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Human Resource Management in Employee Performance Measurement and its Influence on Guest Satisfaction at Mercure Hotel Padang

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Abstract: The hospitality industry is a sector that relies heavily on the quality of human resources (HR) to provide excellent service and create a positive experience for guests. This article discusses the important role of HR in the hospitality industry, examines theories related to HR management, and the factors that affect employee performance. Some of the theories discussed include human resource management theory, Maslow's motivation theory, transformational leadership theory, and human resource development theory through training and competence. In addition, this article also identifies the challenges faced in HR management, such as the high rate of employee turnover and the need for special skills. Through effective human resource management, hotels can improve service quality, create a productive work environment, and achieve sustainable competitive advantage. This study provides important insights for hotel managers to optimize the potential of human resources as a strategic asset in achieving organizational goals.

Keywords: Human resources, Performance, human resource management.

INTRODUCTION

The hospitality industry is one of the fastest-growing sectors, with a major contribution to the global economy. The success of a hotel in providing satisfactory service to guests is greatly influenced by the quality of its human resources (HR). Therefore, effective HR management is the main key in winning the competition in this industry. This article aims to analyze the role of HR in the hospitality industry through an in-depth theoretical study.

Human resources (HR) refers to individuals who work in an organization and utilize their skills and abilities to achieve the company's goals. In the context of the hospitality industry, HR includes all personnel who are directly or indirectly involved in hotel operations, including managers, front office staff, housekeeping, restaurants, and other support services.

HR in the hospitality industry is essential because the sector demands direct interaction between employees and guests. Guest satisfaction depends on the quality of service provided by the hotel's employees. The quality of this service is influenced by the competence, skills,

motivation, and attitude of the employees involved. Therefore, good HR management will improve service quality and provide a competitive advantage.

Human Resource Management (HR) has a crucial role in the hospitality industry which relies heavily on interaction between employees and guests. The success of hotel operations is not only determined by the existing facilities, but rather by the quality of services provided by employees. In this literature review, several theoretical concepts, models, and approaches related to HR will be discussed to provide a clearer picture of the importance of HR management in the hospitality industry.

Human Resource Theory

This theory emphasizes the importance of human resource management as a strategic asset that can increase organizational competitiveness. In the context of the hospitality industry, HR is seen as an invaluable capital, which can make a long-term contribution to the continuity and success of a hotel. HRM (Human Resource Management) focuses on recruiting, training, career development, and incentivizing employees to improve their performance.

Motivation Theory: Maslow's Hierarchy of Needs

Abraham Maslow posited that individuals have a hierarchy of needs that must be met, ranging from basic (physiological) needs to higher needs such as self-actualization. In the hospitality industry, the application of this theory can be seen in an effort to meet the needs of employees, both through decent wages (physiological needs), providing opportunities for self-development (actualization needs), and building a motivating work culture (social needs and rewards). The right motivation can encourage employees to provide the best service to guests.

Leadership Theory: Transformational Leadership

Transformational leadership focuses on a leader's ability to motivate, inspire, and direct employees to achieve a common goal. In the hospitality industry, a transformational leader is able to create a clear vision, provide direction, and inspire employees to improve performance and provide exceptional service to guests.

Human Resources Development Theory: Competencies and Training

HR development theory focuses on developing employee competencies through training and education. In the hospitality industry, specialized skills such as effective communication, conflict management, and other technical abilities are indispensable to improve the quality of service. Ongoing training and career development for employees is a very important long-term investment for the industry.

Organizational Justice Theory

This theory focuses on employees' perceptions of the extent to which they are treated fairly within the organization. In the hospitality industry, fairness in paying, promotions, and managing relationships between employees can affect motivation and job satisfaction. Employees who feel treated fairly will be more likely to work with passion and provide the best possible service.

Factors Influencing HR in the Hospitality Industry

1. **Quality of Recruitment and Selection** The right recruitment process and the selection of qualified employees are the basis for obtaining competent human resources. Hotels must be able to attract potential employees who have skills and attitudes that are in line with the hotel's service culture. The use of psychological test tools and good interviews can ensure the right selection of candidates.

