



Identification of Quality-Based HR Development in the Hospitality Industry: A Case Study on the Horison Hotel, Ciledug Management Team, Indonesia

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Abstract: This study investigates Human Resources (HR) development strategies in the hotel industry, focusing on the Horizon Hotel Management Team as a case study. The challenge faced by the hospitality sector lies in effectively meeting the needs of increasingly discerning and knowledgeable guests by providing exceptional service. Using a qualitative approach, this research explores the strategies used to design, implement, and monitor HR development, with efforts concentrated on improving overall service quality. The study's findings underscore that hotels are adopting a series of quality-centric HR development initiatives, including training to meet individual needs, providing guidance to employees to meet higher service standards, and cultivating an organizational culture that encourages service excellence. In addition, this research highlights additional aspects that contribute to the understanding of HR development. The role of leadership within the management team is emphasized as a critical factor in instilling a sense of ownership and commitment among employees. This highlights the importance of emerging trends and preferences in service delivery to ensure continued guest satisfaction. This research emphasizes the importance of collaboration between management teams and staff, demonstrating its vital role in aligning quality aspirations with broader organizational goals.

Keywords: HR Development, Organizational Culture, HR Quality, Hospitality Industry.

1. Introduction

Digital marketing is one of the efforts to market or Human Resources (HR) stands as an inseparable cornerstone within any company, representing a pivotal determinant of its success. Indeed, Human Resources hold a paramount position as a valuable asset for every organization, profoundly influencing the company's ability to achieve its business objectives, as illuminated by the research (Fadli & Kartawijaya, 2012). The undeniable significance of Human Resources underscores the imperative of fostering their continuous growth. Embedded within the intricate fabric of a company, the development of Human Resources emerges as a linchpin for enhancing their skillsets. The mandate to propel each employee toward heightened performance resonates, emphasized by (Meirina, 2011), signifying the need to cultivate an environment that not only nurtures individual growth but also seamlessly aligns with the overarching ambitions of the organization.

Nonetheless, a discernible gap exists within the current body of research, namely, the exploration of tailored development strategies crafted to suit the distinct profiles of individual employees. This gap presents an opportunity to delve into crafting bespoke approaches that leverage the diversity of employee attributes to maximize growth and performance within varied organizational contexts. Addressing this gap has the potential to bridge the chasm between generic development strategies and the personalized enhancement needed for optimal HR practices.

At its essence, Human Resource Development within organizational frameworks assumes a pivotal role in elevating employee performance and instilling an unwavering work ethic. An integrative approach to development resonates powerfully; it ignites an upsurge in the performance landscape of employees across the enterprise. (Fadli & Kartawijaya, 2012) underscores the essence of Human Resource Development: shaping a workforce that embodies heightened proficiency while nurturing a robust work ethic. This transformative endeavor, as advocated, aspires to orchestrate a metamorphosis within the organization's Human Resources, propelling them from one state to a more adept and accomplished one (Sedamaryati, 2017).

The symbiotic relationship between Human Resources and a company's trajectory is incontrovertible. Their nurturing, centered around honing skillsets and inculcating ethics, reverberates as a guiding beacon, steering the company toward its zenith. Embracing the evolution of Human Resources is a strategic imperative and a transformative journey, metamorphosing them into dynamic entities poised to lead the organization into a realm of unparalleled achievement. The hotel industry has become a dynamic and competitive sector in the global economy. Rapid changes in travel trends, technology, and guest expectations have driven hospitality companies to continuously innovate and improve the quality of their services. In the midst of these challenges, the development of quality-based Human Resources (HR) is a vital element in maintaining and increasing the

competitiveness of hotel companies. HR development is no longer only focused on technical aspects, but also on the introduction of organizational values, culture, and high-quality standards. In this context, it is important for hotel companies to design and implement an effective HR development strategy, so as to produce employees who are competent, dedicated, and have the ability to provide high quality services to guests.



Fig 1. Guest experience training program in MGM – Horison Hotels group conducted in all properties within Indonesia.

Source: Researcher's (2022).

The hotel industry holds an important position in the tourism sector and is one of the most important sectors. Its huge contribution to a country's economy is realized not only through increasing income but also in creating jobs (WTTC, 2018). Despite its undeniable significance, the hospitality industry finds itself in an increasingly competitive landscape, largely due to the increasing number of hotels entering the market. This existing scenario requires a continuous innovation drive to increase competitive advantage and improve customer experience, which ultimately serves as a survival strategy amidst increasing competition, as highlighted (Mulyana, 2019).



Fig 2. Guest experience training program in Horison Hotel, Ciledug.

Source: Researcher's (2022).

