

## HOSPITALITY BUSINESS SUCCESS: THE VITAL ROLE OF HUMAN RESOURCE TRAINING IN THE DIGITAL ERA

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### Abstract

*Human resource management (HRM) in the hospitality industry is a key element to achieving success and providing quality service to guests. HR management covers various aspects, including career planning, development, training, compensation, and performance appraisal. This research uses a qualitative approach in a descriptive research type to understand the important role of HR in the hospitality industry. Career planning and employee development help motivate and maintain employee morale, while ensuring placements that match their competencies and goals. Fair and sustainable compensation is an important factor in maintaining employee satisfaction and motivating them to perform. Performance appraisals help identify employees' strengths and weaknesses and provide the necessary feedback for improvement. In the competitive hospitality industry, effective HR management is the key to success in delivering superior service and achieving long-term business goals. This research provides insight into the importance of HR management in the hospitality industry in the digital era.*

**keywords:** *Human resource management, Hospitality industry, Business success Digital era*

### 1. INTRODUCTION

Tourism is one of the largest economic sectors in the world and one of the most important sources of foreign income and employment for many countries (Utama, 2015). In 2018, the World Tourism Organization recorded 1.326 million foreign tourist visits to destinations around the world, with international tourism receipts of USD 1.340 billion (UNWTO, 2019). The growth of the tourism economy is important for the country's economic growth. Tourism contributes to the growth of many businesses as employment growth is achieved in the tourism industry (Yoety, 2008).

Tourism is a labor-intensive activity which means that its implementation requires a lot of labor. It is this area that creates the most jobs (Sassongko and Wijayati, 2018). In 2017, 313,221,000 people or 9.9% of total employment worked in industries directly and indirectly related to tourism. Travel and tourism directly supported 118,454,000 jobs in 2017 (3.8% of all jobs). Every 10th job in the world is related to tourism (WTTC, 2018).

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Human resources are a very important factor in the competitiveness of the tourism and hospitality industry. Human resources are one of the most important resources of a tourism company that directly affects competitiveness and to survive in the tourism market (Mubarok et al, 2020). All resources are important in the tourism business, but human resources are the resources that bring all other resources together into a unified organization. Entry is prohibited in addition to high-quality personnel who can meet the challenges of a highly competitive business environment (Setiawan, 2015).

Human resource management today is not as easy as one might think. Managers or leaders face many challenges. According to Gomes-Mejia et.al in Kaswan (2010: 7), if these challenges are managed effectively, they can become opportunities, but if not they can become threats. For this reason, existing human resources need to be developed, "some of the main functions of human resource development are 1) training and development, 2) organizational development, 3) professional development" (Kaswan, 2013: 2). In fact, "training and development is an effort to reduce or eliminate the gap between employee abilities and what the organization wants" (Sedarmayanti, 2009: 163).

In fact, sometimes companies plan in such a way that human resource retention does not match what should happen. With immature planning, mistakes in recruitment, lack of training and development, the company does not progress, there is no compensation for employees who work beyond the target, poor and arbitrary job evaluations, and firing the company's best employees. The immaturity of planning in the selection of human resources in company activities is far from optimal. Likewise, in terms of recruitment, training and development, compensation and job evaluation, these things have a major impact on the ineffectiveness of company performance and will reduce company performance. If this happens, resource management will not function properly.

## **2. RESEARCH METHOD**

In this study, a qualitative approach in the type of descriptive research was used. Descriptive research is a research method that aims to provide a detailed description or analysis of the research results, without attempting to generalize the findings. The qualitative approach in the context of descriptive research aims to understand the phenomenon under study in depth through the collection of facts and information obtained from the field, as well as relevant data collected during the research process. In the analysis, the research model was developed through a comprehensive review of the relevant literature. This study has implications for Human Resource training in the digital era in the hospitality Business. From the theoretical perspective of HR training and development discussed, this study offers hospitality managers or leaders relevant advice on how to implement wise HR development in the digital age.

