

Analysis of the Effect of Learning Orientation, Role of Leaders and Competence to Employee Performance Front Office the Sultan Hotel Jakarta

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Abstract—This study aims to analyze the performance of permanent employees and contract at the front office of The Sultan Hotel Jakarta. This study uses a variable learning orientation, the role of leader and competence to analyze the performance of employees. The population in this study is a part of the front office employees at the Sultan Hotel Jakarta both permanent employees and contract workers of less working period of one year until the work period of more than 3 (three) years. This population totaled 64 employees, among others occupy section valet parking, door girls, bellboy, concierge, front desk agent, guest relation officer, telephone operator, business center, room reservation, and assistant manager. In this study used cross-sectional design, the type of research design that collects information from a particular sample is made only once where data collection is done on only one respondent for a time. Data was collected using a questionnaire method is to provide a list of questions or the questionnaire directly to the respondents. Data analysis techniques in this study using Pearson correlation and regression. The results showed that learning orientation variable positive and significant effect on employee performance, the role of leader and significant positive effect on employee performance and competency variable positive and significant impact on employee performance. Orientation learning, the role of leader and competence together positive and significant effect on employee performance.

Keywords: *employee performance, learning orientation, role of leaders, competence*

I. INTRODUCTION

The development of the tourism sector, especially the hospitality industry in Indonesia shows a very rapid development. This is evidenced by the increasing number of hotels and the number of rooms. Given the need for hotels is also increasing, starting for the purposes of inter-individual meetings to major events such as wedding receptions, promotion of regional specialties to international food are all available at the hotel. From just a family vacation for two or

four people to a large convention with thousands of participants, all can be held at the hotel. Another proof of the world of hotels and tourism is the increasingly mushrooming of tourism and hospitality schools, which has made the hotel world more known and accepted by the public, both in big cities and in regions.

But all of that cannot be separated from the management role of the hotel because the hotel business is based on management concepts and functions. Hotel management activities require managers to use their ability to compile, use management strategies or operational management and strategies to deal with their competitors. These strategies basically aim to be able to improve hotel performance.

Performance improvement is one of the factors that play an important role in advancing competitiveness in the business world both at home and abroad.

If the company has high performance, the company can improve its business so that it will strengthen its position among its competitors. But conversely, if the company has a low performance it will be difficult to be able to improve its business, especially to be able to excel in competition.

Improvement of company performance can be achieved through increasing its Human Resources because Human Resources is one of the important assets that help companies to achieve the goals set by the company. The low performance of employees is often associated with the level of education. It is assumed that the higher the level of education of a person, the higher the level of performance that can be achieved. As stated by Sedarmayanti [1] that:

"The role of education is to provide guidance, teaching, and training. On the one hand, organizations start from managerial groups to officers who carry out activities that are technically operational, expect and even demand high performance and work productivity". While on the other hand, formal education

that has been taken is an important capital because it can master a scientific discipline. Although the intended knowledge still needs to be adapted to specific requirements and demands determined by certain organizations.

In implementing the management strategy which is a comprehensive approach to managing all aspects of the hotel business, which consists of hotel facilities, products, characteristics and human resources attached to each part of the hotel to generate revenue, such as in the Front Office, Food and Beverage, as well as Marketing.

So in accordance with the functions and roles of these parts, appropriate management strategies can be used in carrying out hotel business management or facing very competitive business competition. One strategy is through employee development, namely by implementing employee training programs that should be carefully arranged and based on scientific methods and guided by the skills needed by the company today and for the future. Development must aim to improve employees' technical, theoretical, conceptual and moral abilities so that their work performance is good and achieve optimal results.

The Sultan Hotel is one of the five-star hotels located on Jalan Gatot Subroto Senayan Central Jakarta which is a business hotel that offers accommodation for guests to take a vacation or conduct a meeting such as a conference, meeting, or wedding reception. Its strategic location in the middle of the city center and has a fairly large area of 13 H and is famous as a green hotel so that it can provide a new atmosphere and comfort for each of its guests.

