

Human resources efforts to improve employee performance at JW Marriott Surabaya

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Abstract: Human resources are the first elements of an organization. This study aims to find out and analyze the efforts made by the human resource (HR) department in improving the employee performance of JW Marriott Surabaya. This research was conducted to human resources, they are assistant HR and training manager and human resources coordinator took using purposive sampling technique, which is considered to know the efforts to improve employees' performance. Data collection techniques by using observation, interviews, documentation, and studies literature. Data analysis in this study uses a qualitative method with technical triangulation analysis. The results showed that performance improvement efforts began with, employee placement, training and development, discipline in employee attendance, and the provision of salaries and compensation to employees but the need for supervision, multiplying variants of methods in training, and acting decisively to employees who are less disciplined to existing regulations.

Keywords: employee performance, human resources, human resource management

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Introduction

The development of the tourism sector in Indonesia is currently quite good. But within a year, in May 2020, Indonesia's economic condition experienced a drastic decline, which had an impact on tourism due to Covid-19. According to Dwi Cahyo, Chairman of the Indonesian Hotel and Restaurant Association (PHRI), recorded losses in the tourism industry have reached Rp.85.7 trillion as of April 2020. Thousands of hotels and restaurants were forced to close, there were approximately 60 hotels in East Java closed, and more than 4.000 employees were forced to be laid off.

However, the JW Marriott, which still operates today, is not a part of them. During the pandemic, many employees were sent home and permanently laid off, JW Marriott had to lay off employees to maintain continuity and maintain business stability. With minimal human resources, there is a necessity for obtaining human resources who are truly competent in their fields. In this case, HRD must be able to manage and maximize the current employees. To maximize human resources, the control of human resources through human resources management is vital.

Human resource management (also known as HR or HRM) is a science or method that focus on the hows of managing the relationship and role of human resources owned by individuals efficiently and effectively so that it can be utilized in the most optimum way to achieve common goals in the company (Bintoro & Daryanto, 2017). HRD must make efforts to obtain, maintain, and manage the quality of human resources to achieve the company's goal.

When researchers conducted research at JW Marriott, they discovered a problem regarding the lack of awareness by the employees in conducting human resource training, which resulted in inadequate training for developing knowledge and skills for the employees.

This would reduce the general performance of employees. According to research done by Putri (2020), it was discovered that education, training, and motivation programs carried out by the employees can have a good influence on the employee, and company performance. Performance could be considered as the result achieved by the employees in performing and completing their given duty, which is based on the quality and quantity of their work. If employees fail in carrying out the tasks assigned by their superior, it can cause delays in achieving company goals.

Research done by Altarawneh (2016) discovered that the human resources management strategy had benefited the organizational performance which was represented by various strategies used within the company. But, the results of other studies on. However, results from other studies such as Mustiyah & Husnianita (2020) have shown that the HR division was poorly evaluated by assessment, this happened because of the lack of application for HR processing, which is responsible for the improvement of performance and the competence of the management department in the Company.