Tourism, characterized by its labor-intensive nature, requires a large workforce to facilitate its operations. This sector is a productive job creator, representing a domain that generates many jobs, as explained (Sasongko & Wijayati, 2018). The complex tourism industry network includes 313,221,000 people involved in economic activities directly and indirectly related to tourism in 2017. Remarkably, this workforce accounted for 9.9% of the total employment spectrum. In essence, the role of the hotel industry in the tourism sector remains important, namely strengthening the economy, creating jobs, and triggering the attraction of innovation amidst intense competition. The symbiotic relationship between tourism and employment underscores the dynamic impact this sector has on a country's economic landscape.

Organizational culture, as defined by various experts, serves as a guiding framework that shapes the behavior and actions of human resources within an organization. According to Busro (2018), it embodies the values that steer employees in fulfilling their duties and conduct within the organization. Sutrisno (2019) expands upon this definition, describing it as a system of values, beliefs, assumptions, and longstanding norms agreed upon by members, serving as guidelines for behavior and problem-solving. Another perspective, presented by Marjuni (2015), characterizes organizational culture as the fundamental philosophy of an organization, encapsulating shared beliefs, norms, and values that define how tasks are carried out. These definitions converge to depict organizational culture as a tool that encapsulates agreed-upon values, which members must implement.

The present study embarks on a journey to delve into the development of quality-centric human resources within the dynamic realm of the hospitality industry, with a specific focus on a case study involving the Horison Hotel, Ciledug Hotel Management Team. The Horison Hotel Ciledug exemplifies an entity within the

hospitality sector that has strategically employed various approaches to human resource development, all geared toward enhancing service quality and securing a competitive edge. Through a comprehensive analysis of the quality-oriented human resource development strategies undertaken by the hotel management team, the study aims to unravel the intricate dynamics at play. It seeks to shed light on how these strategies reverberate in the enhancement of service quality provided to the esteemed guests of the hotel. By deeply delving into the best practices of quality-centric HR development, this research aspires to yield invaluable insights that can be harnessed by practitioners and HR management professionals in the hospitality industry.

Ultimately, the research envisages that the insights gleaned from the study will empower hotel companies to take substantive strides in fortifying their human resource development endeavors. This, in turn, will propel them toward long-term success within an increasingly competitive landscape. As the hospitality industry continues to evolve, armed with the knowledge of effective quality-based HR development strategies, organizations can chart a path toward heightened service quality and sustained excellence.



Fig 3. Guest experience training program in MGM –Horison Hotels Group conducted in all property within Indonesia. Source: Researcher’s (2022).

Only high-quality personnel can respond to the challenges posed by a highly competitive business environment (Setiawan, 2012). According to Rowley & Jackson (2012), human resource development is a process carried out to develop the knowledge, skills, and abilities of workers, as well as competencies developed through training and development, organizational learning, leadership management, and knowledge management. in the interest of improving work performance. Building and preserving competitive advantage is not a short-term challenge but a sustainable long-term challenge. Therefore, it is important for management to consider that development and training programs are as long-term and sustainable as these challenges. Because of that, the philosophy and paradigm of development and training need to quickly adapt to long-term and strategic challenges (Sastradipoera, 2016).



Fig 4. Guest experience training program in MGM –Horison Hotels Group conducted in all property within Indonesia led by corporate GM MGM –Horison Hotels Group, assisted by All Hotel General Manager. Source: Researcher’s (2022).

According to Sudarmanto (2021), the definition of organizational culture is: Organizational culture is the values that guide human resources in carrying out their obligations and behavior within the organization. Furthermore, according to Kadarisman (2013), organizational culture is a system of values, beliefs, assumptions, or long-standing norms that are agreed upon and followed by members as guidelines for behavior and problem-solving. -organizational problems. As for another definition, according to Marjuni (2015), Organizational culture is the organization's basic philosophy, which contains shared beliefs, norms, and values

that become these characteristics about how to do things in the organization. Based on various opinions according to experts, researchers conclude that organizational culture is a tool or system whose contents contain values that members must agree upon. These members are obliged to implement them.

This study explores the development of quality-based human resources in the hospitality industry, focusing on case studies on the Horison Hotel Ciledug Hotel Management Team. Hotel Horison Ciledug is one of the entities in the hospitality industry that has implemented various strategies in human resource development with the main objective of improving service quality and gaining a competitive advantage. In this study, a comprehensive analysis will be carried out on how the hotel management team implements the quality-based HR development strategy and its impact on the quality of services provided to guests.