2. Structured training and development and ongoing career development are essential in building employee competencies. Training programs that include technical skills and customer service can enhance employees' ability to face various hotel operational challenges.
3. Effective Leadership Good leadership can affect employee motivation and performance. Leaders in the hospitality industry must have the ability to manage teams, motivate, and provide clear direction to their staff. Leadership based on the company's vision and values can also build a positive work spirit.
4. Compensation and Incentives Providing fair compensation and attractive incentives can increase employee motivation and loyalty. A competitive salary system, benefits, and performance-based rewards are factors that encourage employees to work better and be more productive.
5. Work Environment and Organizational Culture A supportive work environment and a positive organizational culture play an important role in creating a comfortable work atmosphere. Employees who work in a harmonious and supportive atmosphere will be more motivated to provide the best service to guests.

Challenges in HR Management in the Hospitality Industry

1. High Employee Turnover **The hospitality industry is known for its high employee turnover rate**, especially in operational areas such as housekeeping and front office. This can disrupt the stability and continuity of service. Therefore, companies need to have an effective strategy to reduce employee turnover rates.
2. Demand for Special Skills **As technology develops and travel trends change, hotels need employees who have specialized skills in technology, event management, and digital-based services.** Hotels must invest in new skills training to meet market needs.
3. Limited Time and Resources for Training **Given that hotel operations take place 24 hours a day, scheduling for employee training is a challenge in itself.** In addition, budget allocations for human resource development are often limited, even though training and development are essential to maintain service quality.

METHOD

Types of Research

Based on the problems and goals to be achieved, this type of research is classified as quantitative descriptive research with a causal approach. Sugiyono (2009: 59) explained that, "Causal research is research that aims to see the relationship of variables to the object being studied more cause and effect, so that in the research there are independent (free) and dependent (bound) variables".

Research Variables

Sugiyono (2009: 60) stated "Research variables are everything in the form of anything that is determined by the researcher to be studied so that information about it is obtained, then conclusions are drawn". The variables in this study consist of one variable, namely employee performance.

Variable Operational Definitions

Performance is something important for the agency, especially employee performance that can lead the company to achieve the expected goals. Good or bad employee performance can affect the good or bad performance of the agency. The following are the definitions of performance according to experts, including: According to Sedarmayanti, (Septiani et al. 2016:100) that performance is a measuring tool of a process or achievement or achievement of

a person who is pleased with the tasks given. According to Mangkunegara (2016:99), performance is the result of work in terms of quality and quantity achieved by a wealthy person in carrying out his duties according to the responsibilities given to him.

Population and Research Sample

1. Research Population

Sugiyono (2008: 80), "Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then drawn conclusions". The population of this study is all employees of the Mercure Padang Hotel which totals 74 employees. For validity test = 74 population.

2. Research Sample

Samples are a part or representative of the population being studied. If the population is large and the research is not possible to study everything for example due to time constraints, then the sampling technique in this study uses *simple random sampling*. According to Sugiyono (2012: 120), "*simple random sampling* is a way of sampling members from being done randomly without paying attention to the strata in the population". To determine the size of the sample to be used from 74 populations, the formula from Riduwan (2004) was used in this study as follows:

$$n = \frac{N}{N d^2 + 1}$$

Information:

- n = Number of samples
- N = Total population
- d2 = Precision set by 10%

Based on this formula, the number of samples can be obtained:

$$n = \frac{74}{734(0,1)^2 + 1}$$

$$n = \frac{74}{0,74 + 1}$$

$$n = \frac{74}{1,74}$$

$$n = 42.53 \text{ (rounded 43)}$$

So the number of samples taken in this study is 43 samples. Based on Sugiyono's (2009: 91) theory, "The feasible sample size in the study is between 30 and 500". The next step is to determine the size of the sample from each department using the Riduwan (2005: 66) formula as follows:

$$ni = \frac{Nin}{N}$$

Information:

