

The impact of hotel staff appraisal to career development

Putu Elsa Oktavia Dewi¹, I Ketut Astawa², Ni Made Ernawati³, I Ketut Suarta⁴

¹Tourism Business Entrepreneur, Indonesia,

^{2,3,4}Tourism Department, Politeknik Negeri Bali, Indonesia

email: ¹elsaoktavia1736@gmail.com, ²ketutastawa@pnb.ac.id,

³madeernawati@pnb.ac.id, ⁴ketutsuarta@pnb.ac.id

Abstract

The purpose of this research is to analyze the impact of staff appraisal to the employee career development and how to manage employee career development at a 5-star hotel ini Nusa Dua, Bali. The data used in this research are quantitative data and qualitative data obtained from passive participation observations, obviously or disguised observations, interview, documentation, literature review, and secondary data named Performance Management Objectives. After obtaining the data then tested the validity test and reliability test used SPSS 17. From the 391 employees were taken 198 samples respondents (hotel employees) using Slovin method. The data analysis technique used is Descriptive Statistics Analysis and Qualitative Descriptive Analysis. The results reveal that staff appraisal gave a positive impact to the employee career development. It is because the staff appraisal assists in employee career development and it can be used by the employees as a reference of their performance. Thus, the staff appraisal using Performance Management Objectives has an impact on employee career development through the promotion process which is 12 employees of the hotel are doing promotion in 2019.

Keywords: hotel staff appraisal, career development, performance management objectives.

Introduction

Human Resources Department is the most responsible department in order to manage the human resources, collaboration with other departments in determining the number of employees the hotel must have. According to Noe (2008) as cited in Johari et al., (2012: 399), HRM practices play a key role in attracting, motivating, rewarding and retaining employees. There are some steps to manage the human resources, one of them is performance appraisal or staff appraisal. According to Dessler (2008) as cited in Abdulkadir et al., (2012: 125) defined performance appraisal as any procedure that involves (i) setting work standards, (ii) assessing the employee's actual performance relative to those standards, and (iii) providing feedback to the employee with the aim of motivating him or her to eliminate performance deficiencies or to continue to perform above par.

According to Murerwa (2017: 66), performance appraisals may be used on employee "traits" – abilities and attitudes that can be listed on an organization-wide

form along with ratings for each trait. Armstrong (2006) as cited in Daoanis (2012: 56), describe the role of the performance appraisal as a tool for looking forward to what need to be done by people in the organization in order to achieve the purpose of the job to meet new challenges. The hotel is located in Nusa Dua area has Human Resources Department that manages staff appraisal for employees every year using Performance Management Objectives. According to Alireza (2000) as cited in Jabeen (2011: 198), the effectual instrument of assessment in the supervision of recruits if it works acceptably and sensibly, the association's determination which arrive for their labor force to accomplish their concentration. Performance Management Objectives is an instrument to measure the performance of employees that is separated by grade. By knowing the Performance Management Objectives, employees need to have their own plan about their career and develop their career. According to Zheng and Kleiner (2001) as cited in Johari et al., (2012: 402), career development is a formal approach taken by an organization to ensure that people with the proper qualifications and experience are available when needed. Career development of employees plays an important role in enriching the human capital component of a company. It is being strategically used to leverage organizational talent, and to attract and retain a competent workforce (Ulrich, 2014 as cited in Pujiwati, 2016: 176).

Performance Management Objectives is included by 6 competencies. The rating score in every competency is starting by 1 to 3 which is 1 score is the lowest or called by D (Did Not Meet Expectation), 2 score is M (Meet Expectation), and 3 score is E (Exceeded Expectation). An example of a case an employee with a position in Commis II getting a D rating (Did Not Meet Expectation) for Evolve & Excel competency in 2017, it means employee should learn, adapt, and innovate, act as a dedicated professional, also pursue personal achievement and development. But in reality from the results of the appraisal, the employee did not have the desire to learn, not proactive to improve his abilities. In 2018, the employee showed no improvement in performance, so when there was an opportunity for higher level promotion named Commis I, the employee has not got the opportunity to participate it. This is very unfortunate considering that the employee has worked for 5 years with the same position which is Commis II.

