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HUMAN RESOURCE DEVELOPMENT AND HOTEL EMPLOYEE MOTIVATION MODEL (STUDY ON 1 STAR HOTEL AND II IN PALU CITY)

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ABSTRACT

The purpose of this study is (1) to find out and analyze Human Resource Development and the implementation of hotel employee motivation in Palu City, Central Sulawesi Province. (2) Knowing and analyzing the Human Resource Development Model for hotel employees in Palu City, Central Sulawesi Province. (3) Knowing and analyzing the Human Resource Development strategy for hotel employees in Palu City, Central Sulawesi Province. This type of research is qualitative research with five informants selected. Data collection uses observation, interview and documentation techniques. The data analysis techniques used are (1) Data collection (2) Data reduction (3) Data presentation (4) Verification (5) Conclusion. Based on the results of research and analysis conducted by the researcher, it was concluded that (1) Human Resource Development and employee motivation for hotels in Palu City, Central Sulawesi Province has not been running well. (2) The Human Resource Development Model for hotel employees in Palu City, Central Sulawesi Province has not been implemented well. (3) The Human Resource Development Strategy for hotel employees in Palu City, Central Sulawesi Province has not been implemented well.

KEYWORDS: Human Resources, Motivation and Employees

INTRODUCTION

Human Resource Development in hotels is an organizational need, because hotel employees are the most valuable assets. Therefore, the hotel really expects its employees to have a pattern of progress based on what they get and do. Hotel employees want to be given broad opportunities in various positions and promoted in certain career lines that are their dreams. Hotel employees are one of the elements that have a role that determines the success of governance and development. In order to form a good employee figure in a hotel, one of the efforts made is through the development of Human Resources in the hotel.

Development in hotels is increasingly important in the present and the future, due to internal factors, namely the hotel's need to get suitable employees. While external factors include government/

stakeholder policies, developments in Information Technology, competition with competitors and market development and the impact of globalization. (Gito Sudarmo 2007). The success of Human Resource development is largely determined by various aspects in the organization such as; aspects of career management, leadership, work relationships, work motivation, job satisfaction, achievement, work productivity, compensation, transfers and promotions, education and training, awards, laws, regulations, unions, supervision. evaluation and work assessment. Until now in Central Sulawesi Province there has been no standard and appropriate Human Resource development model or one that is suitable for all hotels.

Hotels in Central Sulawesi Province in developing Human Resources, must be in process and can change from time to time or be dynamic. Hotels as service organizations must have a commitment to provide quality services to the community. So the hotel must be able to continue running in all parts, such as the financial part, cost-effective and sensitive to the needs of the community. The relationship between the hotel and the guests or customers is determined by the attitude of its employees, effective information collection, processing systems, scheduling, coordination and communication between parts / divisions in the hotel.

Quality Human Resources, are faced with technological developments that must be followed and this results in an increase in hotel spending which is not small. The hotel is also faced with economic conditions in Indonesia, where there is such high inflation with increasing prices for hotel construction, food, electricity and infrastructure. Hotels in Central Sulawesi Province in managing the development of quality Human Resources must pay attention *to demand*, goals, vision, mission, organizational plans and HR divisions and the supply of workers in the community. There are two types of Human Resource Development, namely quantitative: planning the number of employees needed and qualitative: such as specific aspects of each element of the Human Resources cycle from planning to recruitment, selection, placement, utilization, development, career, supervision and control and evaluation of hotel employee performance.

