



Performance of Front Office Employees at the Bintang Sintuk Bontang Hotel

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ABSTRACT

Employee performance is very important for a company to realize the company's goals. Without good performance, it is difficult for a company to achieve optimal results. Optimizing human resources is the main focus of the organization in improving performance. So it can be said that human resources are a key factor in obtaining good performance. Front Office employees must carry out their roles and functions properly because otherwise the operations of other departments will be disrupted. Front Office employees must always maintain their good performance. However, in practice, there are still many obstacles experienced by Front Office employees, one of which is the performance factor in discipline, communication, and accuracy at work. So to analyze these problems, the authors made direct observations, designed and made a list of questions related to research, and disseminated them to Front Office employees at the Sintuk Bintang Hotel. Furthermore, the authors conducted interviews with the Front Office Manager and also Personnel and conducted a literature study to find and use the theoretical foundations related to the problem under study. The result of this research is that discipline gets a bad score, while communication and discipline are still in the category of adequate assessment. From these results, it is hoped that the hotel management will be open to suggestions given by employees so that communication can develop and run well and conduct regular training to get good Front Office employee performance.

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1. INTRODUCTION

Tourism is a sector with significant economic relevance in several countries (Guccio et al., 2018). The increase in education and the economy of a person or society causes the need for travel to be higher. In the long term, the tourism sector has become one of the economic sectors that always grows and develops along with the progress and dynamics of society, so it is very possible that in the future many countries including Indonesia will make the tourism industry a source of economic driving for the country's future (Pancawati et al., 2019). Tourism is designated as a "leading sector" for the economic development of Northern Cyprus. In recent years the growth in the number of hotels has resulted in increased competition and a growing awareness of the need for effective decision making. Therefore, one area that could potentially contribute to management decision-making in the North Cyprus hospitality industry is performance measurement in the context of independent hotels (Haktanir & Harris, 2005). Hotels are factors that are directly related to tourism activities. The hotel industry is part of the accommodation in the tourism sector which is most in demand by hotel and tourism business stakeholders (Fitriyani et al., 2017). Hotels, in general, are accommodation business entities or companies that provide services for the general public with lodging services facilities, food and beverage providers, room service services, and laundry services. This facility is intended for those who stay at the hotel or those who only use certain facilities at the hotel. In daily operational activities, employee performance is the most important element in determining the progress of the company. The hospitality business is service-oriented, and services only come from hotel employees (Cheung et al., 2014).

Employee performance is one of the capitals for the company to achieve its goals. The word performance is an abbreviation of work energy kinetics which in English is a performance that means performance. Performance is a result achieved by a person in carrying out tasks based on skills, experience, and sincerity, and time according to predetermined standards and criteria. Employee performance is very important for a company to realize the company's goals. Without good performance, it is difficult for a company to achieve optimal results. Optimizing human resources (HR) is the main focus of the organization in improving performance. So it can be said that HR is a key factor in obtaining good performance.

As one of the main goals in daily hotel practice, profitability is often identified as organizational success. However, such universally set goals and ideals, represent only generalizations of other important organizational factors, which lead to the realization of those goals (which would not be possible if they were not present). One of the factors that have a significant effect is employee satisfaction (Ažić, 2017). Regarding the circumstances that shape the hospitality industry today, such as high labor intensity, constant human interaction, dependence on other co-workers (Galičić & Laškarin, 2016). managing employee satisfaction in the hotel industry compared to other industries is the most critical point of hotel management. Each company has different indicators in assessing the performance of its employees. Several indicators need to be known by the company as an indication of the decline in employee performance 1) the speed and accuracy of the work are not good which results in a high level of complaints; 2) poor attendance or discipline; 3) company regulations or SOPs that do not work so that work is not optimal; and communication between employees is not good (Hasibuan, 2012).

The Front Office Department is such an important department that experts call the Front Office the heart of the hotel. If the performance of Front Office employees declines and does not carry out their roles and functions properly, the operations of other departments will be disrupted. Therefore, Front Office employees need to maintain their good performance.

Based on the attendance data for the Sintuk Bintang Hotel employees obtained from the Personnel department, there are indications of a decrease in employee discipline that affects performance, in 2017-2018 it was stated that the high number of alpha or absenteeism and the number of negligence or violations at work was 185 in one year. This number exceeds the target set by the hotel, namely the total negligence of not more than 100 within a year.