The hotel, which has been established since 1974 which was previously known as the Jakarta Hilton International Hotel, which has 1104 rooms and 1000 employees, but now 707 rooms with 650 employees consist of permanent employees and contract employees. Guests who stay at this hotel in general are business people from within and outside the country. To be able to provide the best service to guests, front office employees must be able to work as expected by the company, and one of the strategies undertaken by the hotel to improve employee performance is by conducting regular training programs for employees in each division that at the Sultan Hotel.

This training program is one of the efforts considered very important in improving employee performance at The Sultan Hotel. By participating in this training program, it is expected to improve competence. Employees who have high competence can be seen from the increase in work attitudes, knowledge, skills, responsibilities in work and work discipline.

Program Training conducted at The Sultan Hotel was applied to all divisions, including one of them was the Front Office division. This division is the place where the first guest arrives and the last time a guest is before leaving the hotel. Guests who come to the Hotel will come first in the Front Office, and guests will have to deal with the Front Office section when checking out. So naturally, a deep impression will be created on the Front Office. So in handling hotel guests, a receptionist is required to really provide good service in terms of hospitality, reservation process, check-in until guest check-out.

In this case not only in terms of appearance but also abilities, and skills possessed by a receptionist and other front office employees.

The following is the Guest Comment table obtained from GRIP (Guest Respond & Image Program) and from guest comments through Trip Advisor and social media such as Facebook and Twitter.

TABLE I. GUEST QUESTIONNAIRE

No	Guest Response & Image Programe (GRIP)		
	<i>Reception</i>	<i>2014</i>	<i>Subhead</i>
1	OVERALL RECEPTION	77,90	72,92

From the table 1 shows that the level of guest satisfaction is at a score of 72.92, which means that the service at the front office is sufficient to satisfy guests.

From the table 1, it can be seen that the total score of front office employee performance evaluation is lower when compared to 2014. Total customer satisfaction for front employee services is 77.90 and in 2015 there was a decrease even though it was not significant, namely 72.92.

From the data above shows that front office performance is still at the level that meets customer satisfaction, even though there is a decrease but not too significant. However, the Front Office Department must strive to always provide the best service for hotel guests and customers so that the company's performance increases and is able to compete with new hotels. The problem that the author wants to examine is whether learning orientation and leadership roles/supervisor support and employee competencies at the front office have a positive and significant influence on employee performance in the front office department.

Based on the description above, the writer is interested in conducting research with the title "Analysis of the effect of learning orientation (training), Leadership Role/supervisor support and employee competence on employee performance in the front office (Front Office Department)".

II. LITERATURE REVIEW

A. Employee Performance

Employee performance in a certain period of time needs to be evaluated or assessed because the assessment of employee performance is part of the staffing process, which starts from the process of recruitment, selection, orientation, placement, training, and work assessment processes [2]. Today's reality shows that there are still relatively many organizations or companies ignoring the performance appraisal function. Even though the assessment of performance is a very important part of performance management and perhaps the assessment system applied is not in accordance with the organizational culture developed so that it does not encourage work motivation. This results in a process that tends to be administrative, subjective and lacks valid differentiation.

Companies that build competitiveness through human resources as competitive advantages, the assessment system for employee performance in organizations must have a differentiator to determine outstanding employees, who deserve incentives and potential to develop. This shows that the assessment of performance must be seen as a strategic activity of the organization to encourage performance, development, protect rights (in the form of compensation), and measure the obligations and responsibilities of employees in carrying out their duties. From the results of this assessment, the organization leader will know the employee's performance that has been achieved in a certain period of time. Therefore, every organization must have performance management as a central part of competitive advantage through the role of human resources and carrying out business strategies that are oriented to customer needs. Noe said that the performance management model in organizations involves four interdependent factors, namely (1). individual attributes, (2). organizational strategy, (3). situational barriers; and (4). The goal to be achieved [3].

According to Robert L. Mathis and John H. Jackson the translation of Jimmy Sadeli and Bayu Prawira "states that performance is basically what is done or done by employees" [4]. John Whitmore in *Coaching for Performance* explains that performance is a condition that must be known and confirmed to certain parties to know the level of achievement of an institution with the vision carried out by an organization or company and knowing the positive and negative impact of operational policy [5].

