

# IMPLEMENTATION OF HUMAN RESOURCE MANAGEMENT AT YUSRO HOTEL RESTAURANT AND CONVENTION JOMBANG

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**ABSTRACT:** This study aims to determine the implementation of the HRM operational function (particularly in terms of procurement, training and development, integration, compensation, maintenance, discipline, and employee termination), the obstacles that hinder the successful implementation of the HRM operational function, as well as to recommend alternative strategies in overcoming the problem. related to HR at Hotel Yusro Jombang. The approach used in this research is a qualitative approach which is analyzed using an interactive analysis model and combined with a SWOT analysis technique, then tested using a source triangulation technique. The results showed that the implementation of HRM at Yusro Hotel could not be said to be effective because the functions of employee procurement, employee development, employee integration, employee maintenance, and employee discipline had not been implemented optimally. Barriers that occur during the implementation process of human resource management at Hotel Yusro Jombang are divided into two types, namely revenue and management incompetence in planning various HR management programs. And from the results of calculations and analysis on the Cartesian SWOT diagram, it shows that the position of the implementation of human resource management at the Yusro Hotel Jombang is in quadrant III, so the strategy that can be used to overcome HR problems at the Yusro Hotel is the WO strategy, namely by holding employee team building, reviewing re-employment process, realization of the competency certification program, and promotion of products and services through various means.

**Kata Kunci:** Hotel, Human Resource Management, SWOT Analysis

## INTRODUCTION

Implementing HRM in an organization is not an easy thing to do because in its realization there will always be various kinds of problems that arise both caused by internal and external factors of the company itself. Especially in the hotel industry, where all human resources working in it will always be demanded and directed at visitor satisfaction as its top priority.

Based on the results of interviews conducted in the pre-survey on February 12, 2021, with the staff and management team, researchers found several problems that so far the level of employee discipline at Yusro Hotel is still quite low. Not only that, the performance of Yusro Hotel employees is still not optimal. In addition, internal conflicts that still often occur are also enough to affect the condition of the work environment to be uncomfortable so many employees try to withdraw from the company. This of course can affect the operational activities carried out by hotel employees to not run as expected, including the service process provided.

According to this background, the author wants to examine more deeply the operational functions of human resource management applied, especially in terms of procurement, training and development, integration, compensation, maintenance, discipline, and dismissal of employees, obstacles that hinder the HR implementation process, along with analysis of internal and external factors at Yusro Restaurant and Convention Jombang Hotel, to provide appropriate recommendations

in overcoming the problems that happen. So that the title that will be raised in this thesis is "Implementation of Human Resource Management at Yusro Hotel Restaurant and Convention Jombang".

## LITERATURE REVIEW

### Hotel

According to (Bagyono, 2012), hotels are one type of accommodation that is managed commercially by providing lodging, food, and beverage facilities, as well as other facilities that are in accordance with the progress of the times both in terms of needs and technology prepared for a person or certain groups. According to (Wiyasha, 2010), there are 7 characteristics of hotel products including tourists directly involved in the production, distribution, and consumption processes, there is no guarantee of consistency in the quality of services provided. Because when a service is carried out by different people, the quality produced can also be not the same, there are no samples because products and services must be directly felt by visitors/tourists. Furthermore, if the product/service is not sold today, then the product/service cannot be stored and compensated on the next day's sale. Visitors must come directly to the hotel to enjoy the products/services provided. And, the image or impression of the hotel is invisible. Also, it is easy to copy and

duplicate by competitors. According to Sulastiyono (2011: 63) there are several divisions in a hotel which are divided into 8 departments including *front office, housekeeping, food and beverages, marketing and sales, accounting, engineering, security, and human resource department.*

### **Human Resource Management (HRM).**

According to (Hasibuan, 2017) HR is a science and art that regulates the role and labor relations in realizing the goals of the company, employees, and society effectively and efficiently. In HRM, there are two kinds of functions consisting of managerial functions and operational functions. The managerial function consists of the planning function, the organizing function, the directing function, and the control function. While the operational function consists of employee procurement functions, training and development functions, integration functions, compensation functions, maintenance functions, disciplinary functions, and employee dismissal functions (Hasibuan, 2017).