Table 1. Attendance and Negligence of Front Office Employees at the Bintang Sintuk Hotel in the period August 2017 – August 2018.

Month	Number of Employee	Average abstain	Average lateness	Negligence	Total
August	11	4	5	2	11
September	11	5	7	2	14
October	11	4	5	3	12
November	11	6	8	1	15
December	11	3	6	1	10
January	12	6	7	2	15
February	12	3	8	4	15
March	12	3	10	1	14
April	12	4	9	1	14
May	12	5	10	3	18
June	12	8	5	2	15
July	13	4	9	1	14
August	13	5	12	1	18
TOTAL	153	60	101	24	185

The negligence in question is an error in posting rooms with examples that guests should be placed in deluxe rooms but employees place them in superior rooms, lack of communication between employees in guest preferences, causing guest complaints, errors in check-in or check-out where employees forgot to give the breakfast voucher or miscalculated the bill at check-out. Furthermore, based on guest complaint data at the Bintang Sintuk Hotel, there were several complaints caused by the performance of front office employees.

The causes of declining performance include lack of supervision from superiors and the educational background of the employee. Many Front Office Department employees do not have a hospitality background and also do not meet operational standards where the minimum education of employees is D3 but there are still many who have a high school / vocational background. Some training has also been implemented but there are still many that are not implemented properly. In the hospitality industry, products and services are heterogeneous and inseparable, and better guest services, as well as human factors, play an important role as employees have a high level of interaction with hotel customers. The customer's first interaction with hotel services usually occurs through the front desk (Amin et al., 2017).

Based on data from interviews with the Front Office Manager on August 20, 2018, the authors found problems related to performance in the Front Office, including Front Office employees cannot carry out tasks according to the standards and criteria set by the hotel, slow service and less precise which causes complaints to increase. Meanwhile, the results of an interview with Personnel on August 22, 2018, were poor communication between

employees, lack of discipline from the front desk agent in their work, and high levels of negligence and poor absenteeism from front office employees.

Table 2. Guest Complaint Data Regarding Front Office Employee Performance Bintang Sintuk Hotel

No	Time	Guest Complaint
1	13 November 2017	Some of the staff are friendly but you can feel that they are not being trained to treat customers more than usual politeness.
2	10 December 2017	Several times the wifi password didn't work, I didn't pick up the phone to the FO. Finally going down directly to the lobby, it turned out that the employees were chatting and laughing. When I complained to the employee, I was only given another password but it didn't work either and I just said to keep trying. No handling and unprofessional.
3	20 January 2018	I made a reservation for a room with 2 beds but when I entered the room how come the bed was a king. The complaint downstairs continues to be told that the room that I should have placed again is under temporary renovation and the other rooms are full. When I said why I didn't confirm before I came and why was it not informed when I checked in, the employee just said yes, I'm sorry, sir. More attention should be paid to how to handle guests well.
4	27 February 2018	Forgot to give a breakfast coupon. Something simple but should not happen.
5	2 March 2018	Book a room facing the pool but when you enter the room it faces the street. Complained to the bell boy who brought our things and it turned out that the FO gave the wrong room and had to move again (different floors were moved), even though my family and I were tired of traveling long distances.
6	20 March 2018	Knowledge about the hotel is still lacking. Knowledge of Bontang city too. When he was asked, he was still confused, he finally asked another friend.
7	18 May 2018	Ask for wake up call at 6am, but there was no call at all. When I asked to the staff they say there was no information about it. What a professional.
8	20 June 2018	After dinner outside, stop by FO for a while to ask to bring extra towels because the towels are dirty. I've been waiting for a long time but it didn't come, I called the FO and they said it would be delivered, I said I've asked her earlier, it turns out that the person is different, and the previous lady is resting. Should have passed it on to a friend. Please pay attention to the employees.
9	15 July 2018	The front staff is friendly but seems to lack service training.
10	23 August 2018	Slow service. Front staff is not nimble.