## **3. RESULTS AND DISCUSSION**

### **A. Human resource management**

Human resources (HR) are a very important factor, even inseparable from a business. Human resources are an important asset for every business because they determine the success of the business in achieving business goals (Dadan Ahmad Fadili, et al, 2018). The company's

human resources must be developed to increase work capacity. The company should encourage each of its employees to improve their performance in order to quickly achieve the company's wishes and goals (Meirina, 2011).

The successful use and development of human resources is determined by various aspects of the organization. There is no standard and appropriate human resource utilization and development model or suitable for every organization. The right form is the utilization and development of human resources must be pursued, is a process and can change over time or is dynamic.

One of the functions of human resource management is human resource development. The quality of an organization depends on the quality of its human resources. This need is felt even more strongly as organizations face the challenges presented by an increasingly global, fast-moving and highly disciplined economy. In order to be able to compete and grow rapidly, training and development is a key strategic part of the organization.

In all economic activities, including tourism, human work has an important and significant role and meaning. Tourism is constantly adapting to current trends in the travel market. Therefore, through the philosophy of life, work and business, education and work, the human resources of the tourism industry are trying to adapt to the increasing demand of tourism service users. Tourism human resources include not only employees in the tourism field, but also the total value, quality, useful skills and abilities, existing knowledge and experience, potential ideas and creativity, level of motivation and interest in achieving business goals (Lee-Ross and Price, 2010).

#### B. Career Planning

Human resource planning is often defined as the process of predicting and realizing the movement of people within a company, with the aim of ensuring the required number and structure of employees and the efficient and optimal use of employees (Nurwulandari et al., 2021). Career is a concept that combines the interests and needs of individuals and organizations, because the interests of career development concern not only individuals but also companies. Career development includes various activities that a person carries out to improve his knowledge and skills and achieve a better position at work. The fact that the possibility of career growth is one of the most motivating factors for employees only emphasizes the importance of this phenomenon for modern companies.

In career planning according to Fayol (1949), employee placement should use the principle of the right man in the right place. With the principle of the right man in the right place, it will support the stability, smoothness and efficiency of work. HR strategic planning is largely determined by the capability and ability to understand Knowledge Management,

especially in the world of hospitality, which has an impact on increasing competitiveness to the organizational performance system.

According to (Noe, Hollenbeck, Gerhart and Wright, 2006), strategic management is largely determined by the extent to which the involvement of HR roles and functions plays a role in advancing the organization. (Sintaasih et al., 2011). The process in Knowledge Management starts from planning to evaluating the development of hospitality human resources required job procedures, personal knowledge and development on each main task in the form of more detailed job descriptions. Strategic planning is implemented periodically until evaluation by paying attention to the development of the organization's current conditions based on business issues by involving the role of HR executives by applying management functions in making strategic decisions (Sintaasih et al., 2011).

So it is hoped that improving the quality of human resources through management support for employees to continue higher education can be considered to provide career opportunities to achieve good performance.

#### C. Development and training

Development is the process of acquiring knowledge, skills, and behaviors that enhance employees' ability to meet changing business and customer needs. Training focuses on helping employees complete their current job duties.

Development and training are carried out to improve the quality of work efficiency of employees both those who have worked for a long time and those who have just entered the job, the need for development and training in the hospitality sector will assist management managers in the process of achieving hotel operational goals. According to Noe, R. A. et al (2010: 528) -there are four approaches used to develop employees in an organization, namely:

1. Formal education, which includes outside and in-company programs designed specifically for employees, such as short courses offered by consultants, sending employees to programs offered by universities.
2. Assessment involves gathering information and providing feedback to employees about their behavior, communication style or various skills.
3. Job experiences include relationships, problems, demands, tasks or features that employees encounter on the job. The main assumption of using job experiences for employee development is that development is most likely to occur when there is a mismatch between an employee's skills and past experiences and the skills required on the job.
4. Interpersonal relationships, employees develop a variety of skills and increase knowledge of the company and its customers by interacting with more experienced members through mentoring, consulting, training, consulting, discussions, etc.

