



Strategy Implementation to Improve Human Quality Resources in Business Plan over LH Hotel

Helmy Nur Efendi Yusuf^{1,*}, Tantri Yanuar Rahmat Syah¹, Rhian Indradewa¹, Semerdanta Pusaka¹

¹Faculty of Economic and Business, Esa Unggul University

Hotel is an accommodation service business to bring a service, comfortable, and lodging facilities needed for those who want lodging facilities for the benefit of family, vacation or on job. This business is related to facilitate a people as customers, so this business is related to service quality. Quality of service is very determining by success factor of this business. Service quality is a form of consumer assessment in the level of service received with the expected level of service. The success of a company's operations is determined by many factors, one of which is the employee. Employees are people who deal directly with customers. In addition to hotel buildings which include design and layout, employees also become important assessments for customers. Therefore, training and developing employees in a service business is important to achieve company goals.

Keywords: HR Management, Training and Development, Recruitment.

1. INTRODUCTION

Hotel is one of the promising service businesses. Good or bad hotel can be judged by the service it has, one of the important points is the service of human resources owned. Customers who are satisfied by the hotel services will be an asset for the company, they will become loyal customers and even they will do word of mouth or recommend for colleagues or family who want to find a hotel. Reliable human resources are possible to make a good impression on customers and create satisfaction for customers [1]. Reliable human resources certainly do not come just like that. After all, employees are company assets that must be properly maintained and developed. PT. Levina Heldi Gemilang carries out strategies to improve the professionalism of its employees through recruitment and training and development.

2. METHODOLOGY

A. LH Hotel human capital goals

PT. Levina Heldi Gemilang aims to make LH Hotel the first choice that has innovation in service also excels in operations and services and is oriented to customer satisfaction. LH Hotel conduct HR activities by explaining in detail the SMART pattern (Specific,

Measurable, Attainable, Result-oriented, and Time bound) [2]. Specific means that performance targets are specific, namely clearly stated, concise and easy to understand. Measurable means that performance goals can be measured and quantified. Attainable means to be challenging, but still affordable. Result oriented means to focus on the results to be achieved. Time bound means that there is a time limit and can be tracked, its progress can be monitored against the target to be corrected. To achieve these objectives, LH Hotel creates corporate strategy that is divided into 3 objectives, namely the short-term, medium-term and long-term goals showed in Table I and Table II.

Table I. LH Hotel: Short-term Human Capital Goals

No	Specific	Measurable	Attainable	Result Oriented	Time bound
1	Make the right organizational structure	100%	Mapping process to form a more effective organizational structure	Perform the function of the position in accordance with the job desc	First Year
2	Conduct periodic training for skills development	100%	Creating training programs to improve hotel services	Improved hotel services	First Year
3	Give reward and punishment	100%	Giving fair rewards and penalties to employees fairly	Improving the quality and quality of service	First Year

*Email Address: tantri.yanuar@esaunggul.ac.id

Table II. LH Hotel: Medium-term Human Capital Goals

No	Specific	Measurable	Attainable	Result Oriented	Time bound
1	Employee training and education for hotels who want to collaborate with LH Hotels.	100%	Creating an HR development program by conducting training and providing short courses for developing "hotel management" services	Improving service quality based on knowledge	Third Year
2	Carry out periodic restructuring in accordance with business needs.	100%	Make the organizational structure in accordance with the development of the hotel business	Employee placement is clear and structured	Third Year

Table III. LH Hotel: Long-term Human Capital Goals

No	Specific	Measurable	Attainable	Result Oriented	Time bound
1	Providing certification for employees for hotels who want to collaborate with LH Hotels.	100%	Providing certification for employees for hotels who want to collaborate with LH Hotels	Improving service quality based on Knowledge	Sixth Year
2	Creating employee development programs to develop service-based hotels	100%	Evaluate standard operating procedures and establish standard operating procedures with better service quality with the changing times and desires of various consumers	Improve service quality	Fifth Year

B. Corporate Culture

Corporate culture is divided into 3 (three) parts, namely: Artifacts, Assumptions & Company Values.