Successful hotel in Central Sulawesi Province is a hotel that is able to manage Human Resources into a united force, has a high commitment and work motivation through Human Resources management. Through the development of Human Resources in hotels in Central Sulawesi Province, it will be able to handle various problems in employees, managers and other workers in supporting organizational activities in order to achieve the goals set by the Central Sulawesi Province hotel. Hotels in Central Sulawesi Province that increase productivity, creativity and competitive ability of human resources require systematic and directed management. Human resource management activities can be carried out through the implementation of human resource management functions. Human resource management that is the focus of this study is human resource development. There are 3 (three) main functions of human resource development, namely, (1) education and training, (2) organizational development, (3) career development. The development function is an effort to improve human productive capacity to be more competitive and superior and can be done through education and

training which are the specific discussions in this study. Education to further improve mastery of insight, concepts and knowledge. Training to improve technical skills in carrying out Human Resources work.

HUMAN RESOURCE MANAGEMENT

Human resource management is different from personnel *management*. Human resource management considers employees as the main assets *of* the organization that must be managed well, so that human resource management is more strategic for the organization in achieving the goals that have been set. While personnel management considers employees as one of the production factors that must be utilized productively, or personnel management emphasizes more on systems and procedures, Vera (2014:40). Humans are equipped with the power of creativity, feeling and will so that they have the ability to free themselves from difficulties and try to find profit in every opportunity that exists around them. The culture that humans have can determine the high and low value of a resource so that it is necessary to increase resources. man himself.

Managing human resources is a system, so several aspects that are of concern above in its implementation must be interdependent (synergistic) with each other, not activities that run alone. *"Human resources management is a system that consists of many interdependent activities. These activities do not occur in isolation virtually every one affects another human resource activity"* (Werther, *et al.* 1996: 18). Because each synergistic activity is the implementation of each decision taken, human resource management is basically an integration of decisions that form relationships between humans. The quality of their synergy contributes to the ability of human resources and organizations to achieve goals.

In the context of human resource development, education and training are efforts to develop human resources, especially to develop human intellectual abilities and personality. (Notoatmodjo, 2009: 16). The use of the terms education and training in an institution or organization is usually combined into diklat (education and training). The unit that handles employee or staff education and training is commonly called Pusdiklat (Education and Training Center).

(Formal) education in an organization is a process of developing abilities in the direction desired by the organization concerned. While training *is* part of the education process, the purpose of which is to improve the abilities or special skills of a person or group of people. The use of the term training is often used with the term exercise or " *training* ". Exercise is one way to acquire certain skills.

Rivai *et al* provide a definition of training as: Training as part of education that involves the learning process to acquire and improve skills outside the applicable education system in a relatively short time with methods that prioritize practice rather than theory. Meanwhile, skills include the understanding of *physical skills, intellectual skills, social skills, managerial skills* and others. Training is very important for both new and existing employees. (Rivai, *et al.* 2011: 211).

Human Resource Development Indicators

In detail, the human resource development activity areas are divided into 4 (four) parts, namely:

1. *Employee training*;
2. *Employee education (employee education)*;
3. *Employee development*;
4. *Non-employee development*.

(Nadler 2007: 134)

The activities of the first three areas (training, education, employee development) are the main activities for the development of human resources (employees) in an institution or department in its activities for the development of the organization of the institution or department concerned. While the fourth area (*non-employee development*) is essentially the implementation of the social function of the institution. Where an institution or department according to Nadler also has an obligation to carry out education and training for members of society who are not employees and institutions.

Non-employee development” activity is actually not related to the development of the employees of the institution concerned, but is an educational and training activity for the general public. The results or graduates of these education and training activities can be used to meet the needs of employees or staff of the relevant institution or organization, or may be absorbed by institutions outside the human resource development institution. As mentioned above, training is an activity to improve the abilities of employees or staff in an institution, so that training is a process that will result in a change in behavior for employees or staff. Concretely, this change in behavior is in the form of increasing the abilities and targets of the employees concerned.

Human Resource Development Model

Yuniarsih (2009) explains that the concept of *Gemba Kaizen* is a model of theory Z. This complete and well-tested management concept was successfully implemented in Japan and then spread to other countries. Therefore, it needs to be further examined as a complete human resource empowerment management concept. Theory Z was proposed by William Ouchi in 1981 which is a *Japanese Management Style*. One of the concepts of theory Z is the development of several skills through training and doing freelance work according to skills. The focus is on the attitude and responsibility of workers (Yuniarsih, *et al.* 2009: 50).