Training is considered a method of acquiring new skills and knowledge necessary for business operations. Through training, new and old workers and management staff become qualified. The most commonly used forms of internal training (teaching, job rotation, etc.) are. External forms of employee training (courses, seminars, coaching, education, etc.) The benefits of training are numerous: increased productivity, decreased employee turnover, increased employee salaries, increased employee motivation and satisfaction, and their commitment to the company. All major hotel chains provide training. The form of training varies, but the most famous hotel chains note the similarity that implies the presence of rigid and precise work standards and precisely defined standards for performing certain job activities in the kitchen, at the front desk, in sales, etc.

#### D. Compensation

One of the most complex activities is evaluating performance and determining employee compensation, as well as taking corrective action if employees do not meet satisfaction levels (Wilis & Nurwulandari, 2020). According to Edwin B. Flippo in his book *Principles of Personal Management*, "Compensation as the adequate and equitable remuneration of personal for their contribution to organizational objectives". Compensation is the provision of appropriate and fair service rewards to employees because they have contributed to the achievement of the organization.

According to Martoyo (1994), compensation can be interpreted as an arrangement for providing overall compensation to employers and workers either directly in the form of money or indirectly in the form of less than money. According to Hasibuan (1990), compensation corresponds to all income in the form of money or goods, received directly or indirectly by employees as compensation for services provided to the company. Meanwhile, Saydam (1996) emphasizes that compensation is the company's reward for the sacrifice of time, energy and thoughts that its employees have devoted to the company.

Based on several definitions, it can be concluded that wages include the following elements: 1) Wages are wages paid to employees and tend to be paid regularly; 2) Compensation is the main motivation for someone to become an employee and has a great influence on enthusiasm and enthusiasm at work; 3) Compensation has a positive impact on , so the minimum amount required must be able to meet minimum needs; 4) Payment of wages should be able to increase morale, so that the efficiency and effectiveness of employees can be maintained and improved. In order to increase enthusiasm at work, in determining salaries, it must always be active.

According to Martoyo (1994), compensation has the function of allocating human resources effectively. Good compensation for superior employees will encourage them to work well and work towards more efficiency. The salary paid to employees is usually determined by the company based on the company's capacity, work efficiency and depending

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on the position held by the employee. Compensation can be paid on a monthly, weekly, daily, hourly basis or based on the number of employees producing goods. There are many ways to pay employees. hotel managers can determine the evaluation method based on their goals and objectives.

E. Performance assessment

Appraisals involve gathering information and providing feedback to employees about their behavior, communication style, or skills. Job Appraisal is the process by which organizations obtain information about how well employees perform their duties. Performance appraisal is an organized and continuous process of monitoring, evaluating, directing and adjusting work results and behavior to achieve organizational goals and based on organizational standards, criteria, methods and appropriate evaluation systems (Idrus, 2018). Each company determines the assessment according to the work in that company. Employees are the main asset in running a hospitality business, it is necessary to have a special evaluation to determine the level of performance of the company's employees who have achieved the set goals.

Assessing employee performance is not an easy thing. Various aspects of assessment are carried out to assess employees in the company. Each company determines the assessment according to the work in that company. Employees are the main asset in running a hospitality business, it is necessary to have a special evaluation to determine the level of performance of the company's employees who have achieved the goals set.

#### **4. CONCLUSION**

Human resource management, career planning, development and training, compensation, and performance appraisal are important elements in the hospitality industry. Qualified and skilled human resources play a key role in providing quality service to guests and achieving business objectives. Career planning and employee development help maintain employee motivation and morale, while ensuring placements that match their competencies and goals. Fair and sustainable compensation is an important factor in maintaining employee satisfaction and motivating them to perform. In addition, performance appraisals help identify employees' strengths and weaknesses and provide the necessary feedback for improvement. In the competitive hospitality industry, effective human resource management is the key to success in delivering superior service and achieving long-term business goals.

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