Referring to the case above, it is important to conduct a research that related to the impact of staff appraisal to the employee career development. This research is

aimed to analyze the impact of staff appraisal to the career development and to know how the management of career development at the hotel is.

Research methods

The research location is a 5-star hotel in Nusa Dua, Bali. The research object is the employee of the hotel who have done staff appraisal in 2017 using Performance Management Objectives. The populations in this research were all employees of the hotel who is entitled with the Performance Management Objectives, totally there are 391 employees. Thus, from 391 employees Slovin method is used to determine the number of samples to be taken, with the formula $n = N/(1 + N e^2)$ whereas n (Number of Samples), N (Number of Population), e (Error Tolerance). Then, $391/(1 + 391 \times 0,05^2) = 198$ samples respondents used in this research. The data used in this research are quantitative data and qualitative data obtained from passive participation observations, obviously or disguised observations, interview, documentation, literature review, and secondary data named Performance Management Objectives. After obtaining the data then tested the validity test and reliability test used SPSS 17. The data analysis technique used is Descriptive Statistics Analysis and Qualitative Descriptive Analysis. According to Sugiyono (2010: 206), descriptive statistic is statistic used to analyze data by describing or describing collected data as they are without intending to make conclusions that apply to the general or generalization. Descriptive Statistic Analysis used to analyze the validity test, reliability test, and the tabulation data that proceeded in Microsoft Office Excel 2007. According to Sugiyono (2014: 244), qualitative descriptive analysis technique is to provide a review or interpretation of data collected so that it becomes more clear and meaningful than just the numbers. In this research, Qualitative Descriptive Analysis used to analyze the steps of employee career development at the hotel.

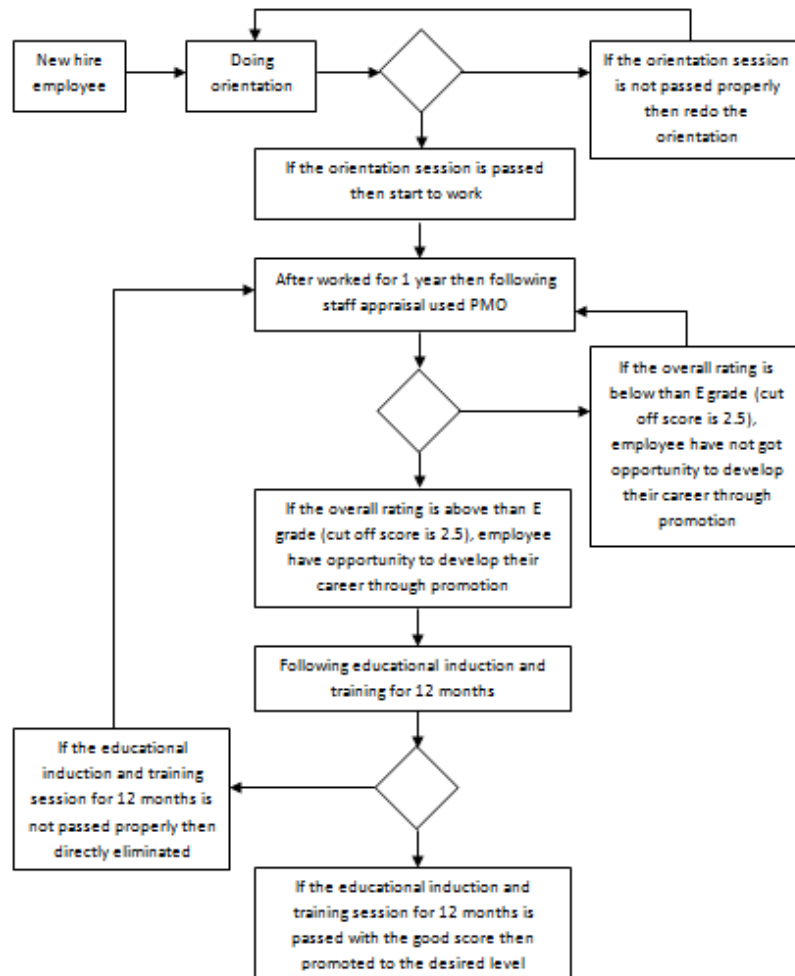
Total of respondents are 198 respondents that consist of 13 departments such as Front Office Department with 7 respondents or 4% of total respondent, Housekeeping Department with 45 respondents or 23% of total respondent, F&B Service Department with 35 respondents or 18% of total respondent, Culinary Department with 30 respondents or 15% of total respondent, Butler Department with 20 respondents or 10% of total respondent, Steward Department with 9 respondents or 5% of total respondent, Sales and Marketing Department with 7 respondents or 4