- Ni = sample size in a class
- N = Size of the entire population
- Ni = Population size in a class
- n = the size of the whole sample

The calculation of the size of sampling from each department can be seen in Table 1 below:

Table 1. Research Samples in Each Department

No.	Department	Number of Employees	Sample Formula	Sample
1.	<i>Executice Office</i>	1 Person	1:74 x 43	1 Person
2.	<i>Front Office</i>	9 People	9: 74 x43	5 People
3.	<i>Housekeeping</i>	15 People	15: 74 x 43	8 People
4.	<i>Food and Beverage</i>	12 People	20: 74 x 43	11 People
	<i>-F&B Product</i> <i>-F&B Service</i>	8 People		
5.	<i>Engineering</i>	8 People	8: 74 x 43	4 People
6.	<i>Sales & Marketing</i>	2 People	2: 74 x 43	2 People
7.	<i>Accounting</i>	9 People	9: 74 x 43	5 People
8.	<i>Human & Resources</i>	4 People	4: 74 x 43	3 People
9.	<i>Daily Worker</i>	6 People	6: 74 x 43	4 People
Sum		74 People		43 People

Source: TNC Mercure Hotel Padang (2024)

The collection of subjects who are members of the sample in this study was carried out randomly by drawing each number of samples from each department.

Data Types and Data Collection Techniques

1. Data Type

The types of data that will be used in the research are primary data and secondary data, which are as follows:

- a. Primary Data is data collected or obtained directly from respondents by distributing questionnaires, the primary data is Mercure Padang Hotel Performance data.
- b. Secondary Data, which is data obtained indirectly from the research object by utilizing existing data, is data on the number of employees at the Mercure Padang Hotel obtained from the *Talent and Culture (TNC)* section related to research variables.

2. Data Collection Techniques

The data collection technique used is a questionnaire or questionnaire that is compiled. The questionnaire can be in the form of a closed statement given to respondents directly using the *Likert scale*.

Research Instruments

The research instrument used in this study is a questionnaire (questionnaire) which is arranged according to the *likert* scale with the preparation in the form of positive and negative sentences related to the research variables.

The *likert* scale is a form of measurement scale used to measure the attitudes, opinions and perceptions of a person or group about social events. With this scale, the measured variables are described as variable indicators, which then become the starting point in compiling instrument items that can be in the form of questions or statements. Each answer that uses the Likert scale has a gradient from positive to negative, for more details, you can see the following Table 2:

Table 2. Likert Scale Answer Options on Variables

Variable X (Employee Performance)	
Answer Options	Score
Strongly Agree (SS)	5
Agree (S)	4

Disagree (KS)	3
Disagree (TS)	2
Strongly Disagree (STS)	1

Source: *Sugiyono (2010)*

So that the preparation of the Employee Performance (X) variable instrument is more systematic, so that it is easy to control and correct. Therefore, the variables mentioned above, it is necessary to make an instrument grid that describes the Employee Performance variable (X).

The research indicators and statement item numbers can be seen in the following Table 3:

Table 3. Operational Grid of Research Variables

Variable	Indicators
Variable X (Employee Performance)	1. Performance Quality
	2. Performance Quantity
	3. Task Execution
	4. Responsibilities
	5. Customer Satisfaction

This instrument is compiled to measure, among other things, the Employee Performance variable (X) as an independent variable. Then the instruments that have been prepared are tested for validity and realism, which aims to ensure the quality of the instrument if used in data collection in research.

Instrument Trials

Validity Test

According to Sugiyono (2009: 121), "Validity means that the instrument can be used to measure what should be measured". A measuring tool is said to be valid or valid if it is able to measure what is desired and can reveal the data of the variables being researched accurately. The high and low validity of the instrument indicates the extent to which the data collected does not deviate from the description of the variable in question.