Seeing this situation, HRD would have to conduct human resource management by controlling human resources in JW Marriot so that may fulfill the company's goals effectively and efficiently. The results of previous studies are described as references in written research conducted by the author, first research by A. Asril et al., (2019) with the title "the effects of human resource development, work culture, work environment on employee performance mediated by work commitments: a study on the city of Baubau Government, South East Sulawesi, Indonesia". The difference is that good leadership can increase performance by influencing elements; for example, human resource management development, at the same, the main focus of this study rest on a broader topic, namely human resource management. Second research by Kusumawati et al. (2019) with the title "Mekarsari Fruit Garden Employee Performance Improvement Strategy". The second study used a structural equation modeling (SEM) analysis. whereas this study design is qualitative and research based. The result of the study by Kusumawati et al. shows an increase in the performance of the employees with competence and also improvement in employee welfare, whereas this study focuses on the management of human resources management. Third research by Iskandar (2018b) with the title "the influence of employee recruitment on performance at PT. Angkasa Pura II (Persero) Sultan Iskandar Muda Airport Banda Aceh". The difference is in Iskandar (2018) only performs an analysis on recruitment, analysis of the data utilized a simple regression test while this study used a broader discussion of the management of human resources. Fourth research by Fauzan & Sumiyati (2015), with the title "The influence of organizational commitment on employee performance PT. Mandiri Bank. Tbk. Cirebon area. The difference is the analysis technique used which is the Simple Regression Test, The variable that was used in the explanatory survey the approach was a commitment that dictated the magnitude of employee performance, whereas the management of human resource management is the main focus of this particular study. The fifth research by Saviour et al. (2016) with the title "communication strategies used to improve employee performance in a diverse workforce" explains that assigning work assignments and performance management are strategies for improving performance, whereas this study instead stresses the management of human resources. Sixth research by Taylor (2019) with the title "strategies to improve employee engagement in the hospitality industry". The difference is in the result of the strategy used, namely in leadership which can increase employee involvement in the company, whereas the management of human resource management is being studied by this study through the equation of qualitative data analysis and data collection with interviews and observations. Seventh research by Kareem & Hussein (2019) with the title "the impact of human resource development on employee performance and organizational effectiveness". The difference is that the researchers on the said study were set out to analyze the effects of HRD on the effectiveness and performance within the company, while the management of human resource management is the focus of this study. Equations that discuss efforts in employee performance. Eighth research by Ratnawati et al. (2018) with the title "efforts to improve employee performance at post-acquisition company In Indonesia". The difference is in leadership which is the attempt to improve the employees' performance, whereas the management of human resource management is being studied in

this study. The ninth study by Kencono (2019) with the title "human resource management strategy in improving service quality at Bank Syariah Mandiri KCP Gombong, Kebumen". The difference lies that service quality is the focus, whereas the management of human resource management is being studied in this study. The tenth study by Ningsih (2019) with the title "human resource management strategy in improving employee performance". The differences mainly lie in the result of the study and the technique used to analyze the data, which was through SWOT analysis, whereas the management of human resource management is being studied in this study.

Thus, the authors of this study are interested in conducting research. Based on this background the author is interested in choosing this title the efforts undertaken by the human resources department to improve the performance of the employee.

Methodology

The research was held at JW Marriott Surabaya, located at Jalan Embong Malang 85-89 Surabaya, East Java. The variables that were tested in this study were the internal variables on human resource management with indicators of recruitment and selection, employee placement, development and training, attendance, and salary and compensation while external variables on performance with indicators of quality, accuracy, capability, and communication. Researchers used qualitative data types. The qualitative descriptive research method is a method of research that is based on the philosophy of postpositivism, namely research using a descriptive method that describes how the situation or event that exists in this study (Sugiyono, 2012). Methods used for data collection were through interviews, observation, and documentation. While the data sources used are primary data and secondary data. Primary data were obtained from interviews regarding human resource management and performance at JW Marriott. Secondary data was gained from literature reviews such as literature, articles, journals, websites that support research.

Determination of informants was done through the use of the purposive sampling technique. The purposive sampling technique is a technique for determining samples by the criteria with certain considerations (Sugiyono, 2016). The informants in this study consisted of the employees of JW Marriott Surabaya's human resources department who were assessed by researchers to learn about human resource management efforts as a strategy to improve employee performance at JW Marriott Surabaya, which consisted of Assistant Learning & HR Manager and HR Coordinator.

Within the study, the validity or correctness of the obtained data was tested using triangulation techniques. Triangulation is a technique for data collection that combines data collection methods. Triangulation is a multi-method approach that was conducted by researchers when collecting and analyzing the data they get (Hadi, 2016). This research utilized the source triangulation technique. Source triangulation is digging up information about certain truths through various methods and sources of data acquisition. Having complete data is then validated from various sources so that it can be used as the basis for concluding.

Results and Discussions

The fourth strategy conducted by HRD JW Marriott Surabaya was not implemented as a whole, only two of them are implemented well enough such as training and development as well as employee attendance, but the rest such as recruitment and selection did not implement well, it was because the lack of human resources and financial budget that are allocated at HRD. All impacts the right man and the right job are not implemented in the right way example the SOP.