% of total respondent, Revenue Management Department with 5 respondents or 3% of total respondent, Human Resources Department with 1 respondent or 1% of total respondent, Administration and General Department with 3 respondents or 2% of total respondent, Loss Prevention Department with 11 respondents or 6% of total respondent, Finance Department with 6 respondents or 3% of total respondent, and Engineering Department with 19 respondents or 10% of total respondent. The highest number of respondent is come from Housekeeping Department which is 45 people or 23% of total respondent and the second is F&B Service Department which is 35 people or 18% of total respondent. The reasons of taking a lot respondents from both departments were due to Housekeeping Department has many numbers of staff that needs to ensure the cleanliness of 123 luxury guestrooms completed with the public area and outlets that belong to the hotel, also F&B Service Department become the second highest number as respondent because the hotel has 2 restaurants, 2 bars, and 1 deli, which make F&B Service has many number of staff to service guests. Based on the employment level the percentage of respondent majority comes from staff level which is 87% of total respondent and minority comes from supervisor level which is 13% of total respondent. This because of the number of the staff level is more than supervisor level.

The instrument validity and reliability test using SPSS 17 revealed that 198 respondent's data are valid because 6 indicators of instrument are above 0.3. According to Sugiyono (2010: 178), the research instrument is valid if the correlation of each factor is positive and the amount is 0.3 and above. And the instrument is reliable because the Chronbach's Alpha of instrument is 0.690 which is more than 0.60, the reliability of a construct variable is said to be good if it has a Cronbach Alpha value ≥ 0.60 (Ardika, 2018: 27).

DISCUSSION

The appraisal of the hotel employees started when the employees hired, follow is the process of staff appraisal until the career development that can achieve by the employees as Picture 1.



Picture 1
Steps of Career Development
(Source: Research Result, 2019).

Based on interview with Manager, Learning and Development of the hotel, explained that the new hire employee will get orientation which is consisting of hotel tour orientation, educational and skill induction, and hotel knowledge. At the last session of orientation, the new hire employee will be tested and asked by Human Resources about how much did the employee understand about the orientation session and they must make a resume about the orientation. The purposes are to know how fast the new hire employee receives the orientation induction about hotel, and if there is any induction not received properly by the new hire employee, then they must redo the orientation session. Orientation session is important things due to by doing orientation, the new hire employee hoped to be understand about their job description, hotel knowledge, and fast adapt with the hotel culture. After worked for 1 year, the employee will do staff appraisal about their performance with the aim to develop their career used

Performance Management Objectives. In every competency of Performance Management Objectives have scores that will be calculated at the end to get the overall rating of employee itself. The score of every competency in Performance Management Objectives are 1 score for D (Did Not Meet Expectation), 2 score for M (Meet Expectation), and 3 score for E (Exceeded Expectation). The scores from 6 competencies then calculated and it is divided by 6. The result will ensure whether the one get the opportunity to develop their career through promotion or not. Follow is the range score of overall rating of Performance Management Objectives as Table 1.

Table 1
Range Score of Performance Management Objectives.

Grade	Range Score
O (Outstanding)	2.8 – 3.0
E (Exceeded Expectation)	2.5 – 2.7
M (Meet Expectation)	1.6 – 2.4
D (Did Not Meet Expectation)	1.0 – 1.5

Source: Performance Management Objectives 2017.

The range score of Performance Management Objectives based on Table 1, the highest is grade O (Outstanding) with the range score 2.8 until 3.0. Then followed by grade E (Exceeded Expectation) with the range score 2.5 until 2.7, and grade M (Meet Expectation) with the range score 1.6 until 2.4, and the lowest is D (Did Not Meet Expectation) with the range score 1.0 until 1.5. To do career development or to be a candidate of promotion, the minimum grade must met is E (Exceeded Expectation) as the cut off grade with the score minimum 2.5. Thus, to get the result of Performance Management Objectives in 2017 of 198 respondents, follow are the analysis steps:

1. Data of 198 respondents are inputted to Microsoft Office Excel 2007.
2. Find the Total (PMO 2017) by calculated every competency scores of 198 respondent's data.
3. Find the average of every competency scores of 198 respondent's data.
4. Do validity test and reliability test to the data used SPSS17.
5. Data valid and reliable means that data is eligible to use.
6. Sort the data by Average and order to Largest to Smallest.

