THE ROLE OF HUMAN RESOURCE DEVELOPMENT THROUGH TRAINING AND DEVELOPMENT IN SUPPORTING HOTEL MANAGEMENT (CASE STUDY OF THE GRAND ROYAL HOTEL PANGHEGAR BANDUNG)

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Abstract
Development in human resources cannot be separated from standardization for hotels, this is due to the determination of hotel star ratings or hotel standards which will cover three aspects: product, service, and management. In terms of management to ensure service delivery, one of the indicators is human resources. For hotels, this competency will certainly be very important, especially for five-star hotels, the competence itself is basically part of the concept in human resource development efforts. The development of good human resources will also of course go through several strategic steps contained in a business plan. The management and implementation of Banghegar Royal Hotel, especially in the aspect of human resource development, is not smooth, development in human resources is carried out through internal education and training, and employees are sent to group institutions for education that are owned by the hotel.

Keywords: HR Development, Management, Hotel Management

PRELIMINARY
Tourism is a strategic industry based on Law no. 1. Government Regulation on Tourism Number 10 of 2009 National Tourism Development Master Plan Number 50 of 2011 and Presidential Decree Number 50. Regulation no. 63 of 2014 concerning tourism regulations, and course there will be several other government regulations. The purpose of this regulation is to make tourism in Indonesia better, one of which is done through imagery and the right concept on target. However, the success of building the image of tourism of course will not be separated from the facilities in accommodation or hotels that serve as support departments. Success in building quality hotels and services is part of the value of tourism itself. Satisfaction from tourists obtained can be used as an accumulation of service-related departments. Therefore, this hotel management must of course be managed professionally so that it can also provide the best service, and one of the competitive factors in the service industry is human resources. Hotel managers also need to prepare competent human resources, and according to Sedarmayanti (2009: 125), "competence includes various factors, both technical and non-technical, character and behavior, soft and hard skills". One approach which has certainly been taken by hotel managers is to develop competent
employees through training and development in human resources and professionalism, improvement in management quality, competence, and the skills and services of the lodging business so that they can become skilled and competent employees. extraordinary employee. As stated by Noe et al (2009:8), to develop superior and quality hospitality human resources, strategic steps are also needed, including increasing employee satisfaction through increasing competence (knowledge, skills, and behavior), acquiring knowledge, skills, and behavior The ability to change customer requirements and needs. The development of good human resources is also of course through several strategic steps contained in a business plan. Training is needed by every organization or institution that changes, increases, and develops, which requires various adjustments in implementing it. This condition also requires that relevant training be carried out either on its own or by requesting external assistance for a certain period. An institution or organization will not be able to survive and develop without the ability to adapt to changes in its environment. This is in line with what Bairiski, A., et al (2021) said. This is in line with what Bairiski, A., et al (2021) said. From several opinions, literacy, and previous studies above, in this journal the formulation of the problem that can be taken is to identify and analyze how the role of HR development is carried out by the Grand Royal Panghegar Hotel through the training and development of its employees to support hotel management.

LITERATURE REVIEW

Changes that occur rapidly in the human resource management system, lead to an increase in the role of managers in the system. Thus, human resource development with training and development is certainly needed to support hotel management. Human resources are one of the important assets to be able to support a company, especially in hospitality. Training and development can improve the quality of human resources in managing a hotel. This training needs to be applied not only to new employees but also to existing employees because of the ever-changing demands. This development has become a necessity that must be accepted by employees other than in the form of payment of salaries or bonuses to get better abilities. The development of human resource capabilities requires a process through individual employees and involves identifying career-related goals as well as developing plans to achieve these goals. Through these processes, it will present employees with good and useful abilities in meeting future needs.

After the author has reviewed several previous studies, some are related as in the discussion of this journal. In writing this journal, the author takes various references obtained from various previous studies as material for comparison and study. In addition, the author also takes relevant information and data through several accredited studies on theories related to the title as a basis for obtaining a scientific theoretical basis. The background of the research that has been carried out and described in this journal results in the purpose of discussing the development of human resources through training and development to support hotel management and focusing on the research that applies in the case study of the Grand Royal Panghegar Hotel. The conclusion obtained is that the training and development of human resources carried out by the management of Hotel Grand Royal Panghegar Bandung have not been carried out optimally and effectively. In this training and development,

METHOD

For research purposes, this author uses a qualitative method, with a literature study approach. This method is done by collecting data, information, and writings that are related to the apostolic tradition. In addition, the author also reads and takes various documentation sourced from books,
articles, and accredited journals that can support the research topic.