According to A. Dale Timpe, in the book Mangkunegara, the factors that influence performance consist of internal and external factors [6].

1) *Internal factors*: That is factors that are related to one's characteristics. Psychologically, normal individuals are individuals who have high integrity between psychological (spiritual) and physical (physical) functions. With high integrity between psychological and physical functions, the individual has a good concentration of self. The individual's concentration is influenced by potential abilities, namely intelligence and emotional quotient. In general, individuals who work with full concentration if they have a minimum level of intelligence normal (average, above average, superior not, very superior and gifted) with a good level of emotional intelligence (not feeling excessive guilt, not irritable, not jealous, not hate, not jealousy, not revenge, not arrogant, not insecure, not anxious, having a clear view of life based on the scriptures).

2) *External factor*: External factors are factors that influence the performance of someone who comes from the environment. The environmental factors in question include clear job descriptions, competent authorities, challenging work, effective work communication patterns, harmonious work relations, respectful and dynamic work climate, career opportunities and relatively adequate work facilities.

Mink argues that high-performance individuals have several characteristics, including: (a) achievement oriented, (b) self-confidence, (c) self-control, (d) competence [7].

From the description of the theories of the experts above, the authors conclude that the definition of employee performance is the result of work achieved by someone in carrying out the tasks assigned to him based on skills, experience, and sincerity and time. Then the dimensions of employee performance include job quality, the quantity of work, job knowledge (job knowledge), cooperation, initiative, creativity, interdependence, and self-quality. This is adjusted to the object of the research of the author in order to obtain representative research results.

B. Learning Orientation

According to Kim, learning is a process of gaining knowledge or skills. The definition includes two things [8]:

- The process of getting skills or know-how (knowing how) that results in physical abilities to produce an action, and
- The process of getting know-why (knowing why that is) which results in the ability to articulate conceptual understanding from an experience.

The two components of learning are the important unity of what is learned (know-how) and how humans understand and apply what is learned (know - why).

Education and training for employees are one of the factors that determine the work results of employees because it can increase the knowledge and skills that employees already have. Education and training are an integral part of a system, namely the development of human resources. According to Ike Kusdyah, "Education and training are based on the fact that employees will need knowledge, expertise, and developing abilities to work better" [9]. This education and training must be carried out by the company as an effort to improve the abilities and skills of the employees in order to achieve the expected work results of the company. The components of education and training according to Anwar Prabu Mangkunegara, namely: The goals and objectives must be clear and measurable. Trainers must be experts who are adequately qualified (Professional). The material must be adjusted to the objectives to be achieved [10]. The method must be adjusted to the level of ability of the employees who are participants. Participants must meet the specified requirements. Education and training also have specific objectives, such as those expressed by Anwar Prabu Mangkunegara, among others: An Increasing appreciation of the soul and ideology. Increase work productivity. Improve work quality [11]. Improve the determination of human resource planning. Improve morale and work morale. Increase stimulation so that employees are able to perform optimally. Improve work health and safety. Avoid obsolescence. Improve employee personal development. Employee education and training aims and benefits companies, employees, consumers, or the public who consume goods/services.

C. Role of Leadership

Performance is the result of work achieved by a person, both in terms of quantity achieved by employees in carrying out their duties in accordance with given responsibilities

Mangkunegara [10]. This is according to what the previous researchers did, such as Rachmadi [12], Narmodo and Wajdi [13], Sulistyowati that to achieve optimal performance, it is influenced by many factors, including superior support [14].

Santosa define supervisor support as the support provided by superiors to strengthen the importance of activity values of learning and development so that they can help identify resources to help specific tasks and clarification of career goals [15]. This is acceptable, considering that with the increasing support of employers for employees, employee commitment to corporate support will automatically increase.