After the steps above are applied, from 198 respondents who have done to staff appraisal using Performance Management Objectives in 2017 the results are 30 respondents or 15% from 198 respondents got grade O (Outstanding), 65 respondents or 33% from 198 respondents got grade E (Exceeded Expectation), 103 respondents or 52% from 198 respondents got grade M (Meet Expectation), and for grade D (Did Not Meet Expectation) is 0. This means from 198 respondents there are 95 respondents or 48% from 198 respondents got opportunity to develop their career to be candidate of promotion and there are 103 respondents or 52% from 198 respondents have not got the opportunity to be candidate of promotion as follows Table 2.

Table 2
 Result of Performance Management Objectives in 2017

Grade	Range Score	Number of Respondent	Percentage
O (Outstanding)	2.8 – 3.0	30	15%
E (Exceeded Expectation)	2.5 – 2.7	65	33%
M (Meet Expectation)	1.6 – 2.4	103	52%
D (Did Not Meet Expectation)	1.0 – 1.5	0	0
Total		198	100%

Source: Secondary data proceeded, 2019.

Thus, from 103 respondents who have not got opportunity to be candidate of promotion will continue their performance, following training hours as usually and doing staff appraisal for next year as a mandatory for all staff of the hotel. Based on interview with the Manager, Learning & Development of the hotel, actually that there is no special training for the employee who gets overall rating below than grade E (Exceeded Expectation), because it is still good as long as the staff did not get grade D (Did Not Meet Expectation). The one who get grade D (Did Not Meet Expectation) will arrange some session for interview and screening by Human Resources Department to find out the reason of getting grade D (Did Not Meet Expectation). After find out the reason or problem, Human Resources Department will consider whether the employee will get demotion or mutation. The Manager, Learning & Development of the hotel also explained that usually there is a small chance that someone can get grade D (Did Not Meet Expectation), except the employee is not working based on Job Description, Standard Operational Procedure, or misbehavior.

There are 95 respondents in 2017 got opportunity to be candidates of promotion based on Table 2. Thus, 95 respondents interviewed by Human Resources

Department together with each Department Head whether the staff wants to develop their career by promotion and take responsibilities bigger than previously level or not. Those who want to develop their career will take the opportunity and following some educational induction and training for 12 months or 1 year and there is minimum score needed to achieve by the candidates. This educational induction and training is implemented aimed at ensuring mental readiness of promotion candidates as a leader or carry out tasks at the desired position. Ensuring mental readiness of candidates as a leader is important because when the candidates promoted to the higher level, they will not only manage their self but also manage their colleague's performance as well as their task. The candidates who already promoted to the higher level need to lead more than 2 people, by that reason they need to have mental readiness as a leader. Besides ensuring mental readiness of promotion candidates as a leader, the candidates also need to ensuring mental readiness to carry out tasks. It is important because when the candidates got promoted, their responsibilities are bigger than before. The promotion candidates who did not met the minimum score after 12 months or 1 year educational induction and training will directly filtered and did not promoted to the highest position desired at that moment. Based on Career Track Participants List 2018/2019 there are 21 people willing and have opportunity to develop their career and become candidates of promotion. From 21 participants, there are 13 participants from staff level following Supervisor Track Level, 6 participants from Supervisor Level following Asst. Manager Track Level, 1 participant from Supervisor Level following Manager Track Level, and 1 participant from Asst. Manager Level following Manager Track Level. To ensure the candidates are passing the process of promotion or career development successfully and to manage the career development of employee in the hotel, the training will depend on the promotion level that desires to achieve as follows:

1. Supervisor Track (Staff to Supervisor)

In the Supervisor Track, educational induction and training that must be done by the participants are Core Functional Skills, Leadership Skills, Project Leadership, Complimentary Functional Skills (Same Department), Complimentary Functional Skills (Different Department), Mandatory Training Program, Supplementary Training Program, and Activity Planner.