More goes on, the author applies method descriptive analysis with an explanation as well as do elaboration of the main ideas, of course, will be by the topic to be discussed. The writer then presents critically through secondary literature sources related to the theme.

RESULTS AND DISCUSSION

Summarizing several previous literacy and research studies on HR development management, the successful use, and development of human resources will certainly depend on various aspects that exist within the organization. The correct form is the utilization and development of human resources, which of course must be pursued, addressed, and can continue to change or be dynamic. One of the functions of human resource management is that it is used to develop human resources. The quality of an organization depends on the quality of human resources in the organization.

Source: HR Training and Development Module

According to Debora Silvia (2020) from 2020) from the chart above, it can be explained that:

1. Better Utilization of resources: Training and development programs facilitate better utilization of organizational resources i.e. human, machine, material, and money.
2. Less Wastage: Given that resources and time are limited, through employee training and development programs, the organization/company wants to ensure that there is no wastage. When a worker is skilled and adequately trained, then the work will be done efficiently and effectively.
3. Increased Profitability: Increased employee performance will increase the profit of an organization.
4. Competitiveness: Employees learn new methods or improve existing methods of doing an activity, which helps the organization to survive, compete, and thrive in the marketplace.
5. Reduce Employee Turnover: This HR training and development program results in reduced employee turnover, idle time (employees have no work to do at one time), and absenteeism.
6. Develops Positive Attitude: this program will develop positive attitudes in employees towards work and the organization. It also improves employee morale, which helps them adapt to a changing environment.

Employee development that is carried out through training is certainly a process in empowering employees, which of course will be carried out in various ways so that they tend to be more able to empower individuals and organizations. Then there is development in the career of an employee, whose activities will start from improvement and development of abilities which of course have been carried out by individuals to achieve career plans. The competence of reliable and professional human resources is based on quality in education in the tourism sector through the application of standardization, accreditation, or certification of individual expertise. In addition to meeting the basic needs of guests, the hotel manager has a goal to increase room occupancy. According to the Regulation of the Minister of Tourism and Creative Economy No. PM 53/HM/MPEK/2013 concerning Hospitality Business Standards, it is also explained that the standard is the result of planning and the fixed standard is what kind of product, as a whole and how it works, i.e. it must provide the product to the customer.

In hotels, there are the following standards:

1. The facilities and infrastructure provided for the implementers cover all aspects
which of course will be related to the management of the executor, discipline, etc.
2. Standard facilities, which of course will consist of several types of facilities
3. Standard in terms of drinks and food.
4. Service standard

The link between development in human resources and the standardization of this hotel certainly cannot be separated, because the determination of hotel star ratings or hotel standards will include three components: product, service, and management. In the management section which includes management, organization, and human resources, it has certainly been mentioned that one of the indicators to ensure the implementation of services terms of human resources.

Therefore, the hotel staff is the main center in providing services, providing accommodation, catering, and other services, and can provide high-quality services to meet the needs of hotel consumers. Some differences occur in training and development, namely where training focuses on technical skills and targets employees who are certainly not in managerial (non-management) positions, while development targets employees in managerial (management) positions and focuses on conceptual and theoretical material. In development, people will certainly not start with something completely new, but development is about expanding, building, changing and adapting existing understanding, knowledge, and skills. According to Noe, RA et al (2010: 528), four approaches can be used to develop employees in an organization, namely: formal education, assessment, work experience, and interpersonal relationships.

Referring to several sources above, through training and development management for employees, employee performance will be more significant. This will certainly affect the effectiveness of hotel management and how the hotel's brand image can be formed. In line with previous studies regarding if the information provided to service users is clear, the service user will decide to make a purchase and will consider the brand, this can be seen from the contents of the testimonials, which include comments or information reports from service users who have decided to buy. Through previous purchases (Suryadana & Nugraha, 2018).

According to Government Regulation Number 102 of 2000 Article 1, number 12 states that the meaning of certificate is a written guarantee given by an accredited institution/laboratory to certify that goods, services, processes, systems, or personnel have met the required standards. For these competencies to be recognized nationally and globally, standardization and certification are required. Development in human resources cannot be separated from standardization for hotels, this is due to the determination of hotel star ratings or hotel standards which will cover three aspects: product, service, and management. In terms of management to ensure service delivery, one of the indicators is human resources. For hotels, this competence will certainly be very important, especially for five-star hotels, the competence itself is part of the concept in human resource development efforts.