Based on the theories above and pre-survey activities that have been carried out through job research and interviews at the Sintuk Bintang Hotel, there are indications of a decrease in the level of employee work performance in the front office department, this can be seen in the non-optimal performance of employees according to the with SOP (Standard Operational Procedure), poor discipline, poor accuracy and speed of work, which ultimately has an impact on high complaints or complaints from guests on employee services at the front office. Employee performance is an important element in carrying out the work. Several factors affect employee performance, including quality, quantity, independence, initiative, adaptability, and work skills (Lin & Orvis, 2016). Therefore, researchers will analyze the speed

and accuracy of work results, work discipline, and employee communication at the Sintuk Bintang Hotel.

2. METHODS

The author in this study collects the conditions that existed at the time the research was carried out then the author analyzes the problems and makes conclusions from the data that has been obtained. The data collection technique is through four stages, first, the authors make direct observations at the Bintang Sintuk Hotel. Second, the authors design and make a list of questions related to the research and distribute them to the Front Office employees of the Bintang Sintuk Hotel. Third, the author conducted interviews with the Front Office Manager and also Personnel. And fourth, the author conducted a literature study to find and use the theoretical foundations related to the problem under study. Literature studies will be carried out to find research related to secondary data such as hotel documents and books related to theory (Achmad, 2017). The research took place for five months at the Bintang Sintuk Bontang Hotel. Which is located on Jalan Urea, Lok Tuan, North Bontang, Bontang City, East Kalimantan.

3. RESULTS AND DISCUSSION

3.1. Analysis of the Speed and Accuracy of Work at the Sintuk Star Hotel

Referring to the results of the data processing of the Front Office Department employee response questionnaire regarding the speed and accuracy of the work at the Sintuk Bintang Hotel on several aspects that were assessed as follows:

1) *Able to complete work thoroughly as expected*: From the results of the questionnaires that have been distributed to employees of the Front Office Department at the Bintang Sintuk Hotel, the highest result is the "good" answer, which is 38.46%.

2) *Can do work accurately and rarely make mistakes*: From the results of the questionnaires that have been distributed to Front Office Department employees at the Bintang Sintuk Hotel, the highest result is 53.85% of employees stating "enough".

3) *Trying seriously to complete the work until it's done*: From the results of the questionnaires that have been distributed to employees of the Front Office Department at Bintang Sintuk Hotel, the highest result is 30.77% of employees stating "less".

4) *Attention to detail, accuracy, accuracy, and accuracy in work*: From the results of questionnaires that have been distributed to employees of the Front Office Department at Bintang Sintuk Hotel, the highest result is 38.46% of employees stating "less".

5) *Using time efficiently in carrying out tasks*: From the results of questionnaires that have been distributed to employees of the Front Office Department at Bintang Sintuk Hotel, the highest result is 30.77% of employees stating "very poor".

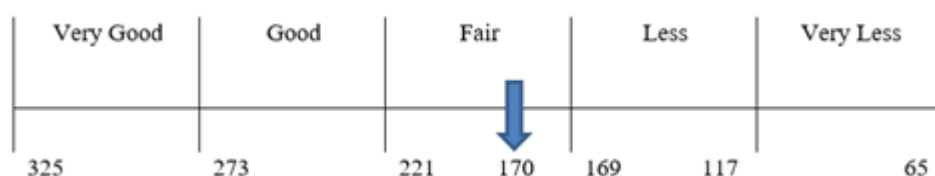


Figure 1. Interval scale.

Based on the calculations that have been done using a Likert Scale on the responses of Front Office Department employees regarding the speed and accuracy of the work at the

Sintuk Bintang Hotel, it is worth 170 and is included in the "enough" category. In other words, the speed and accuracy of the work of Front Office employees are sufficient.

3.2. Analysis of Work Discipline at the Bintang Sintuk Hotel

1) *Applying discipline in completing work*: From the results of the questionnaires that have been distributed to employees of the Front Office Department at the Bintang Sintuk Hotel, the highest result is 30.77% of employees stating "enough".

2) *Come to work on time*: From the results of questionnaires that have been distributed to employees of the Front Office Department at Bintang Sintuk Hotel, the highest result is 38.46% of employees stating "less".

3) *Obey orders from superiors without ever violating*: From the results of the questionnaires that have been distributed to employees of the Front Office Department at the Bintang Sintuk Hotel, the highest result is 30.77% of employees stating "enough".

