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EFFECTIVENESS OF EMPLOYEE ENGAGEMENT ON HOTEL STAFF PERFORMANCE

Nadia Nara Sheta[1*], Maria Ulfah Catur Afriasih[2]
Hospitality Management Study Program, Department of Tourism,
State Polytechnic of Creative Media[1*2]
nadia.sheta20@gmail.com

Abstract

Employee engagement is the attachment of employees to the company. Employees who are tied to actively engaged companies tend to have higher levels of productivity. There are many elements that affect employee performance, including the interaction between the workforce and the workplace environment. The objective of this study is to ascertain how employee involvement affects hotel staff's performance. The population of this study was made up of employees of the hotel, with 65 respondents. Data collection techniques using Google Form Questionnaires This research method is a descriptive analysis with a quantitative approach. The methods used are the validity test, reality test, descriptive statistical analysis, mean test, and Spearman rank correlation test. The findings indicated that the correlation of 0.969 shows a very strong relationship between the variables of employee engagement and performance. It can therefore be concluded that raising employee engagement will also raise employee performance. There is a very strong and unidirectionally significant association between staff engagement and performance at Hotel Jakarta if it can be determined that H0 is rejected and H1 is approved.

1. INTRODUCTION

The tourism industry plays a crucial role in the economy, specifically in nations where tourism serves as the primary source of income. The company's human resources are one of its assets, considering how service-oriented the hospitality industry is. The reputation and success of a hotel are greatly impacted by the quality of the services offered to guests; as a result, professional and amiable human resources are needed to interact with guests in order to generate a positive experience, raise guest satisfaction, and support maintaining guest loyalty. Specialized human resources are particularly important assets for the business because they contribute significantly to daily operations at the hotel, can reduce expenses, and boost productivity. As a result, for businesses to succeed over the long term, human resources in the hospitality sector need to be retained and appropriately developed.

In order to give customers a great experience, hotel staff performance is essential. It can affect clients' pleasure and faith in the establishment. The company will also benefit

significantly from the existence of human resources because they are a company's most valuable asset for expansion and to compete with competitors.

Employee performance is influenced by several factors, such as the relationship with the workforce itself and the relationship with the company environment. (Dessler, 2015) said that performance is work performance, namely the ratio between work results and established standards. According to (Dwiyanto, 2021) employee performance means that the work of employees is good in quality as well as quantity. Performance can be achieved well if there is involvement from all employees. Employee lump sums or employee involvement are important factors in increasing the performance of employees. Employees who are actively involved in using their jobs tend to have higher levels of productivity, thus experiencing lower turnover, but in the hotel industry, employee engagement is becoming a challenge, especially because their job is directly involved with guests and the nature of their work causes pressure and stress.

This study intends to measure employee performance, assess employee engagement, and examine the relationship between employee achievement and employee engagement. This study will aid hotels in comprehending the relationship between staff engagement and performance as well as the benefits that engagement may have on output, client contentment, long-term success, and sustainability of the hotel industry. In other words, research on the relationship between employee dedication and performance has important ramifications for enhancing hotel productivity, fostering a healthy workplace culture, and boosting competition in the cutthroat hospitality industry. The findings of this study can help management make better choices about organizational development and human resource strategy.

The weakness in this research is that the majority of contract workers in some departments are the source of employee turnover since they don't perform to management's expectations. Permanent employees often struggle with diminishing performance because of a variety of reasons, including delay, feeling disengaged from the organization, unwillingness to complete the job according to the agreed-upon job objective, lack of concentration, and a delay in starting the job. Another flaw is that contextual circumstances can have a significant impact on how employee involvement affects performance. For instance, disparities in research findings between large and small hotels or between hotels located in various regions may be caused by external factors such as regional economies, industry competition, or other company policies that can affect employee performance.

2. LITERATURE REVIEW

Effectiveness in this research refers to the extent to which this research is successful in achieving research objectives and the extent to which the findings of this research have a significant or relevant impact. This research can be seen in several aspects, namely the selection of a representative sample, appropriate measurement instruments, and appropriate statistical analysis methods, so that this research can make a meaningful contribution to our understanding and provide useful guidance for stakeholders in human resource management in the hotel industry.