There are several characteristics of the type of transformational leadership. First, there is the most important similarity, namely the running of the organization which is driven by shared awareness. Second, the actors prioritize the interests of the organization rather than personal interests. Third, the participation of followers or people led. According to Bass and Avolio, namely [16]:

- Idealized influence, which is explained as a behavior that results in respect and trust from the people they lead. Idealized influence implies sharing the risk, through consideration of needs led above personal needs, and moral and ethical behavior. Concerning vision and goals that challenge and motivate employees to work outside their personal interests to achieve common goals.
- Inspirational motivation, which is reflected in behaviors that always provide challenges, inspiration, and meaning for the work of people led, the role of leaders in inspiring employees by providing understanding and challenges to the work of employees. So that it can increase the enthusiasm of employees in carrying out their work, shown from high enthusiasm and optimism. Leaders create good communication expectations with subordinates and also practice commitment to common goals.
- Intellectual stimulation, leaders who demonstrate the type of leadership always explore new ideas and creative solutions from the people they lead. He also always encourages new approaches to doing work. The role of the leader in innovation to spur employees to creativity.

Then it can be concluded that transformational leadership includes efforts to change subordinates to do more positive or better than what is usually done which influences performance improvement.

D. Definition of Competence

Competency is defined as "the characteristics that underlie a person and are related to the effectiveness of individual performance in his work (an underlying character of an individual's which is causally related to criterion-effective and superior performance in a job or situation) [17,18]. Based on this definition the word "underlying characteristics" contains the meaning of competence is a personality section that is

profound and inherent to someone and behaves predictably in various situations and work tasks. "Causally related" means competence is something that causes or predicts behavior and performance. While the word "Criterion-referenced" implies that competence actually predicts who is performing well and is not good, measured by the criteria or standards used. For example, the criteria for sales volume that can be produced by someone power. Determination of the level of competence is needed in order to find out the expected level of performance for either good or average categories. Determining the required competency threshold will certainly be used as the basis for the selection process, succession planning, performance evaluation, and HR development.

Competence is a characteristic that underlies a person and is related to the effectiveness of individual performance in his work. According to Armstrong and Baron Competence are behavioral dimensions behind the competent performance that show how people behave when they perform their roles well [19].

E. Hypothesis

The hypothesis in this study was based on the purpose of the study, with a confidence level of 95%, so that the level of precision or limit of inaccuracy (alpha) was 5% or 0.05. The basis of this hypothesis test, namely:

- H1 Learning Orientation Has Significant Positive Impact on Performance
- H2 Leadership Has a Significantly Positive Effect on Performance
- H3 Competence Has Significant Positive Impact on Performance
- H4 There is a significant relationship Learning Orientation, Role of Leadership, and Competence together on Performance.

III. METHODOLOGY

Operationalization of variables aims to compile measurement variables in this study. Respondents were given the choice to answer the questions on the questionnaire using a Likert scale of 1 to 5, where 1 was a strongly disagree statement and 5 for statements strongly agreed.

Correlation test is a measurement of the strength of a relationship between two or more variables. This test indicates the level of relationship that exists on variable X to variable Y. In testing this correlation, researchers used the Pearson Correlation, which can use quantitative to measure correlation.

The researcher will measure the correlation whether each Learning Orientation variable, the Leader's Role, Competence, correlates with employee Performance. Signs (+/-) related to the direction of the correlation. Whether or not the correlation between variables X to variable Y, where the correlation is greater > 0.5, the correlation will be stronger or bigger, and vice versa.

Multiple regression is a statistical technique that builds a mathematical relationship between two or more independent

variables and an interval variable with an interval scale. This technique will produce a model in the form of a mathematical equation that is used to explain the results of multiple regression. The multiple regression model in this study was carried out between the independent variables Orientation of Learning, the Role of the Leader, Competence, together with the dependent variable Employee performance

Before the existing data is processed using regression statistical techniques, all the question values of each variable will be summed so as to produce one value that represents one variable. The values of each of these variables will later be used in regression statistical techniques in this study.

The instrument used in the research is a questionnaire that can provide attribute data that forms readiness at the individual level. A questionnaire is a collection of questions arranged to obtain information from respondents [20]. The questionnaire was addressed to respondents namely front office employees of The Sultan Hotel Jakarta.

