



# UNIVERSITAS ISLAM MALANG (UNISMA) LEMBAGA PENELITIAN DAN PENGABDIAN KEPADA MASYARAKAT

Jalan Mayjend Haryono 193 Malang, Jawa Timur 65144 Indonesia Telp. 0341 551932 ext 154 Faks. 0341 552249 E-mail: lppm@unisma.ac.id Website: unisma.ac.id

## SURAT KETERANGAN

Nomor: 378/A161/U.LPPM/K/J.01/VIII/2022

*Bismillahirrohmanirrohim*

Saya yang bertandatangan dibawah ini:

Nama : **Dr. Nour Athiroh AS., S.Si., M.Kes.**  
NIP : 19690717 200501 2 001  
Jabatan : Ketua Lembaga Penelitian dan Pengabdian Kepada Masyarakat (LPPM) Universitas Islam Malang

Menerangkan bahwa artikel ilmiah sebagai berikut:

Judul : **A Case Study of Training and Development Program in the Hotel Industry of Malang**  
Karya : Khoirul Anam, Siti Asiyah, Pardiman

Menunjukkan tingkat kemiripan sebesar 2%. Berdasarkan hasil pemeriksaan Tim *Screening* Plagiasi Lembaga Penelitian dan Pengabdian Kepada Masyarakat (LPPM) Universitas Islam Malang, menggunakan sistem Turnitin.

Demikian Keterangan ini kami buat, untuk dapat dipergunakan sebagaimana mestinya.

Malang, 24 Agustus 2022

Ketua LPPM UNISMA,

**Dr. Nour Athiroh AS., S.Si., M.Kes.**  
NIP. 19690717 200501 2 001

# A Case Study of Training and Development Program in the Hotel Industry of Malang

*by Khoirul Anam, Siti Asiyah, Pardiman*

---

**Submission date:** 24-Aug-2022 01:20PM (UTC+0700)

**Submission ID:** 1886293043

**File name:** ing\_and\_Development\_Program\_in\_the\_Hotel\_Industry\_of\_Malang.docx (44.11K)

**Word count:** 3610

**Character count:** 20397

# A Case Study of Training and Development Program in the Hotel Industry of Malang

Khoirul Anam<sup>1\*</sup>, Siti Asiyah<sup>2</sup>, Pardiman<sup>2</sup>

<sup>1</sup> Mahasiswa Magister Manajemen Universitas Islam Malang, Indonesia

<sup>2</sup> Universitas Islam Malang, Indonesia

## Abstract

The training and development program aimed to ensure that employees gain the necessary knowledge, skills, competencies, and attitudes to carry out tasks and achieve the goals and objectives of organizations. This study aimed to determine the training and development programs by a four-star hotel in Malang city. The subject of the study was a Human Resources Manager who has the training and development program in the organization which the total of employees about 68 employees. Descriptive qualitative research is used while collecting research data through observation, interviews, and documentation. Various training and development activities were very diverse, but excellent service and communication were considered very important to carry out. Both types of activities were the central values that must be possessed when choosing a profession in the field of hospitality. The results of the program showed that the attitudes obtained from experience have a direct influence on behavior at work and career development. Furthermore, those skills eventually help in the improvement of productivity and efficiency in the team. In the future, problem-solving training is necessarily needed to improve the participant's skills and abilities.

Keywords: Training and development, hotel industry

## Introduction

Currently, competition in the hotel industry is increasing, aided by the numerous tourist attractions in various locations around Indonesia. Many new lodging establishments or hotels have sprung up by delivering originality and the best service in order to attract customers and outperform existing competitors. Of course, the quality of a decent lodging location or hotel cannot be divorced from excellent employee performance (Anita, Kusumo, and Anggiani 2021). To perform ideally, the management of the lodging establishment or hotel must be able to provide facilities to continue to grow employees' abilities and confidence in their work, which will indirectly boost the company's revenue.