According to Sugiyono (2009: 183) the formula used is the correlation of moment products as follows:

$$r_{xy} = \frac{n \sum X_i Y_i - (\sum X_i)(\sum Y_i)}{\sqrt{[n \sum X_i^2 - (\sum X_i)^2][n \sum Y_i^2 - (\sum Y_i)^2]}}$$

Where:

- r_{xy} = Product Moment correlation coefficient
- $\sum X_i$ = Total score in a spread of X
- $\sum Y_i$ = Total score in the Y distribution
- $\sum X_i Y_i$ = Number of X and Y score results
- $\sum X_i^2$ = Total X spread score squared
- $\sum Y_i^2$ = Total score of the Y distribution squared
- n = Number of samples

To find the validity of the questionnaire, the author used *the Pearson Product Moment Correlation* analysis with the help of SPSS version 16.00. After the *Pearson Product Moment Correlation* analysis was carried out, by looking at:

1. If the value of Sig./significance ≤ 0.05 , then the data is declared valid.
2. If the Sig./significance value > 0.05 , then the data is declared invalid.

Based on the results of the recapitulation of the validity of the Employee Performance indicator which consisted of 14 statements that were tested, there was 1 data declared invalid, namely question item 1. In Table 4, the results of the validity analysis can be seen below:

Table 4. Validity Analysis Results

Variable	Indicators	Item Number	Number of Items	Total Drops	Valid Amount
Variable X (Employee performance)	a. Performance Quality	1, 2, 3,	3	1	2
	b. Performance Quantity	1, 2, 3	3	-	3
	c. Task Execution	1, 2	2	-	2
	d. Responsibility	1, 2,3,	3	-	3
	e. Customer satisfaction	1, 2, 3	3	-	3
Sum			14	1	13

Reliability Test

According to Sugiyono (2009: 121), "A reliable instrument is an instrument that is used several times to measure the same object will produce the same data. Instrument reliability testing aims to determine the reliability of an instrument." The reliability test of the questionnaire in this study used *the Alpha Cronbach* statistical test using the SPSS program version 16.00. According to Arikunto (2010: 239) the formula is as follows:

$$r_{11} = \left[\frac{K}{K-1} \right] \left[1 - \frac{\sum \sigma b^2}{\sum \sigma^2_t} \right]$$

Information:

- r 11 = Instrument reliability
- k = Multiple statement items
- $\sum \sigma b^2$ = Number of item variances
- σ^2_t = Total variance

The decision-making for reliability tests is as follows:

1. If a variable has a reliability value (*Alpa Cronbach*) of 0.6, then the variable is said to be reliable. $>$
2. If a variable has a reliability value (*Alpa Cronbach*) ≤ 0.6 , then the variable is said to be unreliable.

Table 5. Interpretation of r value

Large Value r	Interpretation
0,90-1,00	Very High
0,70-0,90	Tall
0,40-0,0,70	Keep
0,20-0,40	Low

0,00-0,20	Very Low
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Source: Sudjana (1989:118)

Reliability tests were carried out using the SPSS 16.0 computer program. In the test results after being analyzed from 43 samples, the price of Cronbach's *alpha* was obtained in Table 6 below:

Table 6. Cronbach's Alpha Values

Cronbach's Alpha	N of Items
.777	14

Cronbach's *alpha* price of 0.777 indicates that the coefficient tested has a high level of reliability.