The questionnaire used in this study consisted of three parts:

- Introduction. This section is the opening profile and introduction of the researcher to the respondent which includes the name of the researcher, faculty, and university from the researcher. Then the questionnaire begins with a brief introduction consisting of the identity of the researcher, the purpose of the study, and asks the willingness of prospective respondents to participate in the study.
- Scaled response question, which is a form of a question that uses a scale in measuring and knowing the attitudes of respondents to the questions on the questionnaire. The questionnaire uses a Likert scale with 5 points, starting from 1 which means strongly disagree to 5, which means strongly agree.
- The close ended question, a form of a question with alternative answers intended to determine the characteristics of the respondents.

The questionnaire deployment method used in this study uses the offline path, which is giving directly to respondents. Respondents were asked to self-administered questionnaires.

The form of the question used in the questionnaire is Structured Non Disguised, namely the form of the question is a multiple choice combination based on the Likert Scale which is used to measure attitudes, opinions, and perceptions for a respondent. The likert scale allows respondents to express the level of agreement or disagreement on statements related to a particular object. The advantages of this Likert scale are easily made, shared and understood. The disadvantages of the Likert scale itself are that it takes a lot of time [20]. The questionnaire form of answer assessment uses weighting with 5 pieces of scale with the reason that respondents are more focused on the appropriate answers and are not confused by the number of similar answer choices. The reason for using the 5 Likert Scale is to cover the lack of a 6 Likert scale that has no neutral choice. The researcher believes that the respondent has understood and will not use neutral choice as the main

alternative choice if he does not understand the content and purpose of the question 5 of these Likert scales.

IV. RESULT

The hypothesis examines the influence of independent variables dependent, with a base of 95% significance value, meaning that the hypothesis is accepted if the significance value is <0.05. This study proposes four hypotheses, following the presentation of the results of data processing for each hypothesis. First, namely the Effect of Learning Orientation on positive and significant Employee Performance. Following is the table of the test results.

TABLE II. CORRELATION TEST

No	Variables	Correlation	
		Learning Orientation	Performance
1	Learning Orientation	1	,682
2	Performance	,682	1
	Sig	0,000	0,000

** . Correlation is significant at the 0.01 level (1-tailed)

Based on the table 2, it is known that the value of sig F is 0,000, this value is <0.05, meaning that the fourth hypothesis submitted is accepted. The conclusion is that there is a relationship together variable Learning Orientation, Leadership, and Competence on Performance.

Based on the value of R Square, this relationship is quite strong, this is because the value is 0.634, meaning that the relationship can be explained by 63.4%. Then the regression equation model is performed to determine the contribution of each variable. The following are the results of the calculation.

TABLE III. REGRESSION

No	Coefficients		
	Variables	B	Sig
	(Constant)	,919	,007
1	Learning Orientation	,143	,064
2	The Role of Leader	,076	,296
3	Competence	,568	,000

Regression models are formed based on the following equations:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$$

$$Y = 0.919 + 0.143X_1 + 0.076X_2 + 0.568X_3$$

Because the significance value of <0.05 is only for the Constant line, and Competence, the regression model formed simply does not include the learning orientation and Leadership variables. So the equation becomes

$$Y = 0.919 + 0.568X_3$$

Y = Employee performance

X3= Competency.

V. CONCLUSION

From the results of the study, it was found that the analysis of learning orientation, the role of leaders and competence had a positive and significant effect of 63.4% on the performance of employees, more influenced by other factors. In recruiting or recruiting workers it is necessary to consider competency factors. Learning Orientation needs to be applied to all new employees and mutated employees to improve employee performance. The role of the leader is not too influential on employee performance because employees already understand the work based on SOP.

Companies that want to improve employee performance more optimally can do so by having employees who have a better learning orientation, especially those who are committed to learning. Companies that want to improve employee performance more optimally can do so by strengthening leadership roles, through increasing leadership participation among members. Companies that want to improve employee performance more optimally can do so by strengthening employee competencies, through placing employees in accordance with their competencies. Recruit prospective employees based on competence, provide promotions to employees who have better competence. Conduct training in order to improve competence. Companies that want to improve employee performance more optimally can prioritize competency improvement.

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