Gemba is defined as an actual place, a place where events occur or a place where products, services are made or a place where workers carry out activities. Because it is a *gemba* found everywhere. *Kaizen* comes from Japanese, namely " *Kai* " and " *Zen* ". *Kai* itself means change and *Zen* means good. If these two words are combined, it will *become Kaizen which means continuous and never-ending improvement* (continuous and never-ending development to be better), which means good change, in other words improvement. *Kaizen* (Keizen), interpreted as refinement, continuous improvement

involving everyone, both managers (leaders) and employees at a low cost. The *Kaizen philosophy* holds that our way of life, whether work life, social life, home life, should focus on continuous improvement efforts, small increments, useful (as opposed to drastic innovation, which is a one-time shock and high cost) (Imai, 2015: 6).

Kaizen has been part of Japanese management theory since the mid-1980s and management consultants in the West quickly took up and used the term *Kaizen* to apply to management practices widely, which in essence *Kaizen* is considered to be Japanese and tends to make Japanese companies strong in the area of continuous improvement. *Kaizen emphasizes the implementation of the Plan-Do-Check-Act (PDCA) cycle* (Rivai, 2010: 411).

MOTIVATION

Rivai and Sagala (2010:837-840) Motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. These attitudes and values are something *invisible* that provides the power to encourage individuals to behave in achieving goals. A very famous motivation theory is the theory of needs proposed by Abraham Maslow. According to Maslow, every human being consists of five needs, namely; physiological needs, safety needs, social needs, esteem needs and self-actualization needs. According to Lussier (2016:174), Maslow classifies human needs into five levels, which are explained as follows:

- a. *Physiological* needs is the most basic hierarchy of needs which are the needs to be able to live, such as food, drink, shelter and clothing, which can be met with the salary received.
- b. *Security needs* (needs to feel safe) these needs include work safety and job continuity, as well as old age security.
- c. *Social needs* (social needs). Namely the need for friendship, affiliation, and closer interaction with others. In an organization it will be related to the need for a compact work group.
- d. *Esteem needs* (need for appreciation), include the desire to be respected, appreciated for achievements, recognition of abilities and skills.
- e. *-actualization needs* are the highest hierarchy of needs. Self-actualization is related to the process of developing a person's true potential. The need to show one's abilities, skills, and potential.

The most important thing in Maslow's thinking is that a process of fulfilling needs that increases from the lowest to the highest needs shows that each need supports and is interdependent (Interdependent), meaning that needs that have been satisfied do not disappear when subsequent needs emerge and dominate. These needs only stop being the main motivation for behavior, and still influence subsequent behavior, only the intensity is smaller. Someone who decides to work because they are driven by the fulfillment of their physiological needs, if the salary or wages received from the organization are high enough, then money is no longer the main motivation for the perpetrator but still influences behavior.

Maslow's theory is not an absolute explanation of all human behavior, but rather a general guideline for managers to understand people who behave in a certain way in order to influence how they behave. However, it is useful for managers in their efforts to motivate employees, that is, the theory can be used to explain and predict not only individual behavior but also group behavior by looking at the average needs that motivate them.

McClelland (1961) argues that organizations provide opportunities for individuals to meet higher level needs than those that only meet basic human needs such as food, drink and sexuality, namely what is called the need for achievement, the need *for power* and *the need for affiliation*. *The need for achievement* is an individual who works in an organization with the following characteristics:

- (1) Always willing to improve knowledge, expertise and skills.
- (2) Enjoy facing work that has new challenges and is not routine.
- (3) Happy to be given responsibility in completing a job.
- (4) Willing to accept relatively higher risks.
- (5) Always want to get concrete feedback for their work, both in the form of *rewards* and *punishments*.