Discussion

History of Accor

Accor started from the story of two friends, Paul Dubrule and Gérard Pélisson they met in 1968, thus opening their first Novotel in 1967 on the outskirts of Lille in the North of France under the name of the SIEH Hotel Group (Société d'investissement et d'exploitation hôteliers) at a time when no one in France believed in this new hotel business model. In 1972 the first Novotel Hotel opened outside of France, in Neuchâtel, Switzerland. In 1974, they launched the Ibis brand by opening the Ibis in Bordeaux Ibis became the first economy hotel. In 1975 SIEH acquired the Courtepaille and Mercure brands, and opened the first Novotel Hotel in Africa precisely in Cameroon. In 1980 they took over the Sofitel brand from the French Hospitality Industry. In 1982 the acquisition of Jacques Borel International, added new business activities. Dubrule and Pélison began to venture into the tourism business by founding Africatours in 1983. This year, the name of AccorHotels as the parent company was introduced. The creation of Accor becomes a new entity with a total of 440 hotels, 1500 public/institutional restaurants, and 35,000 employees in 45 countries. Accor bought the Quiberon thalassotherapy centre and thus launched the Accor Thalassa brand in 1984. the following year Accor created the Académie Accor, the first corporate university in the service sector in France. In 1999 Accor created the Suitehotel concept, offering 30m² suites. Accorhotel.com is an online hotel reservation site created in 2000. Accor continued to expand its services business in the rapidly growing market for employee assistance programs by acquiring Employee Advisory Resource Ltd in the UK in 2001 and owning the first ibis Property in China. Accor began to spread its wings into the United States market. Accor is buying more hotels, restaurants and car rental chains. In addition, this company also has several brands including Pullman, MGallery, Mantra, Angsana, Raffles, Fairmont, and many more. One of the Accor brands that we will discuss here is the Mercure Padang Hotel, where we will discuss the human resources at the Mercure Padang Hotel from the perspective of employee performance.

Employee Performance

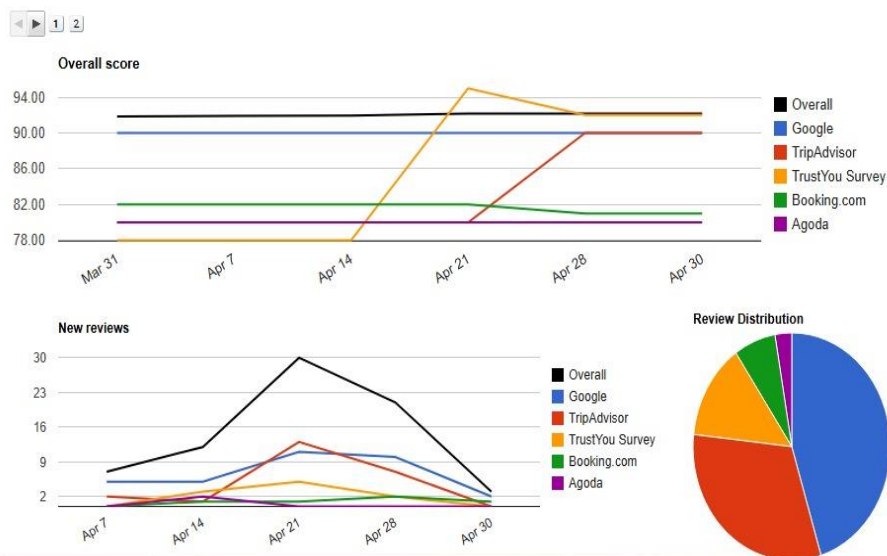
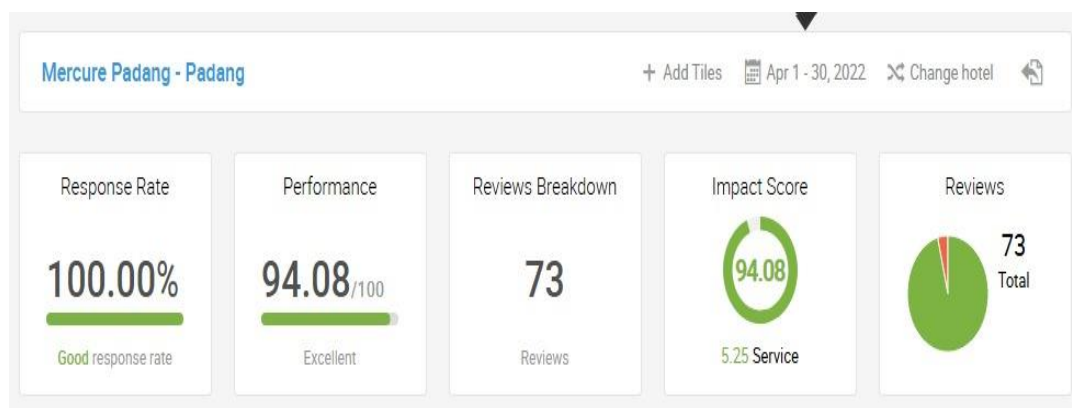
Performance is something important for the agency, especially employee performance that can lead the company to achieve the expected goals. Good or bad employee performance can affect the good or bad performance of the agency. The following are the definitions of performance according to experts, including: According to Sedarmayanti, (Septiani et al. 2016:100) that performance is a measuring tool of a process or achievement or achievement of a person who is pleased with the tasks given. According to Mangkunegara (2016:99), performance is the result of work in terms of quality and quantity achieved by a wealthy person in carrying out his duties according to the responsibilities given to him.