2.1 Employee Engagement

Institutions or organizations working in the human resources industry frequently utilize the word "employee engagement" in their work. Employee engagement is characterized as a personal attachment and excitement for the task being done (Judge &

P. Robbins, 2019) Employee engagement is crucial for a company's performance in areas including customer happiness, innovation, profit, productivity, loyalty, and quality. According to Marciano, employee involvement results in greater output, improved efficiency, less absenteeism, happier customers, and fewer staff complaints (Siddhanta & Roy, 2010).

In order to measure the level of positive employee engagement, indicators that represent the degree of achieving a target or goal must be established. Experts have identified the following as a sign of employee engagement. Schaufeli & Bakker in the journal (Fauziah, 2016) define work engagement as positivity, the fulfillment of the work of the mind center. There are 3 indicators of employee engagement, which are: First is Vigor (spirit). A situation in which one has lots of energy and mental endurance while working, such as:

a. Having high spirits.
b. Having a strong mentality.
c. Giving the best effort.

The second one is Dedication (dedication): Significant feelings toward work and concern and interest in work, such as: a) High enthusiasm; b) Feeling proud; c) liking challenges. The third is absorption, a description of employee behavior that pays full attention to work and is visible at work, such as: a) concentrating fully; and b) being happy to be involved in work.

Each of these dimensions is described below along with examples of how they can be used in the hospitality industry.

a. Vigor is a term used to describe a worker's high level of vigor and excitement. High vigor employees will feel motivated, energetic, and passionate about their work. They frequently have a strong desire to overcome obstacles and seek out chances to advance and improve. Its use in the hospitality industry is when staff members who deal with clients directly, such waiters or receptionists, need to remain upbeat and able to maintain high energy levels throughout the day in order to give customers friendly and effective service.

b. Dedication: A worker's level of commitment to their position and company is referred to as dedication. High-dedication workers will experience a sense of purpose and commitment in their work. They typically work hard to attain success as a team since they are proud to be a part of the business. Its applicability in the hotel industry is that staff members will deliver dependable service to ensure high levels of customer satisfaction.

c. Absorption describes a worker's capacity to become so engrossed in their task that they become unaware of the passing of time and their surroundings. When used in the hospitality industry, it entails completely immersing personnel in offering services to visitors.

In the hospitality sector, the application of this concept can help management understand the level of employee engagement in order to take appropriate action to motivate and support employees. This can be done by developing training programs, recognizing employee achievements, and planning tasks and a balanced workload to ensure that employees remain enthusiastic, dedicated, and fully involved in their work. In this way, hotels can improve the quality of service to guests and increase customer satisfaction.

2.2 Employee Performance

Performance is real behavior shown by all individuals as work performance made by employees in the context of their work in a company, according to (Sumardjo & Priansa, 2018). Employee performance, according to Dessler, refers to a person's ability to complete their work in both quality and quantity while reaching the objective criteria and determining how well they perform as employees (Jessica & Rosiana, 2017).

According to Marwansyah (2010:228) in Wawan Prahiawan, Nopiyana Simbolon (2014) defines "performance is a person's achievement or achievement regarding the tasks assigned to him or her; it can also be seen as a combination of work results (what a person must achieve) and competency (how someone achieves it)."

Based on Andi Hasbi and Ahmad Ab (2020), employee success is a personal concern (Timpe, 1993). Every worker has a unique set of skills. Performance is the result of a person's skill, effort, and opportunity combined.

Wibowo (2009), in Rahmat Solling Hamid, Saharuddin, and M. Arif Andi Manrang, 2022 Operational operations within an organization can be influenced by performance; the better an organization performs, the better its workers perform.

Performance research is described as an evaluation of previous or current employee performance in comparison to expected performance by (Dessler, 2015). In order to address performance deficiencies, it is necessary to adopt work standards, which calls to provide intense coaching and providing training for each employee's feedback in order to understand its performance.

Employee performance can be impacted by a number of factors, some of which are listed below (Dessler, 2015):
a. The level of precision, thoroughness, and comprehension of the work determines its quality.
b. The amount of work completed in a given amount of time is measured by its productivity and efficiency.
c. Technical and practical knowledge and abilities are known as work knowledge.
d. Employee trustworthiness is measured by trust.