Proper and mature planning management is necessary to obtain and maintain quality human resources and improve employee performance. Some things that HRD does as internal variables from the company include:

A. Recruitment and selection of human resources

JW Marriott Surabaya has the same recruitment standards as JW Marriott International recruitment standards. Prospective employees who are applying need to fulfill certain criteria, namely having quality, experience, competence, and having good references from previous properties. The type of recruitment is differentiated into two types, namely:

a. Internal recruitment

Internal recruitment is the recruitment of prospective employees from other Marriott properties who wish to enter any Marriott brand, also known as a transfer.

b. External recruitment

External recruitment is the recruitment of prospective workers from outside the previous Marriott properties who wish to apply for positions at Marriott properties, and also including employees who have resigned from previous Marriott properties and wish to return to Marriott properties.

Before JW Marriott conducts open recruitment, preparation is required to facilitate the open recruitment activities. The following are the things that HRD does, namely:

a. Preparation

Each department will contact HRD if it has problems or experiences deficiencies in its team, where the department head or leader will inform if it needs new employees to work in their department to the HRD department. HRD will analyze said department's need for new employees. For the next stage, the department will submit a requisition form by filling in the employee criteria data needed by the department. This data received from the form will be inputted into the Marriott International system, and it will be present in the MHub and Marriott career systems. Open recruitment will last for one month. Announcements of open recruitment will be posted in the Marriott Global Source (MGS) system which only applies to internal recruits who submitted their applications and is followed by applying in the MHub system. For the applicants who are external parties or not from Marriott properties, they have to submit applications through the website, namely Marriott careers.

b. Registration

The registration process where prospective employees can choose the department and position based on available vacancies is then followed by the registration procedure by filling in the data, sending the curriculum vitae (CV), and the required files online.

c. Online assessment

Prospective employees conduct an online assessment in compliance with Marriott International standards. Assessment points are consistent with the selected department. This online assessment has levels that are categorized based on color levels, namely green (very recommended), gray (recommended), yellow (can be considered), and red (not recommended). Prospective employees can be said to have passed if they achieve the green, gray and yellow assessments, however, if the result is one of the red colors, the prospective employee will automatically be eliminated by the Marriott system.

d. Interview

Prospective employees who pass the assessment stage then will move on to the next stage which is the interview. HRD will conduct interviews first with prospective employees, then proceed with the department's director, and finally the general manager. If the prospective employee's position is under the Manager, then only conduct interviews with HRD and the director of the department.

The following are a number of the candidates who were selected to join JW Marriott Surabaya. In December 2020 coincided with the open recruitment for the position of Manager of Human Resources. There were a few prospective employees who registered and elected one employee but JW Marriott felt that this position was not acceptable for the prospective Therefore, the human resources department decided to choose a position that matched the prospective employee, namely Assistant HR & Training Manager. In compliance with the mutual agreement between prospective employees and JW Marriott.

While working, employee performance has been seen in his contribution at JW Marriott, according to colleagues in the human resources team he is an experienced employee, is well competent, can encourage and motivate other employees, especially always reminding employees to finish their training and fulfill their responsibilities. answer them in good work. A member of the HR coordinator team said that the Assistant HR & Training Manager has a satisfactory performance when it comes to quality and accuracy in work, capability, and communication system.

In December 2020, open recruitment was held for the Sales and Marketing Administration position. According to the Assistant HR & Training manager when monitoring each department, employees are diligent and conscientious when working. These employees also have good work quality, especially concerning the orders from the leader. The employee also shows a high initiative in conveying suggestions for the sales and marketing team, namely to continue to be attentive to good and correct grooming procedures in compliance with the standards at JW Marriott.

In February 2021, open recruitment will be held for the position of Director of Food and Beverage. This is currently external recruitment where the candidate was not previously from a Marriott property. JW Marriott decided to choose the candidate because, during his previous tenure at the hotel, the prospective employee had very good competence and a good reference, which became a strong point for the prospective employee.