The need for power is a motive for individuals who work in an organization to fulfill the need for power which is a positive desire,

RESEARCH METHODS

This type of research is qualitative descriptive research, namely research that explains in detail about the strategy of Human Resource Development and motivation in 1-star and 2-star hotels in Palu City, Central Sulawesi Province. Through this research, researchers use qualitative strategies to collect data or information carefully, in depth, and comprehensively to obtain a picture of human resource development and motivation in 1-star and 2-star hotels in Palu City so that a human resource development model can be created using the PDCA cycle (Plan, Do, Check, Act). The descriptive approach in this study is used to develop concepts and collect facts and does not conduct hypothesis testing, (Arikunto, 2011: 21).

Determination technique The informants in this study used purposive sampling. According to Siregar (2010: 148) Purposive sampling is a method of determining respondents or informants based on certain criteria. The criteria selected in this study are as follows:

1. Owner of 1- and 2-star hotels located in Palu City, Central Sulawesi Province
2. Have competence in the field of Human Resource Development and motivation in the hospitality sector
3. Have worked in 1 star and 2-star hotels in Palu City for more than three years
4. Palu City Tourism Office employees who handle the hotel sector, especially those related to 1-star and 2-star hotels.

Based on the above criteria, the number of informants in this study was 9 people, namely three owners of 1-star and 2-star hotels in Palu City, Central Sulawesi Province, three employees of the Palu City

Tourism Office, Central Sulawesi Province and three employees of 1-star and 2-star hotels in Palu City, Central Sulawesi. Data collection carried out in the research used the following techniques:

- 1) Observation is a data collection technique by conducting systematic observations and recording of symptoms or phenomena that exist in the research object. The involvement of researchers in this research is as passive participation. Furthermore, researchers are more active in interviewing subjects (informants). Observations are conducted by directly observing the required objects, by paying attention to: (1) Content of observations, (2) Recording observations, when to record, and when to observe the research object, (3) Establishing a relationship between the observer and the observed, where the observer can convince the object and provide appropriate reasons why he should conduct observations. Then the observations made are adjusted to the general observations that are visualized at the research location. Observations start from general observations.
- 2) Interview is a data collection technique conducted by conducting a question-and-answer session and direct interview with respondents, Maman (2017: 21). The interview applied is a guided free interview. A guided free interview is a combination of guided and free interviews. In this type of interview, the main issues to be studied are made, then the interview process follows the situation. The interviewer must direct the interviewee if he or she deviates. The interview guideline functions as a controller, so that the interview process does not lose direction. The results of the researcher's interview are recorded in the form of words and actions (primary sources). The words and actions of the people observed or interviewed are the main data sources. The main data source can be obtained through written notes or through tape recorder recording and taking photos.
- 3) Documentation.
Documentation is carried out to collect secondary data that has been written. Official documents can be obtained from the Palu City Tourism Office and the 1- and 2-star hotels that were the research locations. The data taken is data related to the research, for example, the number of hotel employees, the number of hotel visitors and the organizational structure.
- 4) Triangulation
Triangulation used in this study is data source triangulation, namely exploring the truth of certain information through various methods and sources of data acquisition. For example, in addition to interviews and observations, researchers can use participant observation, written documents, archives, historical documents, official records, personal notes or writings and pictures or photos. Of course, each method will produce different evidence or data, which will then provide different insights regarding the phenomenon being studied. These various views *will* give birth to a breadth of knowledge to obtain reliable truth.
Data triangulation was conducted by researchers because they used three sources of information, namely observation, interviews and documents from secondary data to interpret the existing data. To improve the findings, researchers conducted data triangulation using various data sources in studies such as guidebooks in the form of

qualitative research methodology books, economics, human resource management and written documents. Triangulation is directed at considering items in specific data. The intended data triangulation is focused on various aspects of research conducted by researchers while in the field by conducting observations on informants, also participating in conducting interviews by collecting information and collecting various sources related to this research.