### **SWOT Analysis**

According to (Rangkuti, 2013) SWOT analysis is the identification of various factors that are systematically used to formulate company strategies. This analysis is based on the relationship or interaction between internal elements, namely strengths and weaknesses, to external elements namely opportunities and threats. In the use of SWOT Analysis, there are several benefits, including:

1. To provide a strategic reflection of the condition of a company through 4 perspectives consisting of strengths, weaknesses, opportunities, and threats

so that decision-makers can see these conditions comprehensively.

2. Can be a reference material for making long-term strategic plans
3. Can provide information to stakeholders who will hold cooperation so as to create a mutually beneficial symbiosis.
4. It can be a routine assessment of the progress of decisions so far that have been made by the company concerned (Fahmi, 2015).

### **RESEARCH METHOD**

This research is included in the type of qualitative research case study to examine intensively about the background of the current state and environmental interactions in a social unit, individual, group, institution, and society (Suryabrata, 2013). The limitation of research in this qualitative study is more based on the level of urgency of the problems faced which focus on the implementation of the operational functions of HR management (procurement, training and development, integration, compensation, maintenance, discipline, and dismissal of employees), obstacles faced during the HR implementation process, as well as analysis of internal and external environmental factors of Yusro Jombang Hotel.

The data collection techniques carried out consist of: (1) frank observation techniques, (2) semistructured interview techniques, and (3) documentation study techniques. Furthermore, the collected data was analyzed using an interactive analysis model combined with SWOT analysis techniques, then validated using source triangulation techniques.

### **RESULTS AND DISCUSSION**

#### **Implementation of Human Resource Management Operational Function at Yusro Hotel Jombang**

Paying attention to and reviewing the results of observations, interviews with resource persons equipped with documentation studies, a general description of the findings and research results related to the implementation of the operational functions of human resource management at Yusro *Hotel Restaurant and Convention* Jombang, which includes the functions of employee procurement, training and development, integration, compensation, maintenance, discipline, and dismissal of employees.

Based on the results of the study that researchers have conducted, there are research findings as follows:

1. In the employee procurement process, in terms of employee recruitment there are several steps taken including the HOD identifying the number of employees needs in its department (there is no determination of certain criteria for prospective employees, then the HOD coordinates with HRD regarding the plan to add new employees, then HRD approves the submitted employee addition application, conducts the employee search process (publication of job vacancies using the following method), commonly used), prospective employees submit a cover letter, and finally HRD calls employees. This is different from the recruitment theory proposed by (Gaol, 2014), the recruitment process starts with identifying vacant positions and the number of employees needed, looking for position information through job analysis to determine employee criteria, then determining where employee

candidates should be sought, then choosing the most appropriate recruitment method, and ending with the process of calling employees who are considered to meet the position requirements. In terms of employee selection, the steps taken by Yusro Hotel management include employees submitting a cover letter to the company, then HRD reads the incoming application letter, then the management makes a decision whether or not to accept it as an employee, and finally, HRD will call employees to carry out the signature of the probation contract. This application is in accordance with the theory of employee selection according to (Hasibuan, 2017) that the selection process carried out is not based on criteria based on work, but only based on estimated experience (according to what is stated in the cover letter) and does not even need to be guided by job descriptions and job specifications of the position/position to be filled are characteristics of non-scientific methods. When companies use this method will certainly be quite difficult in ensuring the employees accepted can be competent or not in taking over a position or job. Furthermore, in terms of employee orientation and induction, on the first day of work all new employees are only introduced to other *staff* and superiors, introduced to the field of work to be done, as well as various employee facilities that will be used, then employees will be given insight into organizational culture, organizational structure, company vision and mission, and various other

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general knowledge. This application is in accordance with R. E. Smith's employee orientation theory quoted by Marwansyah in his book (2012: 143) that employee orientation activities are carried out to introduce the organization or company, convey company policies and practices, introduce to colleagues, work facilities, introduction to job duties and responsibilities, etc.