The working employee has stated that the method used by the food and beverage director today is different compared to the past director, as employees are now able to perform with greater agility and accuracy when carrying out their responsibilities. This responsibility as director of food and beverage complies with JW Marriott standards. Within a few days of employees joining, employees can adjust quickly in the food and beverage department environment. The food and beverage team has stated that the employees possess good morale and have adequate skills in quick problem-solving, especially when in food and beverage sales, where, in regards to the current situation, the tourism industry does not receive many guests in hotels due to the pandemic. Their strategies and capabilities are utilized to attract guests to use JW Marriott's products and service, especially at JW Marriott restaurants. Mastery of skills of the director of food and beverage are also visible from actions such as the handling of guest comments, either good to bad, which can be seen on the JW Marriott product and service quality assessment site or what is also known as Guest Voice with correct communication rules.

The total number of employees at JW Marriott is established on an agreement with the owner and also through an analysis of the current situation of JW Marriott. The amount of employees at this time are believed to still be able to produce products and services well without any obstacles in their productivity procedures. Moreover, during the Covid-19 pandemic, JW Marriott Surabaya cannot recruit more employees to avoid the spread of the virus at this time. JW Marriott will do open recruitment if there is any position vacant and it needs more workers. In the recruitment and selection procedure for prospective employees conducted by HRD, it appears that JW Marriott is very selective in choosing human resources, as they have to hire quality employees that affect their overall performance in the future.

Researchers agree with the result of research conducted by (Saviour et al., 2016), that procedures in recruitment and selection must be conducted strictly to ensure that the employees are suitable to fulfill the need of the company. This result is also supported by previous research conducted by (Bako Yusuf & Banjo, 2017) shows that the use of effective recruitment and selection procedures are closely related to the motivation of workers in the hotel industry. They show that recruitment and selection affect employee performance in the hospitality industry. Employees who possess the necessary skills, knowledge, and abilities correctly and perform well in the procedures show good working performance and think that the impacts of recruitment and selection may differ from company to company. However, procedures in recruitment and selection will be useful to assist the company in achieving its goals.

B. Employee placement

The placement of employees is adjusted according to the department and position during the recruitment and selection stages. Placement of employees' positions cannot change

suddenly, because the assessment procedures carried out already have criteria and assessments that comply with the competencies that land them in the selected department. Changes in departments or positions for new employees or old employees can occur but this is adjusted to the terms, conditions, agreements between the two parties and adjusted according to the expertise of the employee.

In managing employees' placement, HRD does not immediately transfer employees, it is important to analyze employee performance because it is to avoid opportunities for problems for the company.

C. Training and development

The first thing that new employees do when they start joining the company is to provide training on the Marriott brand service which explains the regulations and the culture at JW Marriott, compliance training that explains the prohibitions at JW Marriott, and harassment training. This training also applies to any employee because in the material there will always be material updates that JW Marriott's employees must be aware of.

The process of training and development conducted by JW Marriott employees is derived from the curriculum provided and must be completed by each department. Besides that, the training and development that JW Marriott conducts every month have a benchmark represented by the amount of training duration that must be achieved and which varies each month. To achieve the target in compliance with the Marriott International benchmark, JW Marriott makes various efforts to support employee training, for example, crosscheckexposure program where employees can do different training with the department they occupy. The aim of this course is the transference of knowledge and ability between senior/ experienced employees to the newly recruited / inexperienced employees, which can be done from property to properties, such as the office to other properties. JW Marriot's criteria for the implementation of this process is considered successful if the duration of the training hour matched with the provisions at Marriott International.

In January 2020, the training hours achieved by JW Marriott reached 1712.15 hours from 18 departments at JW Marriott, this is caused by the large number of curricula which has to be achieved and the number of employees who conduct training, the results of these training hours will also increase. Until May 2020, the total number of training hours obtained experienced a drastic decrease, which only reached 688 hours from 18 departments. This happened because this month was the start of the tourism sector's decline due to the Covid-19 pandemic. Until finally, in January 2021, when JW Marriot, who had been able to adapt and rise during the pandemic, had achieved 1430.67 hours of training hours.

