisfaction from employees does not just happen by itself but through a process, it requires continuous evaluation. According to Mandang *et all* (2017), one of the factors that can affect employee performance is employee's education level. The level of education is a long-term process that uses systematic and organized procedure, which the workforce will studies conceptual and theoretical knowledge for general goals (Nuzleha *et all*, 2021). According to Rahmawati and Armida (2019), a higher education of person can be interpreted that the person definitely has more knowledge and high skills so he/she can fulfill the expected performance that company's has already set.

But based on the author's observations, there is still a clear imbalance in education levels of employees at Padma Hotel Bandung, it is because when the author made observations at Padma Hotel Bandung, the author found that employee who worked at Padma Hotel Bandung with bachelor degrees (S1) had the same position as employee who graduated from vocational schools (SMK). The author also conclude

the imbalance in education levels of employees at Padma Hotel Bandung based on the explanation of the research by Sary and Nugraha (2020), that says Employees who have an IQ above the average (IQ 110-120) with adequate education for their position will be easier to done their work. The following are the data of employees education level at Padma Hotel Bandung.

**Table 1.1 Employee’s Education Level**

<b>Degree</b>	<b>Total</b>
SMK	22
SMA	31
D1	18
D3	34
S1	15
<b>Total</b>	<b>120</b>

*Sources: Internal Padma, 2022*

In addition to its purpose to improving employee performance in adding employee’s knowledge, the employees might be administered through coaching or training. Training is projected to drive the employees’ working motivation because the company has fulfilled one of their needs in terms of self-actualization. According to Suwatno (2018) training means a systematic change of knowledge, skill, attitude and behavior that have to be increase, owned by every employee so that employees can realize the company’s goals to be achieved in order to fulfilling HR standards. Also stated by Sinambela (2017), Training is a systematic process of the organization to develop individual skills, abilities, knowledge, or attitudes that can change the behavior of employees to achieve established organizational goals of the companies. Based on the explanation by the experts, it can be concluded that every company can try to making efforts and strategies to improve their employee performance and educate their employee’s knowledge through training.

Without realizing it, a good employee performance can help the work to be done perfectly, one of the way is presence job training programs for employees, with the presence of job training program, later on the company will see the impact obtained from training on employee performance (Sugiarti et al., 2016). The following is the data of Training target per year with the actual training data per year that Padma Hotel Bandung do to the employees.

**Table 1.2 Training Data**

Year	Training Target	Actual
2019	12 times / year	8 times / year
2020	12 times / year	5 times / year
2021	12 times / year	7 times / year
2022	12 times / year	10 times / year

*Sources: Internal Padma, 2022*

From the table above, we can see that Padma Hotel Bandung targeting to train the employee atleast 1 time per month which the amount of training that should be done in a year are 12. But, in 2019 Padma Hotel Bandung was only done 8 times training to the employees in a year. In 2020, Padma Hotel Bandung was only doing 5 times training to the employees. In 2021, Padma Hotel Bandung was only doing 7 times training to the employees. In 2022, Padma Hotel Bandung was only doing 10 times training in a year. It shows that the amount of actual training was never reached the amount of training target.

Based on the background that has been explained above, of the many 5-star hotels in Bandung, the researcher is interested in analyzing **“The Effect of Education and Training on Employee Performance at Hotel Padma Bandung”**.

### **1.3 The Problem Formulation**

In facing competition, the role of human resources greatly determines the company's performance. In a company like Padma Hotel Bandung, which operates as a service company, the role of human resources is very important in determining the success of the company. An imbalance in education levels with irregular training provided by the company can lead to low knowledge of employees. An imbalance between the level of education and training that is not carried out routinely is marked by a decrease in employee performance which results in a decrease in the company's performance. With less knowledge and skills, of course it will have a bad impact on the company. One of the impacts is the downgrade of Padma Hotel Bandung's rating on TripAdvisor.

Based on the background that has been described previously, the problem formulations in this study are:

1. How is the influence of educational background partially on employees performance at Padma Hotel Bandung?
2. How is the influence of job training partially on employees performance at Padma Hotel Bandung?
3. How much is the simultaneous influence of educational background and training on employees' performance at Padma Hotel Bandung?

### **1.4 Research Objective**

Based on the problem formulation that has been mentioned above, this study aims to:

1. To analyze how much is the effect of educational background on employee performance at Padma Hotel Bandung partially.
2. To analyze how much is the effect of job training effect on employee performance at Padma Hotel Bandung partially.
3. To analyze how much is the simultaneous effect of the educational background and job training on employee's performance.



## **1.5 Research Benefit**

The benefits of the research conducted encompass two elements, namely the theoretical and practical components of the research. The benefits that might be taken in connected research with academics are known as Theoretical Aspects. Benefits that can be received by the community practitioner include practical elements are known as Practical Aspect. The next section goes through these two points in depth.

### **1.5.1 Theoretical Aspect**

This research is expected to enrich information and complement knowledge for the academicians, especially for the further research in the field of SHRM (Strategic Human Resources Management), especially those related to the influence of the quality of human resources and training on employee performance.

### **1.5.2 Practical Aspect**

The results of this study are expected to be used as information and input for Hotel Padma Bandung to determine human resource management strategies, which is the quality of human resources and training that affect the process of providing services to consumers.

## **1.6 Systematic Writing of Mini-Thesis**

This writing system is structured to facilitate the reader in understanding the contents contained in this thesis to provide a general description of the research to be conducted. The writing system is made as follows:

### **1.6.1 CHAPTER I - INTRODUCTION**

This chapter contains an overview of the research object, research background, problem formulation, research objectives, research benefit, and writing systematics.

### **1.6.2 CHAPTER II - LITERATURE REVIEW**

This chapter contains the results of the theoretical foundation, previous research, and supporting journals which will be used as a basic theory and analysis for this research.

### **1.6.3 CHAPTER III - RESEARCH METHODOLOGY**

This chapter describes the approaches, methods, and techniques used to collect

and analyze data that can answer or explain research problems, including a description of the type of research, operational variables, research stages, population and samples, data collection, validity and reliability testing, and data analysis techniques.

#### **1.6.4 CHAPTER IV- RESEARCH RESULTS AND DISCUSSION**

Contains the characteristics of respondents, research results, and discussion of research results.

#### **1.6.5 CHAPTER V - CONCLUSION AND RECOMMENDATION**

Contains conclusions and suggestions from research results.