C. Company Artifacts

LH hotel describes artifacts as a manifestation of the vision and mission owned by LH hotel. Uphold the level of service and prioritize the comfort of guests who come to stay at LH Hotel. As a form of LH the hotel has the following artifacts: Comfortable room, Fast Check-in, bolsters, towels in different colors.

D. Company Value

The values applied to Levina Heldi Gemilang are concerned with details, team orientation, openness, and results towards results.

E. Company Assumptions

LH Hotel's organizational culture emphasizes the importance of excellent service for hotel guests, such as fast service, making it easier for guests to check-in, check-in can be done within 24 hours, provide plenty of mineral drinking water, so that hotel guests do not lack water drink or leave the room to buy drinking water from outside the room.

3. RESULT AND DISCUSSION**A. Human Capital Plan**

Human Resources LH Hotels regulates human resources in the company, the number of company needs in LH Hotels in accordance with the following:

Table IV. Number of LH Hotel Employees

No	Position in the Company	Human Capital Needs (Person)
1.	General Manager	1
2.	Manager	5
3.	Quality Control	3
4.	IT & Building Maintenance	4
5.	Marketing Staff	4
6.	Receptionist	4
7.	Concierge	3
8.	Security	8
9.	Floor Section	12
10.	Linen / Uniform Section	6
11.	Gardener	1
12.	HR & GA Staff	3
13.	Finance Staff	2
14.	Sous Chef	1
15.	CDP	3
16.	Commis 1	6
Total		66

B. Recruitment Planning

LH Hotel has a well-planned and well-planned recruitment system which is expected to help management get workers according to company criteria. The recruitment of LH Hotel employees using external methods is carried out in a way:

1. Collaborating with tourism schools especially those around LH Hotels such as the Vocational Hospitality Vocational School, Paramita Tourism Academy, Pertiwi Tourism Academy and others.
2. Through brochures posted in strategic places.
3. Through the labor department. Every candidate who meets the requirements will continue to the next stage.

Table V. HR Job Vacancy Advertising Cost

No	Activity	Amount	Unit Price	Total
1	Advertising in Schools and the labor department	6 times	IDR 350.000,-	IDR 2.100.000,-
2	Print brochure	4 times	IDR 225.000,-	IDR 900.000,-
Total				IDR 3.000.000,-

C. Training and Development Planning

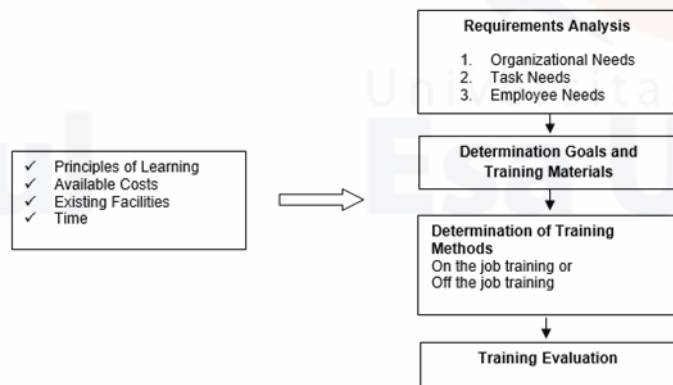


Figure I. Training Process Flow at LH Hotel

Employee development at LH Hotel produces knowledge, skills and behaviors that enhance the ability of employees themselves to meet changing job requirements and the demands of clients and customers [3, 4]. The development program is led by a professional and certified team, which is conducted every June. The training focuses on helping the performance of employees in their current work and also for the future. Development and training of PT. Levina Heldi Gemilang is done to improve the quality of the performance of employees who have long worked and who have just worked. In order for LH Hotel's workforce or employees to make an optimal contribution to the company or organization, employees must master job duties and responsibilities. The development and training carried out by the Levina Hotel for employees is always there because of the training plans that are made every day at the end of June. The training plan is made for the next year, the training will be conducted according to the budget for cost efficiency. The training carried out is by holding classroom training from companies or known as in-house training. The material provided among the new sciences about hospitality, new operational procedures standards, skills development, and others. The main objective of the LH Hotel training program to complement work skills and be able to carry out the tasks given in the job description / assignment and / or job / licensing specifications. The LH Hotel employee training strategy is held 4 times each year, meaning that every 3 months training for each section of LH Hotel employees, with a cost of 61,900.00 IDR / year.