JW Marriott also collaborated with the National Agency Of Professional Certification (BNSP) in this employee development method, which is a possible method for testing the competence of employees, its function is the monitoring of the development of employees competence so that HRD can be made aware of the quality of available human resources and for employees, this will be very useful to support the quality of work in the field of profession.

In employee development, JW Marriott also uses methods such as team building or the associate's appreciation week (AAW) event, which is an example of the employees development activity. These activities aim to foster the development of employees' motivation, enthusiasm, and to reduce boredom while working.

Achievements from training and development at JW Marriott can be declared successful if the evaluations obtained show a high value based on audit results, brand service training assessments, and guest voice systems derived from guest assessments, which can achieve the targets expected by JW Marriott. When researchers conducted research at JW Marriott to coincide with the process of hotel brand audit, JW Marriott Surabaya had obtained almost perfect points, namely 98 with an assessment of every feature of the hotel.

The provision of training and development by JW Marriott HRD can be said to have had a good and big impact on JW Marriott's human resources development. This can be inferred through various kinds of training and development which were carried out by HRD to employees to expand employee knowledge and support employee needs for improving employee performance.

Researchers agree with the research conducted by Taufek and Mukminin, who found that training and development can improve the ability and expertise of employees, organizations in achieving company goals (Taufek & Mustafa, 2018)(Mukminin et al., 2020). These results are also supported by previous research who argues that without proper training and development, employees cannot carry out their work to their maximum potential (Rodriguez & Walters, 2017).

D. Employee attendance

Managing employee attendance at JW Marriott Surabaya is through the use of a fingerprint attendance machine connected to an online database application system. Employees can access this application where each employee is given their account to view and manage all matters relating to absenteeism, be it work schedules, leave, overtime, etc. In this online database application system, HRD can monitor time discipline, employee integrity, train employee honesty, and monitor employee mistakes.

Where the error that most often occurs in managing employee attendance is when employees do not update their work schedules, resulting in misinformation which ultimately hampers HRD and finance performance when carrying out payroll procedures. Because updating the work schedule is crucial, if an employee does not update the work schedule in the online system, HRD will give consequences usually through verbal warnings to the delays in paying the employees' salaries with the main goal of providing a deterrent effect both for the concerned employee and to set an example for the other employees to avoid making the same mistake.

E. Salary and compensation

The process of salary payment, in this case, the monthly wages' amount that JW Marriott provides to employees, has been stated in the employment contract between the company and each employee. The payment of salaries to employees is made every 25th of every month or if the 25th falls on a Saturday or Sunday or a national holiday, the salary will be given earlier. HRD will also look for various solutions if any problems related to the delay of salary payments appeared.

Rewards and compensation are gifted to employees who achieved achievement in their performance, JW Marriott has a program namely standing ovation which is held every 3 months to hold award events by giving awards to outstanding employees. But during the pandemic to avoid crowds and thus, avoid the spread of the virus, the award is given to employees in a program called JW Heroes. JW Heroes is an award poster given to employees who excel with employee name data, comments given from guests, and greeting cards by using high notes containing a sign of gratitude and appreciation to employees from the director or department leader of the out-standing employee.

In November 2020, four employees became JW Heroes from the front office department, namely executive lounge attendant, loyalty manager, executive lounge assistant manager, and front desk agent. Then in December 2020, five employees became JW Heroes in the front office department, namely the front desk agent there were 2 employees, a guest relations officer, your service agent, and a loyalty manager. And in January 2021, six employees became JW Heroes from the front office department, namely the front desk agent, there were three employees, the front office, your service agent, and the loyalty manager. From this information the loyalty manager is the employee who most often gets JW Heroes because this particular employee has good performance points, can be recognized by the guests because it can facilitate the activities of the guests and provide services according to the expectations of these guests. The award of JW He-roes for the back office was in January 2021 which became JW Heroes, namely the loss prevention manager and engineering manager because thanks to the direction and the diligence of their team, repairs to maintenance at JW Marriott have been completed. There are also accolades in the form of promotions for any employees who contributed and showed high work loyalty to JW Marriott, which is balanced with employees having quality work by producing the output expected by the hotel.