2. Manager Track (Supervisor to Manager)

Manager Track has some educational induction and training need to conducted by participants such as Core Functional Skills, Building Relationship, Generating Talent and Organizational Capability, Leadership, Learning and Applying Professional Expertise, Managing Execution, Projects, Complimentary Functional Sills (Same Job Family), Complimentary Functional Sills (Different Job Family), Mandatory Training Program, Supplementary Training Program, and Activity Planner.

Every Career Track have some basic skill, leadership skill, and project that has graduate standard score needed to achieve so the one can pass the program. The one who got the highest point as the result of Career Track Program is the one will get promotion later. But in other side, promotion or career development also need to consider the organizational chart in every department itself. For example, Housekeeping Department has many supervisors because of there are many staffs and places need to handle that could not operate only by 1 supervisor. But in other side, Human Resources Department together with Housekeeping Department also needs to consider whether as many supervisor of housekeeping has it is possible to finish the job successfully or not. It means that all positions need to have well planned to replace and considering to the opportunity. Below are the documentation of educational induction and training for promotion candidates as Picture 2.



Picture 2
Educational Induction and Training 2018, and Career Track Graduation 2019
(Source: The hotel, 2019).

Based on the Picture 2, the Career Track Graduation is mandatory activity for the candidates of promotion. After finished the educational induction and training for 12 months, the candidates will graduate and receive appreciation directly from

Managing Director and Hotel Manager of the hotel. The appreciations are certificate and competency test results form that signature by Managing Director and Hotel Manager. In Career Track Graduation will expose those who succeed and get a promotion, from 391 employees. The employee who will get promotion will be promoted immediately or 6 months later, it is because need to consider the readiness of the employee to take on target position. After that process, there are 12 staffs who are promoted to a higher level in 2019 as shown in the Table 3.

Table 3
Staff Promotion in 2019

Previous Position	Currently Position	Department
Spa Trainer	Supervisor	Spa
Tradesman	Supervisor	Engineering
Pool Attendant	Supervisor	Recreation
Hostess	Supervisor	F&B Service
Waiter	Supervisor	F&B Service
Waiter	Supervisor	F&B Service
Asst. Manager	Manager	Steward
Housekeeping Supervisor	Asst. Manager	Housekeeping
Security Supervisor	Asst. Manager	Loss Prevention
AP/ Clerk	Asst. Manager	Finance
Engineering Supervisor	Asst. Manager	Engineering
FB Supervisor	Asst. Manager	F&B Service

(Source: Human Resources Department, 2019).

Based on Table 3, as planed in 2019 there are 12 staffs got promotion or do career development after passed selection session by staff appraisal using Performance Management Objectives in 2017 and some educational induction and training for 12 months. There are 1 staff from Spa Department, 2 staffs from Engineering Department, 1 staff from Recreation Department, 4 staffs from F&B Service Department, 1 staff from Steward Department, and 1 staff from Housekeeping Department, 1 staff from Loss Prevention Department, and 1 staff from Finance Department. The application of staff appraisal to the career development applied at the hotel is giving positive impact and effective based on the results of interviews with the Director of Human Resources - Complex of the hotel. It is because of the 391 employees at the hotel turns out there are 12 employees who are doing promotions in 2019. Beside the function of staff appraisal assists in employee career development and it can be used by the employees as a reference of their performance.

Conclusion

The conclusion that is able to be given is staff appraisal used Performance Management Objectives in 2017 is impacting the career development in 2019 positively. The result as revealed that the Performance Management Objectives 2017 helps Human Resources Department in order to do selection for promotion process easier in 2019. As planned, in 2019 there are 12 staffs got promotion or do career development after passed selection session by staff appraisal using Performance Management Objectives 2017 and done educational induction and training for 12 month. To ensure the staff is passing the process of promotion or career development successfully and to manage the career development of staff in the hotel, Human Resources Department has program named Career Track Marriott International. In this research discussed track for Supervisor Track (Staff to Supervisor), Manager Track (Supervisor to Manager). In every Career Track have some basic skill, leadership skill, and project that have graduate standard point needed to achieve so the one can pass the program. Promotion or career development is able to do beside of considering the budget, also need consider the organizational chart in every department itself.

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