Experts state that theoretically, employee performance can be deduced from an employee's accomplishments in their work based on specific standards that are relevant to a given employment.

A hypothesis is an initial, provisional, and research-tested assumption on the influence link between the independent variable (X1) and the dependent variable (Y1) before to the conduct of the study.
a. H0: At the Grandkemang Hotel Jakarta, worker engagement has no discernible impact on worker performance.
b. H1: At the Grandkemang Hotel Jakarta, employee engagement has a partially significant effect on worker performance.

3. RESEARCH METHODS

The authors of this study, using descriptive quantitative methods, adopt non-probability sampling, which is intentional sampling in which the sample chosen is based on predetermined criteria established by the researcher. The number of sampled permanent and contract employees will serve as the study's criteria. Employees of a hotel in Jakarta are those who have contracts that are permanent and provide examples. In order to collect field data, the observation technique, which involves going directly to the research location and making direct observations of the thing under study, is used. Face-to-face interviewing methods were used with hotel staff to gather essential information to

complement research findings. Technique to apply surveys: presenting respondents with a questionnaire to complete.

There are 136 permanent employees and 47 contract employees, so there are 183 informants who have been specifically determined as research samples. Data was collected using the questionnaire technique by providing statements arranged in questions.

4. FINDINGS AND DISCUSSION
4.1 Employee Engagement Overview

Table 1. Mean Value of Employee Engagement (X)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X_VIGOR1	65	3	5	4.51	.534
X_VIGOR2	65	3	5	4.37	.675
X_VIGOR3	65	4	5	4.38	.490
X_DEDICATION1	65	3	5	4.42	.556
X_DEDICATION2	65	3	5	4.63	.547
X_DEDICATION3	65	3	5	4.40	.524
X_ABSORPTION1	65	3	5	4.45	.560
X_ABSORPTION2	65	2	5	4.40	.632
X_ABSORPTION3	65	3	5	4.38	.550
X_TOTAL	65	34	45	39.94	2.297
Valid N (listwise)	65				

Source: SPSS 25 Primary Data Processing, 2023

According to the findings of the data processing test for the questionnaire, the employee engagement variable has an assessment range of 4.21 to 5.00. Therefore, it could possibly be said that employee engagement belongs within this strong category. The average employee engagement score (X) of the respondents was 4.43. Dedication, with the indicator "I feel proud to be part of the company," is the sub-variable with the highest score. Highly committed workers will have a significant impact on the development and efficient management of the hotel, as is well recognized. This is demonstrated by the volume of permanent employees who stay with the business and resist changing jobs. This is supported by a perspective (Wahyuni, 2019) that claims if workers have a high sense of dedication when carrying out teamwork, they are more creative and productive when doing work.

4.2 Overview of Employee Performance

Tabel 2. Mean Value of Employee Performance Variable (Y)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Y_KUALITAS1	65	3	5	4.45	.531
Y_KUALITAS2	65	2	5	4.31	.705
Y_KUALITAS3	65	3	5	4.48	.562
Y_KUANTITAS1	65	3	5	4.31	.610
Y_KUANTITAS2	65	3	5	4.35	.571
Y_PENGETAHUAN1	65	3	5	4.34	.509
Y_PENGETAHUAN2	65	3	5	4.32	.503
Y_PENGETAHUAN3	65	2	5	4.40	.632
Y_KEPERCAYAAN1	65	3	5	4.54	.533
Y_KEPERCAYAAN2	65	3	5	4.45	.531
Y_KEPERCAYAAN3	65	3	5	4.45	.531
Y_TOTAL	65	41	54	48.38	2.479
Valid N (listwise)	65				

Source: SPSS 25 Primary Data Processing, 2023

Based on the findings of the questionnaire data processing test, employee performance indicators are evaluated at intervals between 4.21 and 5.00. In light of this, it may be said that employee performance belongs within the extremely strong group. The average respondents' response value to employee performance (Y) was 4.39. With the indicator "I Have Responsibility for the Work I Have Done" (Y_TRUSTED1), trust is the highest sub-variable. As we all know, in order to finish their work on time, employees must feel very responsible. Compliance with current rules within the organization is a sign of awareness. This shows that Grandkemang staff take great care in their job and possess a strong sense of commitment.