Training and development are critical to the success of any firm (Younas et al. 2018). It attempts to guarantee that people acquire the information, skills, abilities, and attitudes required to carry out duties and achieve organizational goals and objectives. Any organization's performance is heavily reliant on the quality of its staff, which must be trained and nurtured at various levels over time. As a result, training can be considered one of the long-term measures of an organization's growth and sustainability. Wijayanto (2012) highlighted that in this scenario, the training program is a procedure designed to maintain or improve existing work performance, whereas program development is intended to build the abilities required for future work activities. Suwanto (2014) defined training as a continuous collaborative process in which managers connect with their staff while remaining active and attentive to their performance. Human resource training will help them to increase their job knowledge, skills, and talents. This will aid in the development of new skills and the updating of old ones. As a result, it is critical to implement training and development so that the work becomes more effective and efficient (Hazra, Ghosh, and Sengupta 2017)

The capacity to give services with a smile is only one aspect of human resource development in the hospitality business. However, some skills and practical knowledge are required, as well as a perfect balance of a positive mindset, creativity, and strong emotional intelligence. The primary purpose is to meet the expectations and needs of visitors. The level of service provided to them is critical in attracting and retaining customers at the hotel. According to Sutrisno (2009) stated that competence is an ability based on skills and knowledge, as well as its application in carrying out the task and job at work that relates to the specified work needs. If human resources already have good work competencies as a result of suitable training. Human resources can thus be incentivized to work harder or to perform admirably in accordance with organizational standards (Salah 2016).

Malang City is now a popular tourist destination in East Java, with several good tourist attractions, including Mount Bromo. As a result, several domestic and foreign tourists have participated in a variety of activities in Malang for MICE and leisure purposes. In conjunction with this, the need for hotels as a place to stay in Malang has increased. This study will look more closely at how hotels in Malang respond to these

conditions by creating training or development programs for their employees. Thus, the problem formulation in this study is "what is the training and development program carried out by the Malang hotel industry?"

### Research Methods

The subject of this research was a Hotel Resources Manager in one of the four-star hotels that opened in 2013. It is located in Malang City and employs 68 people ranging from management to staff. This object was picked using an examination of reviews available through digital media, which is suitable for the study. In addition, the human resources manager's program was the subject of this study. The problem was a component of the organization that is critical to training and development efforts.

This study was a case study using a descriptive method. The data collecting methods used were observation, interviews with the subject of the study, and document studies. Participating in training and development activities and documenting studies of these activities constitutes an observation. Interviews were also done on the research topic and supplemented by selected participants for this study. This study aimed to present an in-depth picture of the research objective, namely the training and development of human resources that had taken place. They analyzed further to categorize based on their respective classifications. Then it was reported as a descriptive work.

### Results and Discussion

The subject of the study completed the first step of the study, which was planning. Planning is gathering information on the factors to be considered while putting out a training program. The underlying issue underpinning the training's execution was the limited number of employees due to the pandemic's impact, which has been decreased by up to 50%; therefore, every employee must have multiple talents or abilities. Furthermore, guest remarks were provided by consumers, implying that the topic of the study can observe what services are still not ideal or what mistakes employees may make by looking at the ideas and complaints received. Training for departments that receive client feedback might be carried out based on these ideas and concerns. According to Bohlander (2010) mentioned the first stage in requirements assessment is identifying the elements that influence the company's training needs. The first stage in developing a training program is to identify training requirements. According to Hr-survey.com (2016) showed that training is required when employees fail to meet an expected level of performance as assessed by management.

The descriptions were backed up by an interview with a human resources manager. It was mentioned that the initial step in carrying out a training program and development was not only planning but also multiple steps. The steps or phases are as follows:

- a. Phase of preparation. This phase begins by identifying the training objectives, which is very significant in preparing its curriculum, which comprises "what the workers need to learn," which should not be overlooked in its link to work behavior.
- b. The training design step. As a result, because learning is an interaction between persons and their surroundings, training environment design activities are required in the second step/phase.
- c. The training activity evaluation phase The assessment phase is intended to be an activity to assess the training activities that have been completed, and it is not an evaluation of trainee achievements.

*"Several steps had to be completed before we could go on to the actual training and development activity that was scheduled. It also depends on the kind of activity that we are doing. When we want to have a schedule of the important activities for the year, we typically arrange activities at the beginning of the year, even if they are for all of the employees. The Human Resources and Development department will be in charge of its actual implementation; however, if it is the kind of activity that can typically only be completed by a certain division, then the appropriate division's head will be responsible for its planning at the beginning of each month. Only activity reports are acceptable in my department. It is very evident that every endeavor we undertake is predicated on requirements and that we continually assess the outcomes." The manager of human resources provided the explanation.*

Furthermore, based on the interview results, it was discovered that there are many different sorts of training and development activities. However, the fundamental training and growth to be implemented in the two sessions were excellent service and communication. All these actions are essential values that must be held while choosing a career in the hospitality industry. Hotel personnel plays a critical role in the hospitality



business. If these staff can deliver exceptional service while still being safe, hotel visitors are more likely to return (Sultan et al. 2020).