Through an in-depth understanding of best practices in quality-focused HR development, this research will provide valuable insights for hotel industry practitioners and HR management. In this way, hotel companies can take concrete steps to enhance HR development and, ultimately, achieve long-term success in an increasingly competitive industry.

2. Methodology

This study's data were carefully collected using a qualitative approach, with in-depth interviews as the main method. The participants selected for this study were carefully selected members of the Hotel Management Team of Ciledug Hotel Horison, Indonesia. These people hold strategic positions within the hotel, overseeing critical operational aspects and staff management. A purposive sampling method was used to ensure the participants had strong insight and extensive experience regarding human resource development and quality service delivery in the hospitality industry. The interviews were semi-structured, encouraging open discussion with the participants. This approach explores their perspectives, operational practices, and strategies for sustaining human resource development and quality service provision. By opting for semi-structured interviews, the researchers created an environment conducive to a comprehensive and honest exchange of viewpoints.

The interviews were conducted one-on-one to create a comfortable atmosphere and conducive to meaningful conversation. This approach was carefully chosen to encourage participants to express their thoughts and insights openly, thereby facilitating a holistic understanding of their points of view. Through these in-depth conversations, this research seeks to uncover the complex nuances and diverse dimensions of human resource development and quality service strategies in the hospitality industry context.

3. Results and Discussion

The research results identifying Quality-Based HR Development in the Hospitality Industry through case studies on the Horison Hotel and Ciledug Hotel Management Team reveal a deep understanding of implementing quality-oriented HR development strategies in the hospitality environment. Based on the research findings, several significant results can be identified. The research results identified Quality-Based HR Development in the Hotel Industry through a case study at the Horison Hotel, The Ciledug Hotel Management Team revealed a deep understanding regarding implementing quality-oriented HR development strategies in the hotel environment. Several significant results can be identified based on research findings and interview results with the Horison Hotel Ciledug Hotel Management Team.

First, Horison Hotel, Ciledug, has successfully implemented a training strategy tailored to employees' individual needs. This approach has a positive impact on improving the skills and competence of employees in providing high-quality services. In this case, special training has been carried out according to the needs of each employee, as emphasized in the interview. Second, the important role of employee development also needs to be carried out because of the important role of employee development in motivating and helping them achieve high service standards. This coaching helps create a quality-oriented work environment and positively impacts guest satisfaction. This action includes ongoing assistance and guidance to develop the potential of each employee.

Furthermore, the Organizational Culture that Encourages Quality in this research reveals that the organizational culture of Hotel Horison Ciledug strongly supports efforts to achieve service quality. This culture facilitates a collective commitment to provide guests with the highest quality service. In this case, organizational culture is embedded as a core value that encourages each individual to give their best, as discussed in the interview. There is also a need for effective collaboration between Management Team members and employees who have an important role in integrating quality values into daily practice. This reinforces the collaborative alignment between organizational goals and individual actions. This collaboration is carried out through regular meetings, open discussions, and a team approach in overcoming challenges. Insights from the interviews underscore the importance of collaboration in driving quality-oriented practices.

Lastly, a Holistic Approach to HR Development. This research reveals that a holistic approach, which includes various aspects of HR development, such as training, coaching, and organizational culture, positively impacts overall service quality. This approach integrates all elements of employee development to create an environment that supports growth and quality. Thus, the results of this research, coupled with insights gained from interviews with the Horison Hotel Ciledug Hotel Management Team, provide a deeper understanding of how quality-based HR development can be implemented effectively in the hotel industry. The implication is the need to adopt the strategies identified in this research and supported by interview data to strengthen human resource development and improve service quality in a dynamic and competitive hospitality industry.

In this context, understanding several additional points is essential to strengthen the implications and benefits of a holistic and integrated approach to Human Resources (HR) development focusing on quality improvement in the hospitality industry. One aspect that needs to be emphasized is employee satisfaction. This approach focuses on developing technical skills and considers other aspects such as employee well-being, balance between work and personal life, and career development opportunities. With satisfied employees, it is hoped that they will be more enthusiastic, productive, and have a strong commitment to the success of the hotel. This will positively impact the quality of service provided to hotel guests.

Furthermore, this approach also has the potential to stimulate innovation. Through the comprehensive development of employees, the work environment can be a vehicle that encourages the creating of new ideas and creative solutions. Employees with various skills and knowledge tend to be more open to innovative ideas, which can be applied in service delivery and hotel operations. Equally important is the potential to gain an edge over the competition. A holistic and integrated approach can help hotels achieve higher differentiation in a highly competitive market. The hotel's ability to provide high-quality services and unique experiences to guests will become a strong competitive resource, helping hotels to gain and maintain market share.