In February 2021, six employees received promotions, of which employees who received promotions were from the food and beverage department and the human resources department. These employees deserve a higher position because they have helped a lot in carrying out the targets of JW Marriott during their tenure. These targets were planned by the

hotel's strategy. This is followed by external variables which are seen as indicators with noticeable effects on employees' performance. In this study, the included external variables are the following:

a. Quality

In this context, the working quality from JW Marriott follows the standard quality for product and service quality set by Marriott International. The standards for monitoring work quality applied at JW Marriott include the Hazard Analysis and Critical Control Point (HACCP) for F&B products and guest voice for monitoring service quality.

Reaching a high value or equal to the benchmark value in each point obtained every day, it can be inferred that the quality of the products and services produced is adequate and fulfilled the consumers' needs and expectations.

b. Accuracy

Accuracy of employees in completing the tasks which are their responsibility, and achieving targets based on standard working hours in the company which results in accuracy in achieving predetermined targets. Every employee at JW Marriott has been authorized to perform their duties concerning their respective main duties and functions. Where all employees are obliged to serve guests flawlessly and to the best of their ability according to the capabilities and capabilities of each employee by continuing to adhere to JW Marriott International's commitment and brand core values.

c. Capability

In this case, the level of capability possessed by employees can be inferred through tracking the training carried out. As for the employees with high or above-average training hours, this can be utilized as a way to provide an assessment to confirm that the The aforementioned employees possess high motivation in improving skills and knowledge. Because at JW Marriott Surabaya we encourage and support all employees to continue to develop as much as possible. And it can also be reviewed every three months every leader sends an employee evaluation report which will later be submitted to HRD.

To measure the sense of initiative that employees have at work, that is by looking at how they seek to solve problems that exist in the team or the service. If there are problems with guest complaints and employees who are in the area can resolve them properly and deftly without the need for assistance from a supervisor or manager, then this can be said if the level of employee initiative in overcoming problems is high because they have good quality and are nimble in acting. The most crucial point in solving problems with guests is where employees learn technical skills with the LEARN model concept which has the points of listening, empathizing, apologizing, reacting, and notify which are mandatory for employees to apply at work.

d. Communication

In this case, communication and interaction between humans and individuals are very diverse in addition to how each employee communicates with their co-workers are also very diverse. JW Marriott has set and provided clear boundaries for communication, which must be in compliance with the good principles and which do not violate applicable ethical norms.

In this case, HRD conducts training for employees that is useful for building good communication with colleagues or with guests. Where the international JW Marriott possesses one of the core values, namely Put People First. Not many employees still lacking in awareness about the importance of communication because in all cases communication can improve relationships between co-workers and can lighten the workload. Therefore, employees must always be trained to implement the core value, namely Put People First, which complies with the rules of JW Marriott International.

At JW Marriott there is an open door management program where managers have an open attitude to employees. So that employees can consult, express opinions, or rebuttal to the manager. So managers must have a leadership attitude that together supports each other's employees and can accept opinions or rebuttals given by employees.

Conclusions

Based on the results of the research, it can be concluded that the efforts made by the human resources department to improve employee performance at JW Marriott Surabaya are as follows: recruitment and selection of prospective employees, placement of human resources, training and development, discipline in employee attendance, giving salaries and compensation to employees.

This is an effort from the human resources department in improving and maintaining the quality, competence, knowledge, skills, and abilities of employees that support the achievement of good performance. It takes a variety of training variations that can foster passion while working. Continue to monitor and evaluate employees at JW Marriott. Provide strict sanctions or reprimands for employees who still forget their responsibilities in updating their work schedules so that there are no problems involving all employees.

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