4) *The hotel provides strict sanctions for employees who break the rules*: From the results of the questionnaires that have been distributed to employees of the Front Office Department at Bintang Sintuk Hotel, the highest result is 46.15% of employees stating "less".

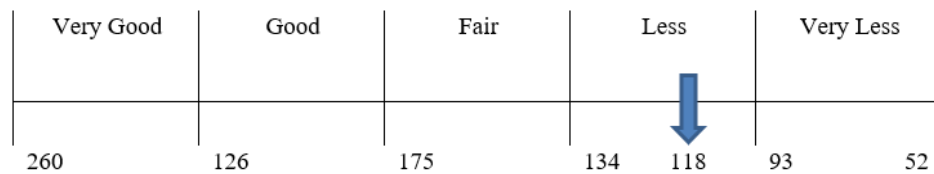


Figure 2. Interval Scale

Based on calculations that have been carried out using a Likert Scale on the responses of Front Office Department employees regarding work discipline at the Sintuk Bintang Hotel, it is worth 118 and is included in the "less" category. In other words, the work discipline of Front Office employees is still lacking

3.3. Communication Analysis at Bintang Sintuk Hotel

The results of data processing questionnaire responses from Front Office Department employees regarding communication at the Bintang Sintuk Hotel, while several aspects were assessed as follows:

1) *Commands or instructions from the leader can be understood*: From the results of the questionnaires that have been distributed to employees of the Front Office Department at Bintang Sintuk Hotel, the highest result is 30.77% of employees stating "less".

2) *Explanation of the procedure from the leader for each work to be implemented*: From the results of questionnaires that have been distributed to employees of the Front Office Department at Bintang Sintuk Hotel, the highest result is 38.46% of employees stating "less".

3) *Reprimand for employee mistake*: From the results of the questionnaires that have been distributed to employees of the Front Office Department at the Bintang Sintuk Hotel, the highest result is 46.15% of employees stating "very poor".

4) *Hotel management accepts employee suggestions*: From the results of the questionnaires that have been distributed to employees of the Front Office Department at the Bintang Sintuk Hotel, the highest result is 53.85% of employees stating "less".

5) *Use of log books as communication media*: From the results of the questionnaires that have been distributed to the Front Office Department employees at the Bintang Sintuk Hotel, the highest result is 46.15% of employees stating "enough".

6) *Leaders or employees of meetings to discuss conflicts*: From the results of questionnaires that have been distributed to employees of the Front Office Department at Bintang Sintuk Hotel, the highest result is 38.46% of employees stating "less".

7) *Internal communication with other departments*: From the results of the questionnaires that have been distributed to employees of the Front Office Department at the Bintang Sintuk Hotel, the highest result is 30.77% of employees stating "enough".

8) *Interaction with other departments*: From the results of questionnaires that have been distributed to employees of the Front Office Department at Bintang Sintuk Hotel, the highest result is 38.46% of employees stating "less".

9) *Coordination in work with other departments*: From the results of questionnaires that have been distributed to employees of the Front Office Department at Bintang Sintuk Hotel, the highest result is 38.46% of employees stating "less".

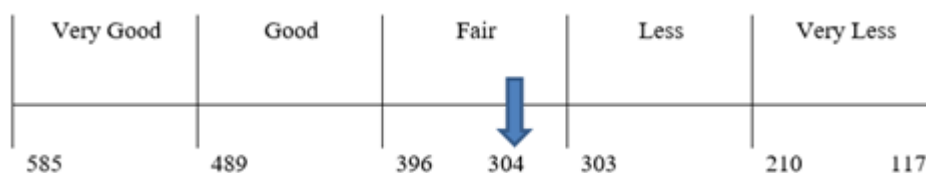


Fig. 3. Interval Scale

Based on the calculations that have been done using a Likert Scale on the responses of Front Office Department employees regarding communication at the Sintuk Bintang Hotel, it is worth 304 and is included in the "enough" category. In other words, Front Office employee communication is sufficient.

Speed and accuracy of work in a company are very important. Speed and accuracy of work is a measure of the quality of employee work in achieving company goals. There are still many things that must be considered regarding the speed and accuracy of the work of front-office employees at the Sintuk Bintang Hotel. Performance can be measured by the ability to complete the tasks and responsibilities given. This means that work contains elements of achievement standards that must be met so that those who achieve the set standards mean good performance (Syardiansah et al., 2020).