The first session emphasizes the importance of providing outstanding service at the hotel. This training was carried out utilizing the role-play method, according to the observation. Within 60 minutes, a total of 25 individuals had assembled in the meeting room. The trainer provided this training interestingly and with ice breakers so the participants could offer the content presented to the best of their abilities. According to Solihat, Astuti, and Satriani (2020), ice-breaking is an activity that may be utilized to break the tension and saturation of training participants so that the activity becomes entertaining and more conducive before they go on to primary activities. This is vital because a pleasant training environment has a considerable impact on participants' attitudes toward learning, and fun training is more effective. Several participants provided additional commentary, including:

*"yummy, sir. The training isn't making me drowsy,"*

*"Despite the fact that I have taken part in this training multiple times, I never become bored because both the content and the way it is presented are entertaining."*

*"This training is helpful for those of us in operational roles who interact with guests on a daily basis."*

It was absolutely critical to provide excellent service training. This can undoubtedly improve employees' capacity to give excellent service and hence raise client happiness. As a result, when customer satisfaction is reached, the firm will run smoothly. According to an interview with the subject of the research, she mentioned:

*"This training is crucial, and we hope that future employees will be able to put the information they have been taught to use when serving customers. If the customer is happy with the service they receive, they will return to the establishment more frequently, which will boost both our revenue and our profits. In addition, we have been instructed to constantly review online visitor comments in order to gain insight into what aspects of the following training material need to be analyzed and improved."*

There are three indications that can be used to assess the effectiveness of such training (Sutomo 2010). These indicators were expected to be optimally attained in order to ensure customer happiness, namely:

- a. Hospitality service. Employee friendliness was an essential factor in determining the quality of service delivery to clients; with an employee-friendly attitude, customers will feel at ease and satisfied with the services provided. It is important to highlight that in the service industry, personal interaction between consumers and service providers is constantly present. The nature of hospitality and manners are elements that can affect client happiness.
- b. Service sincerity. Employee smoothness in serving clients is the attitude of an employee that customers anticipate in the hospitality industry. Employees' genuine attitudes, such as willingness to assist when greeting guests, the absence of wrong impressions of employees when serving guests, and the willingness of employees to carry guests' bags and deliver guests to their rooms, are critical factors to consider when marketing hotel services. Customers will feel and be considered necessary by the service provider if hotel staff are sincere.
- d. Service speed. One of the service quality metrics in personal contact between employees and consumers is employee speed in servicing clients. The gap between the customer's expectations of the rate of employee service and the perceived performance of employees is a factor that contributes to consumer discontent. Furthermore, disparities in service speed judgments between consumers, personnel, and management might lead to a gap in consumer satisfaction. For example, management designed a method in which check out, including bill settlement and other administrations, will take no more than 15 minutes. However, customers began to feel uneasy after only 10 minutes. This suggests that the management-instituted system produces guest unhappiness. It is likely that the administration believed the 15-minute time limit was too short, but guests did not.

Because this trainer had a broad group of participants in terms of position, age, and talents, the method used in this training was role-playing. According to Dananjaya (2017) explained that role play is a learning process activity in which the learner should not be concerned because a real-life situation would be generated. The training was carried out by trainees sharing roles. Role-playing improved participants' interpersonal relationships and social transactions (Rahmawati 2019). For a simulation to take place, participants must embrace their roles and responsibilities and do their best in the scenario in which they find themselves.

Training must be tailored to the needs of the participants and given in an appealing manner, such as through role play and icebreakers. The role play during the training also demonstrates that the participants have a greater understanding. Participants can instantly put the activity's outcomes into practice. Brief conversations with several participants revealed the following:

*"It is beneficial to put this into practice so that we can gain insight from one another on our strengths and weaknesses."*

*"I feel drowsy during a presentation. I would much rather engage in role-playing."*

*"Because I am involved in activities, it's best for me to get some experience right away."*