Employee Performance Indicators

There are various theories about performance indicators. One of them is the performance indicator, according to Priansa (Theodore and Lilyana 2017:7), stating that the performance indicators are:

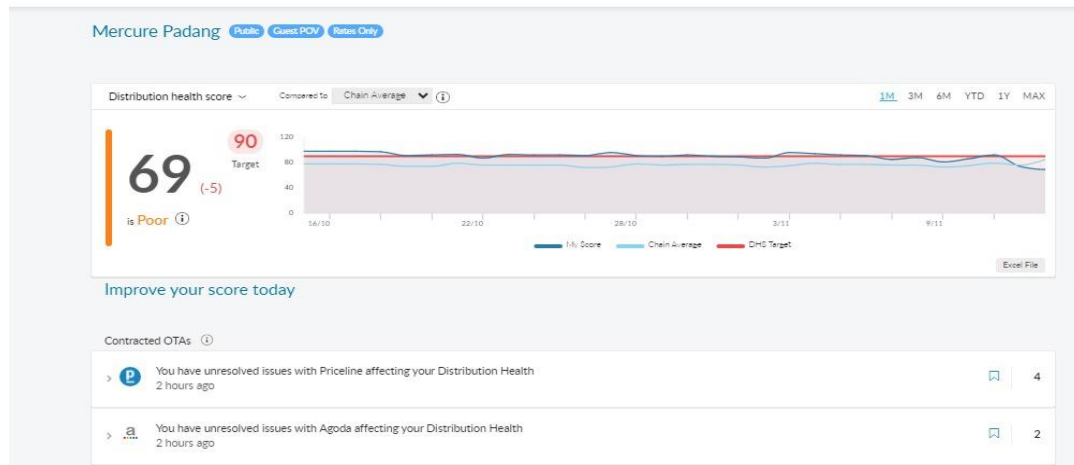
1. Quality
Quality of work is how well an employee does what is supposed to be done.
2. Quantity
Quantity of work is how long an employee works in one day. This quantity of work can be seen from the speed of work of each employee.
3. Task Execution
Task execution is how far an employee is able to do his job accurately or without errors.
4. Responsibility
Responsibility for work is awareness of the employee's obligation to carry out the work given by the company.
5. Customer satisfaction
Assess the extent to which employees contribute to customer satisfaction in an agency.

Proof that employee performance has a great influence on customer satisfaction at Mercure Padang hotels can be seen in the RPS (Reputation Performance Score). If employee performance is good, then the RPS we get will certainly be good, as can be seen in the score for April 2022 below:



From the diagram above, it is proven that the reputation performance score obtained is excellent.

On the other hand, if the employee's performance is not good, it will have a bad impact on the company, and will be proven by the score that we can see below:



The score above shows that the reputation performance score we get is poor/still below average than we expect. This is of course the impact of the lack of various employee performance indicators in carrying out their duties.

CONCLUSION

HR is a very valuable asset in the hospitality industry. The quality of service provided by hotels is greatly influenced by the quality and motivation of employees. Therefore, effective HR management, from recruitment to training, is indispensable to ensure that hotels can compete in this competitive market. Despite the challenges of managing HR, implementing the right strategy can optimize employee performance and improve the guest experience, ultimately contributing to the success and growth of the hospitality industry.

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