The analysis technique that uses Miles' opinion in Faisal 2003: 59 is as follows:

1) Data collection

Data collection is the collection of information that is arranged and provides the possibility of drawing conclusions and taking action. The form of presentation is narrative text, matrix and chart. In this process, researchers systematically group data to make it easier to understand.

2). Data Reduction

The activity carried out at this stage is organizing the reduced data. The data is initially presented separately from one stage to another, but after the last category is reduced, the entire data is summarized and presented in an integrated manner. By looking at the presentation of the data, it can be understood what is happening and what needs to be done.

3) Data Presentation

The interpretation of the meaning of the data in this study was carried out as follows, after the data had been grouped, the next step was to interpret the data from the results of interviews with research informants in the field.

4) Conclusion and Verification

The conclusion activity is a further step from the data reduction and presentation activities. Data that has been reduced and presented systematically will be temporarily concluded. The conclusions obtained in the early stages are usually less clear, but in the next stages they will be firmer and have a strong basis. Temporary conclusions need to be verified. Techniques that can be used for verification are triangulation of data sources and methods, peer discussions, and member checking.

5) Final Conclusion

The final conclusion is obtained based on the verified provisional conclusions. This final conclusion is expected to be obtained after data collection is complete. Drawing conclusions is an activity of a complete configuration. The meanings that emerge from the data must always be tested for their truth and suitability so that the validity of the data is guaranteed. In this stage, the researcher formulates propositions related to logical principles, raises them as research findings, then continues by repeatedly reviewing the existing data, the grouping of data that has been formed and the propositions that have been formulated. The next step is to report the complete research results with new findings from existing findings.

A SWOT analysis

The analysis used in assessing the economic, social and cultural recovery strategy after the disaster in Sigi Regency is the SWOT analysis (*strengths, weaknesses, opportunities, and threats*). This means

strengths, weaknesses, opportunities, and threats. SWOT analysis according to Freddy Rangkuti in the book SWOT Analysis, a technique for dissecting business cases (Rangkuti, 2016) " SWOT analysis is the systematic identification of various factors to formulate organizational strategies. SWOT analysis has an important role in the progress of organizations that have recently become increasingly competitive in achieving their goals.

From the discussion above, SWOT analysis is a powerful instrument in conducting strategic analysis. This power lies in the ability of the company's strategy makers to maximize the role of strength factors and the utilization of opportunities so that it also acts as a tool to minimize weaknesses in the organization and reduce the impact of threats that arise and must be faced. One of the methods or analysis tools used in compiling descriptions related to factors that occur in a hotel is the SWOT matrix. This matrix is considered capable of clearly describing how external opportunities and threats faced by a hotel are adjusted to the strengths and weaknesses it has. This matrix can produce four alternative strategies.

According to Rangkuti (2016) SWOT analysis can be applied by analyzing and sorting various things that affect the four factors, then applying them in a SWOT matrix image, where the application is how strengths *are* able to take advantage of existing opportunities, how to overcome weaknesses *that* prevent advantages from existing opportunities, then how strengths *are able* to face existing threats , and finally how to overcome weaknesses that can make threats real or create a new threat that must be faced with a strategy.

Hotel marketing strategy is very important for a company where marketing strategy is a way to achieve the goals of a company. So, in running a small business in particular, development is needed through its marketing strategy. Because in times of critical conditions, it is small businesses that are able to provide growth to hotel revenues.

CONCLUSION

- 1) Human Resource Development and motivation of hotel employees in Palu City, Central Sulawesi Province has not been running well.
- 2) The Human Resource Development Model for hotel employees in Palu City, Central Sulawesi Province has not been implemented properly.
- 3) The Human Resources Development Strategy for hotel employees in Palu City, Central Sulawesi Province has not been implemented properly.

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