After a 15-minute break, the training returned to the theme of communication in the second session. Employee communication skills were part of the endeavor to make guest satisfaction the goal of hotel services. Customer satisfaction is a person's joy or dissatisfaction as a result of comparing the performance or results of a product to the performance of the person being charged. Good relationships with service managers influence customer happiness (Mahafzah et al. 2020). One of these positive ties was formed through interaction with hotel personnel (Silaban, Pasaribu, and Silalahi 2019). The human resources manager further stated

*"Later on, in the process of fulfilling the function of an employee, participants were required to complete this communication training. We have high hopes that staff has gained a deeper understanding of the fundamental principles underlying communication as a result of this training, which will allow them to appreciate better the significance of speaking successfully in the future. They will exhibit increased levels of inventiveness, activity, and self-assurance. Naturally, the most important item was to be able to fulfill the requirements of our clients and guests."*

During the communication training, researchers get the opportunity to interview multiple employees in order to determine how active the employee's level of communication is when dealing with guests. They stated that:

*"Sometimes, there is still a sense of uneasiness when I meet new individuals."*

*"When I communicate with guests, there are occasions when I have to stop and think about what I should do first."*

*"When I meet with guests, I always become nervous."*

*"I am a communicative person, but when I meet a new person, I am hesitant to speak, and it feels like my mouth is locked, Sir."*

This class focuses on two abilities: non-verbal and vocal communication skills. Knowledge, how to talk, and brief and clear communication are all examples of verbal communication abilities. Non-verbal communication characteristics include friendliness and politeness, a good personality, a cheap grin, loyalty and dedication, work efficiency, a practical, honest approach, and self-confidence (Syamsudin, Purnono, and Kusumadinata 2021). To attain this goal, training used the same strategy, namely role-playing. The following comments were made by the attendees about this session:

*"This communication training is very good for me. It is very useful, and the effect is not only made for work, but when I am outside, I get carried away on how I should communicate well with people."*

*"I think this training is very useful so that when we meet guests, we can communicate well and not be awkward anymore."*

*"I can be more confident by participating in this training."*

*"Very effective training. Thank you management for this advantageous knowledge."*

*"The first day, I was a little disturbed by the voices of the project workers next door, but during the training process that was served, I was very enthusiastic, sir."*

*"I really like this training so it can be easy and understandable and even explained when dealing with the other person."*

*"As the back office employee, the most frequent communication is by telephone. This training made us know how to communicate ethically at work."*

To sum up, excellent service and communication training is understandable and has the potential to change participants' behavior. It occurs due to the influence of prior experience factors during exercise. According to Azwar (2008) claimed that attitudes formed via experience directly influence subsequent behaviors. The direct consequence is more behavioral predispositions, which will manifest if conditions and circumstances allow. When an organization provides training to its employees, it assists them in advancing their careers, which they desire and require. Employees have recognized the importance of skill, eventually improving team productivity and efficiency. They will be more satisfied with their jobs and are less likely to leave the company. It has an immediate impact on an organization's bottom line. A better future is linked to advancement in an employee's career. It is a multifaceted approach that includes mastery of a body of knowledge, a code of conduct, and a sense of social obligation.

## Conclusion

Training is a systematic and organized effort to increase performance effectiveness by developing knowledge, skills, and attitudes through learning experiences. The 120-minute training and development workshop titled exceptional service and communication yielded satisfactory results. Employees can better comprehend and carry out their jobs in accordance with hotel management goals with the application of training. Furthermore, individuals feel skilled and confident in applying their knowledge to their actual task or their job description.

The training and subsequent development initiatives are likely to improve. For example, in the future, the trainer will prepare a number of examples to be solved. The problem can be created using pre-prepared materials or by using previous cases. As a result, the trainees' abilities and skills develop. Furthermore, the following program is supposed to be more in-depth regarding the value of these skills and abilities to an organization's business by offering specific facts of analysis. As a result, training participants can take activities seriously and develop a sense of belonging, or they can play an important role in an organization's success.