2. In the process of employee training and development, there are several steps taken, namely analyzing employee needs, determining training objectives, then determining training themes, schedules, places, instructors, and trainees, and finally evaluating employee *feedback* and the relevance of training activities to post-employee work productivity Training. This application is in accordance with (Rivai, 2009) training theory (2008: 236-239) that there are several stages in conducting training and development activities which include needs assessment, setting training and development goals, preparing program materials, and identifying learning principles consisting of relevance and feedback on training activities. The form of improving the quality of human resources in this hotel is by involving employees in comparative study events to other hotels, *on-the-job training* (OJT) activities, *classroom methods*, and work simulations with the aim of carrying out various types of activities to improve employee skills, insights, and creativity which ultimately employee morale, quality, and productivity become better.

This is in accordance with the theory of the type of training and development proposed by Widodo (2015: 85-86) that the types of training include *activities on the job training*, internship, *job training*, *vestibule training*, and job simulation aimed at increasing productivity, quality, the morale of members, supporting HR planning, and increasing the development of abilities and expert personnel. Generally, in the hospitality sector, all employees are required to have a certificate of competence. However, it is different from the policy of Yusro Hotel management, where most employees do not have a certificate of expertise competence. This happens for several reasons including the absence of certification qualifications for new employees in the recruitment process, the company has never held a certification program for all employees, and limited financial conditions.

3. In the process of providing compensation, the main factors that become considerations in providing compensation at Yusro Hotel are the duties and responsibilities of employees and *the revenue* obtained by the hotel. In terms of consistency, Yusro Hotel always pays employees' wages on time. For new employees, the salary received is only a basic salary and a one-time meal, after the employee successfully goes through the probationary period, the employee will get several other benefits from the company consisting of *service money*, leave, THR, other benefits, facilities, and assistance from the leader when employees face

problems. This is in accordance with the compensation theory proposed by (Hasibuan, 2017) that factors that affect compensation include the ability and willingness of the company as well as employee productivity and performance, etc.

4. In terms of integrating employees at Yusro Hotel, the leaders appointed by the *owner* always include employees in the decision-making process. In addition, leaders are also considered very capable of embracing and controlling subordinates through good and pleasant communication, and leaders are able to solve problems with full responsibility which makes employees reluctant when they will oppose the policies made. This is in accordance with Likers' leadership style theory quoted by (Sutrisno, 2012), that leaders with attitudes that tend to be subordinate-oriented and emphasize good communication so as to create mutualism symbiosis between companies and employees are characteristic of participatory leadership styles which in this opinion is also said that successful leaders are participatory leaders. However, leaders still do not pay attention to *human relations* between employees so there are still frequent internal company conflicts.
5. In terms of employee maintenance, the company provides fire extinguishers and P3K boxes for work safety, Pancasila industrial relations are well maintained and the hotel always emphasizes the principle of kinship between employees. In terms of providing incentives, Yusro Hotel has never given a promotion even

though employees work beyond the time limit it makes employees less enthusiastic about working, it's just that employees are still given a share of *service* money every month. However, on the other side of the welfare program, Yusro Hotel also provides various humanitarian benefits such as death benefits, maternity benefits, etc. to employees. Then in terms of welfare programs, the facilities provided by Yusro Hotel for employees have not met the standards and many facilities for these employees are no longer suitable for use. Not only that, but miscommunication between employees also often occurs, which has an impact on internal company conflicts. This fact is almost in accordance with the theory of employee maintenance according to (Hasibuan, 2017) that employee maintenance methods include communication, work safety, Pancasila industrial relations, incentives, and welfare programs. Although in its implementation, the provision of incentives and welfare programs still cannot be implemented optimally.