The management and implementation of the Grand Royal Panghegar Hotel, especially in the aspect of human resource development, is not smooth, the development of human resources is carried out through internal education and training, and employees are sent to group institutions for education that is owned by the hotel. In-house training that has been carried out will tend to be administrative, and less focused on competence. Along with professional requirements, the hotel's human resources are of course required to be competent and certified through the existence of development and training institutions.

Bangun (2012: 201), expressed his opinion that managers who certainly don't care about activities in training will accept risks which of course can endanger activities in the company's operations. It can be seen that the process of technological development, which of course
has grown more rapidly today, will be able to cause more changes experienced by the company in all aspects. One of these efforts is to organize an education and training program which will be carried out in stages by the required qualifications to maintain the continuum of development of attitudes, personality, knowledge, and competence by the requirements that have been carried out. Standard Operating Procedure (SOP), but only to introduce employees briefly and provide a module as a working guide, so that the understanding of the workers towards the SOP is certainly still weak. very low, and this training only once a month was considered insufficient. "Because there will never be an evaluation after the training, even though the training will be effective if there is feedback on what they have done" (Rivai, Basri, Sagala, Murni, 2008).

Competency standards are statements of skills, knowledge, and attitudes that must be applied to meet the requirements of industry standards. This competency standard will certainly provide a work environment that can meet the needs of all stakeholders, namely government, industry, training providers, and trainers, regardless of their location and proportion, to be relevant and meaningful to standardize training and training appropriately. . to assess the needs of specific players and industry sectors. In this way, actual training needs can be met. On the other hand, there is a lack of managerial support for employees to be able to continue their formal education, even at their own expense. Data has shown that as many as 40% of employees still have a diploma and vocational education, while 16% are undergraduates (S1), a condition that affects managerial ability. Management must be sensitive to the need for highly educated professionals at the managerial level. From the perspective of interpersonal relations, the facts in the eld have shown that coaching is carried out by supervisors to employees by discussing their daily activities. The supervisor identifies the weaknesses and strengths of the employees and reports them to the manager in the form of the results of the assessment. Assessments are conducted once a year and are not scheduled. However, the coaching activities will not be carried out openly and will not be able to be communicated with the related employees. Employees can only receive evaluation results from their superiors. At the same time, there is no coaching. Mentoring is done to help employees in self-development. This interpersonal relationship is an effort to empower employees in building trust and developing knowledge and skills to increase competence. Coaching is coaching employees by a manager or superior to improve performance (Sudarmanto, 2009: 237).

Supervisors function not only as advisors to employees, but also as supervisors in the implementation system of SOPs, employee recruitment systems, employee performance appraisal systems, and education systems (Bartono and Rufno, 2010: 81-84). The evaluation system implemented by management is of course only informal. Managers' assessments of employees will be carried out from time to time, often when the employee's employment contract is about to expire to determine whether the contract continues. In addition, evaluation is used as a decision that is used able to reward employees with rewards. However, in this reward system, it doesn't work because all employees are motivated in the same way, from prot results, not from performance appraisal results.

However, this performance evaluation can produce erroneous results when raters are biased or the evaluation criteria are not clear. Problems in the performance evaluation process must of course be identified and minimized by trained supervisors who not only know the problem but also learn how to avoid common evaluation errors" (Simamora, 2004:351)
CLOSING

Conclusion

Human resource development by the management of Hotel Grand Royal Panghegar Bandung has not been carried out optimally and effectively. In this development, the new management prioritizes work experience and does not yet have a concept to develop human resources that are more complete, equitable, and will be comprehensive. Examples: job expansion, employee turnover, job rotation, education, career planning, and training. The training is still on-the-job training, not off-the-job training, and is primarily competency-based. Coaching by supervisors, on the other hand, is limited to completing program elements. The HR capacity of the Grand Royal Panghegar Hotel Bandung which has been certified by the West Java Regional Tourism LSP is still below 50%. To achieve a five-star hotel, it is necessary to increase the number of employees who have competency certification. And, training needs to be designed with the concept of human resource development to face future challenges and provide the best service, one of which is through competency-based training and improving the management capabilities of decision makers. For this reason, management needs to design programs with clear and measurable metrics and outcomes.

RECOMMENDATION

Suggestions and recommendations that the author can give to the Grand Royal Panghegar Hotel to increase the effectiveness and maximize the development of its human resources, namely to create a concept of HR development planning which includes job analysis, number of workers, the amount of compensation to be given to employees, time employee training is held, work rules are made, and the most important thing is to clearly define the quality and quantity of employees needed to achieve goals.

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