In this case, the hotel's reputation and image are also maintained. The quality of service and positive experiences provided by employees directly affect the hotel's reputation and image in the eyes of guests. These positive experiences often lead to positive reviews, recommendations, and business growth opportunities through word-of-mouth. Furthermore, this holistic approach also supports employees' personal and professional development. This can contribute to increased employee loyalty and retention, reduced employee turnover rates, and reduced recruitment and retraining costs. The readiness of employees to face global challenges is also increasingly guaranteed, considering that the hotel industry is increasingly connected with global issues such as rapid technological developments, sustainability, and cultural diversity. The holistic and integrated approach prepares employees to face these challenges through relevant training and capacity building.

In adopting this approach, practitioners and decision-makers in the hospitality industry must ensure that a holistic and integrated HR development strategy is properly implemented, monitored regularly, and improved according to industry developments and market needs. Awareness of the importance of service quality and employees' role in creating a great guest experience will lay a solid foundation for achieving long-term success in the hospitality industry. The comprehensive findings from the research and interviews shed light on the multifaceted nature of Quality-Based HR Development within the hospitality industry context. These insights reveal a profound understanding of fostering an environment prioritizing service excellence and continuous employee growth.

The success story of Horison Hotel, Ciledug's tailored training strategy, as illuminated by both research outcomes and interview discussions, underscores the significance of personalized development. This approach not only enhances individual skills but also contributes to an elevated level of service quality that resonates with the unique needs of the guests. The paramount role of Employee Development, further reinforced by insights from interviews, emerges as a linchpin in aligning staff motivation with exceptional service standards. The coaching initiatives advocated in both the research and interview narratives affirm that investing in employee growth cultivates an ethos of dedication, ultimately enhancing guest satisfaction.

The revelation surrounding Organizational Culture as a driving force for quality, substantiated through research findings and interview perspectives, illuminates the transformative power of shared values. Organizational culture, as a guiding principle, encourages individuals to wholeheartedly contribute their best efforts, shaping a work environment steeped in service excellence. The collaborative synergy emphasized in research findings and interview dialogues speaks to the pivotal connection between management teams and employees. This partnership fosters integrating quality-centric practices into daily operations, effectively harmonizing overarching objectives with individual actions. The insights from the interviews further emphasize the dynamic nature of this collaboration and its tangible impact on service quality enhancement. The culminating understanding derived from research and interviews affirms the potential of a Holistic Approach in HR Development. Integrating diverse facets such as training, coaching, and organizational culture paints a comprehensive picture of nurturing employee growth. Interviews provided nuanced insights, showcasing how this holistic methodology synergistically fosters an environment conducive to professional advancement and higher service standards.

In conclusion, research outcomes and interview insights offer a comprehensive framework for implementing

Quality-Based HR Development in the hospitality industry. The implications resonate far beyond the Horison Hotel, Ciledug case study, providing a roadmap for industry-wide transformation. By adopting the strategies from this research and the firsthand perspectives shared through interviews, hospitality organizations can chart a course toward sustainable success within an ever-evolving competitive landscape.

4. Conclusion

In conclusion, the intricate interplay between findings gleaned from research and valuable insights shared through interviews culminates in providing a robust and holistic framework poised to revolutionize the field of Quality-Based HR Development in the hospitality industry. This framework, carefully crafted based on a mix of empirical evidence and first-hand experience, extends its influence well beyond the context of the Hotel Horison, Ciledug case study, offering a transformative roadmap that has the potential to reshape the entire industry landscape.

The implications of this research go beyond the boundaries of a single case, bringing about a paradigm shift in how hospitality organizations approach human resource development and service excellence. The strategies distilled from this research, coupled with the wealth of perspectives shared during interviews, provide a set of innovative approaches and informed practices that empower hospitality companies to navigate the turbulent waters of an evolving competitive arena.

As hospitality organizations navigate the complexities of the modern world, this comprehensive framework becomes their compass, guiding them to sustainable success. By leveraging the insights from research and interviews, these companies can embark on a purposeful journey towards continuous improvement and improved service quality. This journey, rooted in the principles of adaptability, collaboration, and innovation, equips them to not only thrive in a dynamic landscape but also to lead by example, setting new benchmarks for achieving excellence.

Ultimately, this study reveals a narrative of transformation supported by a synergy of empirical knowledge and real-world perspectives. This underscores the enormous impact a well-designed HR development strategy, based on a quality ethos and supported by insights from those at the forefront, can have on an entire industry. As the hospitality landscape evolves, organizations paying attention to the lessons learned from this study are poised to set their course for lasting success, securing their position as a leader in a challenging and ever-changing world of competition.

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