Discipline should be seen as a form of training for employees in implementing company rules because discipline greatly affects employee performance. Job satisfaction affects the level of employee discipline, meaning that if satisfaction is obtained from work, employee discipline is good. Good training is expected to increase self-discipline in employees, so that employee performance in the company can be more efficient and optimal (Soelton, 2018).

In an organization, a system is needed that can support the performance of the organization. Achieving organizational goals requires good cooperation between employees. Cooperation is formed because of a unified perception of what will be achieved. For that we need good communication between members, the role of communication in an organization can create a conducive working relationship to achieve organizational goals. To improve the performance of company employees through several ways such as through education, training, providing adequate compensation, creating a conducive work environment and organizational culture (Golung, 2013). Coaching and mentoring can help build employee

morale and camaraderie within the organization which helps improve team-building concepts and activities (Neupane, 2015).

Communication that occurs between front-office employees and with other department employees is one of the things that is also very important in the work. But in this case, the communication of the front office employees at the Sintuk Bintang Hotel still has not achieved good results. Managers should, among other behaviors: adopt transformational leadership practices, such as communicating and reinforcing the hotel's vision, mission, goals, and objectives; create a supportive organizational culture; push both up and communication down; act as a mentor; pay attention to employee needs and use active listening (Buil et al., 2019). Managers must listen to employees, care about employees, encourage employees to be involved in work or work-related decisions, be aware of employee progress or career growth, and reward employees with raises or bonuses. It is most important for managers to support employees and recognize employees (Chiang & (Shawn) Jang, 2008).

4. Conclusion

Based on the results of the analysis, the lowest value is found in employee discipline which results in a poor category. While the other two indicators, namely the speed and accuracy of work and communication result in the sufficient category. Many things have not been implemented properly by front office employees in these three performance indicators. In the three indicators that have been discussed, these are the keys to realizing good performance and are also interrelated. If these three things can be lived well then good performance will be created. One of the strategies is through employee development, namely by implementing employee training programs that must be carefully structured and based on scientific methods and guided by the skills needed by the company today and for the future. Development should aim to improve technical, theoretical, conceptual, and moral abilities so that they perform well and achieve optimal results.

The author suggests that employees increase their speed and are also more thorough in their work so that work results are better and do not have an impact on the work of the employees themselves. Employees are also advised to pay more attention to details and use time efficiently in carrying out work so that all work can be completed properly. It is also recommended for Front Office Managers or other leaders to pay attention to the work of their employees. Front Office employees must master technical and interpersonal skills to have a solid knowledge of the service delivery process and handle customer requests and complaints. Lack of ongoing and effective training programs in hospitality companies leads to a pool of employees who do not have the necessary skills or are unwilling to respond to customer requests and concerns. Therefore, management must take action to create an environment in which these employees are not frequently hit by barrier stressors. Providing job security to customer-related employees who are performing effectively against management's expectations and whose performance is fairly assessed and their training based on the requirements of Front Office service job roles indicates that management cares about its employees.

Communication that does not run smoothly will certainly hamper the work of employees. The impact that is felt is not only in the Front Office Department but can have an impact on other departments and also on guests. This poor communication can lead to complaints from guests because it can result in miscommunication. So suggestions for front office employees to improve communication both with their department and other departments. Apart from employees, communication by the leadership or Department Head to employees also still

needs to be improved. Furthermore, hotel management should be open to suggestions given by employees so that communication can develop and run well. Hotel management can provide structured training sessions or ensure awareness practices before and after hotel meetings. Hotel managers can also offer psychological guidance to employees to relieve their abused tension. To improve employee performance, it is better if the leadership can supervise and provide strict sanctions if there are employees who are not optimal at work. Not only that, but communication also needs to be improved both to employees and to the leadership itself. Guest satisfaction information is also applied in activities such as evaluating employee performance for recognition programs, such as determining the “employee of the month” award.

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6. AUTHORS' NOTE

The authors declare that there is no conflict of interest regarding the publication of this article. Authors confirmed that the paper was free of plagiarism.

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