D. Training and Development Planning

The compensation LH Hotel provides is in the form of rewards or wages for employees on a regular basis every month. The compensation must be appropriate and in accordance with labor market conditions that exist in the external environment to avoid labor problems or endanger the organization / company. The uniform needs of LH Hotel 2020 employees range from 300,000 IDR to 750,000 IDR/set, each employee gets 2 sets of uniforms

with a total cost of 44,950,000 IDR. The compensation LH Hotel provides is in the form of rewards or wages for employees on a regular basis every month. The compensation must be appropriate and in accordance with labor market conditions that exist in the external environment to avoid labor problems or endanger the organization / company. The uniform needs of LH Hotel 2020 employees range from 300,000 IDR to 750,000 IDR/set, each employee gets 2 sets of uniforms with a total cost of 44,950,000 IDR.

E. Job Evaluation

Hotel Levina provides an assessment of employees looking at attendance, how often the employee comes to work and seen from the way employees work serving guests, cleaning rooms by room boys, food service for chefs, and hotel security for security guards. If the employee's assessment is poor there are written and verbal warnings (reprimands). There are many assessments in assessing Levina Hotel employees, but the most important ones are attitude, attitude, appearance, communication, work discipline, work knowledge up or down, and input from other divisions. A human resource management at the Levina Hotel also sets standards for evaluating the performance of employees. The assessment is carried out from each department, over personnel upper management. The assessment of Levina Hotel employees can also be seen from the way employees work, namely for the receptionist position who is assessed as a way of handling guests, friendliness to guests, and employee attitudes, while for room boy is room cleanliness, discipline, and room neatness. Assessment can also be done through daily observations, the presence or absence of complaints from guests, whether or not there is praise from guests and employees fill out a questionnaire about their attitudes and performance. Assessments are reported every three months to the manager and then to the GM (General Manager). The bad result of assessment can be material for evaluation also upskilling training program. Employees become the main asset in running a hotel business needs special assessments to find out how far the performance of company employees reach the goal. In delivering the employee performance appraisal, the leader conducts a briefing every morning [5].

4. CONCLUSIONS

Service businesses such as hotels are businesses that rely heavily on reliable human resources. In addition to building and spatial planning, service process management must also prioritize customer satisfaction. It is not easy to find human resources who have consistency in serving customers, for that it is very important that companies do up skilling of their employees. This is related to the company's goals and enhances the brand image of the hotel. However, building and spatial planning are important elements to attract attention and provide a

unique customer experience without reliable human resources and hotel business professionals may not last long, bad comments and bad images will emerge if human resource management is not managed properly.

References

- [1]. Aprilda, R. S., Purwandari, D. A., and Syah, T. Y. R., Servant Porter, Micheal E. **(1980)**. Competitive Strategy. New York: Free Press.
- [2]. Broad M.L and J.W Newston. **(1992)**. Transfer of Training. Addison Wesley Publishing Co.
- [3]. Chris Rowley, Keith Jackson **(2012)**, *Manajemen Sumber Daya Manusia: The Key Concepts*, Jakarta: PT. RAJAGRAFINDO PERSADA.
- [4]. Agus Tulus, Moh. et al **(1996)**, *Manajemen Sumber Daya Manusia, Buku Panduan Mahasiswa*, Jakarta: PT. Gramedia Pustaka Utama.
- [5]. Brotherton, Bob and Wood, Roy C. **(2008)**. The SAGE Handbook of Hospitality Management. Sage Publications.

Received: 7 November 2019, Accepted: 31 December 2019