## References

- Anita, Tiurida Lily, Elang Kusumo, and Safrilianty Anggiani. 2021. "Impact of Employee Value Proposition on Hotel's Employee." *Bisnis Dan Manajemen* 8(2):197–201.
- Azwar, S. 2008. *Penyusunan Skala Psikologi*. Cet VII. Yogyakarta: Pustaka Belajar Offset.
- Bohlander GW, Snell SA. 2010. "Principles of Human Resource Management." in *16th International ed.* South-Western (US): Cengage Learning.
- Dananjaya, Utomo. 2017. *Media Pembelajaran Aktif*. Nuansa Cendikia.
- Hazra, Krishnendu, Prosenjit Ghosh, and Partha Pratim Sengupta. 2017. "Importance of Training and Development and Its Impact on Employees' of Hotels in Kolkata, India: An Empirical Study." *Journal of Tourism and Hospitality Management* 5(2). doi: 10.15640/jthm.v5n2a3.
- Hr-survey.com. 2016. "Needs Analysis: How to Determine Training Needs."
- Mahafzah, A. G., N. M. Aljawarneh, K. A. K. Alomari, S. Altahat, and Z. S. Alomari. 2020. "Impact of Customer Relationship Management on Food and Beverage Services Quality: The Mediating Role of Employees Satisfaction." *Humanities & Social Sciences Reviews* 8(2):222–30. doi: 10.18510/hssr.2020.8226.
- Rahmawati. 2019. "The Effect of Using Role Playing Strategy on Students' Achievement Inspeaking English at SMP Muhammadiyah 01 Medan." 6(1). doi: 10.33884/basisupb.v6i1.
- Salah, M. 2016. "The Impact of Training and Development on Employess Perfomance and Productivity." *International of Management Sciences and Business Research* 5(7):36–70.
- Silaban, Pantas H., Arsen Pasaribu, and Andri D. K. Silalahi. 2019. "The Influence of Human Aspect of Accommodation and Destination on Tourist Satisfaction." *International Journal of Innovative Technology and Exploring Engineering* 8(9S2):222–30. doi: 10.35940/ijitee.i1021.0789s219.
- Solihat, Asti, Ayu Rindu Astuti, and Intan Satriani. 2020. "The Influence of Ice Breaker To Students' Motivation in Teaching English." *PROJECT (Professional Journal of English Education)* 3(2):210–16. doi: 10.22460/project.v3i2.p210-216.
- Sultan, Khurram, Ramyar Rzgar Ahmed, Rahim Jafar, Muhammad Muzammal Murtaza, and Bayar Gardi. 2020. "Corporate Financial Policy and Its Impact on Sustainable Capital Structure: Empirical Evidence From Textile Firms of Pakistan." *Humanities & Social Sciences Reviews* 8(2):149–58. doi: 10.18510/hssr.2020.8218.
- Sutomo, Maskuri. 2010. "Kepuasan Pelanggan Menginap Pada Hotel Berbintang Di Daerah Istimewa Yogyakarta (Survey Pelanggan Pada Hotel Bintang Tiga, Empat Dan Lima Di Daerah Istimewa Yogyakarta)." *Strategic: Jurnal Pendidikan Manajemen Bisnis* 10(1):52. doi: 10.17509/strategic.v10i1.1079.
- Sutrisno, Edi. 2009. *Manajemen Sumber Daya Manusia Edisi. Pertama*. Jakarta: Kencana Prenada Media Group.
- Suwarto, F. x. 2014. *Manajemen Kinerja Edisi Kelima*. Yogyakarta: Cahaya Atma Pustaka.
- Syamsudin, Mamat, Agustina Multi Purnono, and Ali Alamsyah Kusumadinata. 2021. "Kemampuan

Komunikasi Karyawan Kantor Depan Dan Kepuasan Tamu Di Wisma DPRD RI Bogor.” *Jurnal Sains Sosio Humaniora* 5(1).

Wijayanto, D. 2012. *Pengantar Manajemen*. Jakarta: PT Gramedia Pustaka Utama.

Younas, W., M. Farroq, Khalil-Ur-Rehman, and A. Zreen. 2018. “The Impact of Training and Development on Employee Performance.” *Journal Of Bussiness and Mangement* 20(7):20. doi: 10.4018/ijcesc.2017070104.



# A Case Study of Training and Development Program in the Hotel Industry of Malang

---

## ORIGINALITY REPORT

---

2%

SIMILARITY INDEX

1%

INTERNET SOURCES

0%

PUBLICATIONS

2%

STUDENT PAPERS

---

## PRIMARY SOURCES

---

1	Submitted to Westford School of Management Student Paper	1%
2	Submitted to La Trobe University Student Paper	1%
3	<a href="http://journals.sagepub.com">journals.sagepub.com</a> Internet Source	1%

---

Exclude quotes  On

Exclude bibliography  On

Exclude matches  < 15 words