6. In terms of employee discipline, there are still many employees who postpone their work until close to *the deadline* for various reasons such as being tired because the company does not have a *clear job description*, workload that is too high, or there is no compatibility between work and competence possessed, in addition, the management is also considered still lacking in supervising employees regularly. This causes many employees to smoke in any place such as in *air-conditioned* offices,
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*store rooms*, and other dangerous places, the management including HRD is less firm in giving sanctions and punishments to employees that make them deterrent, this results in many violations of employee discipline often occur, especially in uniform provisions, many employees still use jeans, not *nametag*, not neat, smelly, etc. Not only that, the lack of remuneration provided also makes employees have to look for side jobs so that employees do not focus on their work at the hotel. Almost most employees sell *online* while working which in the end their focus is divided, and there are even frequent internal conflicts between employees with various backgrounds that cause disharmony in the work environment. This is contrary to Hasibuan's theory (2017: 194) that employee discipline indicators in a company include 8 types including goals and abilities, leadership examples, remuneration, justice, *waskat*, legal sanctions, firmness, and humanitarian relations.

7. In terms of dismissal of employees, until now Yusro Hotel has never fired employees, and even always extends employee contracts automatically if their employment contracts have expired. However, the lack of wages received by employees considering the overloaded workload and time, and incompatibility with the work environment that causes frequent conflicts remain factors for employees trying to resign from the company concerned. This is in accordance with the theory of employee *turn over* explained by (Maier, 2000) that one of

the *turnover factors* is low job satisfaction, where the employee feels dissatisfied with working conditions, quality, supervision, rewards, salaries, promotions, and interpersonal relationships.

### **Obstacles that Hinder the Implementation of HRM at Yusro Hotel Jombang**

Based on the presentation of data obtained from the speakers, the obstacles that hinder the successful implementation of human resource management at Yusro Jombang Hotel are divided into two types, namely *revenue* and management incompetence in planning various HR management programs that are not on target which causes various weaknesses such as low employee discipline, performance appraisals that are not carried out intensively, internal company conflicts, non-implementation of competency certification programs, recruitment, selection, and placement systems that are not up to standard, and the absence of a *Reward And Punishment System*.

### **Alternative Strategies to Overcome Problems Related to HR Implementation that Occurred at Yusro Hotel Jombang**

Based on the results of the SWOT analysis related to the implementation of human resources that occurred at Yusro Jombang Hotel, companies can carry out several alternative strategies that have been formulated in the SWOT matrix, as follows:

1. S-O Strategy

The company can maintain quality and maintain guest trust through the quality

of products and services produced, as well as optimize employee motivation through a reward and compensation system.

2. W-O Strategy

Companies can conduct *employee team building*, review the process of recruitment, selection, and placement of employees, strive and prioritize workforce competency certification, and optimize promotional activities for hotel products and services through various means and media so as to attract greater market segmentation and increase hotel profitability.

3. S-T Strategy

Companies can optimize employee training and skill development strategies regularly

4. Staregi W-T

Companies can optimize management functions more aggressively, intensively, and effectively.

Judging from the calculation results of the matrix space analysis and *SWOT cartesius* diagram, where the position of HR implementation at Yusro Hotel Jombang is in quadrant III, so that the strategy that can be used to overcome HR problems at Yusro Hotel is the W-O strategy, namely by holding *employee team building*, reviewing the employee procurement process, realization of competency certification programs, and promoting products and services through various means.

## CONCLUSIONS

1. The implementation of human resource management at Yusro Jombang Hotel still cannot be said to be effective

because the functions of procurement, development, integration, maintenance, and employee discipline have not been implemented in the laboratory

2. Obstacles that occur during the implementation process of human resource management at Yusro Jombang Hotel are divided into two types, namely *revenue* and management incompetence in planning various HR quality improvement programs that cause various problems such as employee procurement process errors, employee discipline, etc.

1. Based on the results of calculations and analysis on the *Cartesius* SWOT diagram, it can be seen that the position of human resource management implementation at Yusro Jombang Hotel is in quadrant III, so the strategy that can be used to overcome HR problems at Yusro Hotel is the W-O strategy, namely by holding *employee team building*, reviewing the employee procurement process, realization of competency certification programs, and promoting products and services through various means.

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