This is supported by Mangkunegara's viewpoint, which is stated in (Sembiring, 2019) according to which the notion of performance is the end result of quality and quantity of work completed by employees while carrying out their duties.
Spearman Rank Analysis.

Tabel 3. Spearman Rank Analysis Results

Correlations			Employee Engagement	Performance Employee
Spearman's rho	Employee Engagement	Correlation Coefficient	1.000	.969[**]
		Say. (2-tailed)	.	.000
		N	65	65
	Performance Employee	Correlation Coefficient	.969[**]	1.000
		Say. (2-tailed)	.000	.
		N	65	65
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: SPSS 25 Primary Data Processing, 2023

Based on the results of the questionnaire data processing test, it can be concluded that there is a significant relationship between the variables of employee engagement and employee performance because the significance value, or sig 2 tailed, is 0.00 because the sig 0.000 value is less than 0.05. Employee engagement and performance are closely correlated, with a correlation coefficient of 0.969 indicating a very high relationship between the two. The aforementioned results show a positive direction of association between the coefficient numbers, which is 0.969. Since the link between the 2 variables is unidirectional, it can be inferred that employee engagement is rising while performance is also rising.

Therefore, it can be determined that H0 is rejected and H1 is approved. This means that employee engagement and performance at the hotel in Jakarta are significantly influenced by one another.

These results are in line with research conducted by Jessica Natalia and Elvin Rosiana (2017) entitled "Analysis of the Influence of Employee Engagement on Employee Performance and Turnover Intention at Hotel D'Season Surabaya," which found that employee engagement created at Hotel d'Season Surabaya has a positive influence. positive and significant impact on employee performance.

The results of this research and data processing show individual predictions related to variable employee engagement and employee performance. The aim of this research is to find out the impact of employee engagement on the performance of employees in hotel. This study uses employee engagement theory according to Schaufeli & Bakker (2004) and employee performance theory according to (Dessler, 2015) The reason for choosing these theories is due to the numerous pieces of literature and previous studies using them. In addition, these theories relate to the situation Hotel in Jakarta.

5. CONCLUSION

According to the discussion's findings, it may be said that:

The most significant sub-variable, dedication, has the indicator "I feel proud to be part of the company" and has an average value of X, which is in the very strong category. This is proven by the volume of permanent employees who stay with the business and resist from changing jobs.

Respondent's average ratings of staff performance (Y) come into the very strong category. With the indicator "I Have Responsibility for the Work I've Done," trust is the highest sub-variable. This indicates that workers are highly responsible and careful in their work.

The correlation test findings show that there is a significant relationship between the variables of employee engagement and employee performance since the significance value, or sig 2 tailed, is 0.00 because the sig 0.000 value is less than 0.05. The correlation value of 0.969 shows how closely the variables are related. Employee performance and engagement both appear to be quite strong. The previous findings are favorable (0.969), indicating a direct link between the two variabl es, which can be read as raising employee engagement, which will also boost productivity. In relation to the fact that H0 is disregarded and H1 is accepted, it can be said that a strong impact exists.

The study's findings demonstrate the beneficial relationship between employee engagement and performance, so in order to maximize employee performance, the HR department must keep employees engaged through refresher and product knowledge training, as well as by hiring new employees who can work more efficiently and updating permanent staff. in good condition.

According to the findings, analysis, and conclusions presented above, the following recommendations are advised in the hopes that this research will benefit the business and serve as a model for similar research on a larger and more in-depth scale in the future:

a. It is anticipated that the department head will be able to assemble a cohesive team because the research results show that the employee engagement variable, the lowest subvariable, is vigor, with the indicator "I feel that I don't get tired easily and have a strong mentality when facing problems at work" of 4.37. in order for workers to assist one another.

b. The quantity sub-variable with the indicator "I can complete more cycles of my work than others" has the lowest value for employee performance (4.31), according to the research results. It is hoped that the human resources department will be able to replace permanent staff members whose performance has declined with younger, more productive daily workers so they can finish the work more quickly.

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