The Influence of Human Resource Management Practices on Employee Performance in the Hospitality and Tourism Industry in Indonesia

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In the hospitality and tourism industry, Human Resource Management practices are considered as a strategic tool as it empowers employees with knowledge, skills, and abilities, thereby increasing the productivity of the firm. The markets are becoming more competitive day by day; therefore, organisational planners must concentrate on enhancing the elements that contribute to customer satisfaction. The employees who work as service providers are the first focal point between the customer and the organisation. During the service encounters, 'employee performance' plays the main role in creating the customer's impression of the organisation. Employee performance in the hospitality industry will contribute to increase customer satisfaction and consequently, customers will return. This study aims to examine the influence of Human Resources Management practices on employee's performance in hospitality industry of Indonesia. The study chooses four major human resource management practices which are: – career planning, job design, recruitment and selection, training and development. The study used quantitative research design to investigate human resource management practices' influence on employee performance in tourism industry. This sample size of the research is 422 and all the responses have been collected from Jakarta, Indonesia. The target population of this study is low-level to mid-level employees in the hotel industry. The findings revealed that, career planning, job design, recruitment and

selection, training and development significantly influencing the employees' performance.

Key words: *Human Resource Management Practices, Hospitality Industry, Tourism, Indonesia.*

Introduction

In the early 1980s, The Human Resource Management Field was developed to contribute and facilitate the strategic management of the firms. A new dimension was added to the strategic discipline, i.e., Strategic Human Resources Management (SHRM) (Nieves & Quintana, 2018). Policies of organisational adoption and strategies are the practice of Human Resource Management which is applied by various firms to ensure a well-organized influence and effectiveness towards the firms' aims (Jaiswal & Dhar, 2017). Good career planning allows companies to maximise their employees. This can be achieved by setting up proper learning incentives based on performance appraisal matching the skills of the workers with the job vacancies in the firms. A proper incentives or reward system creates satisfied employees, and satisfied employees provide the needed skills and knowledge to serve the company.

Performance appraisal assesses the current and previous employee's performance based on the predetermined standards and giving feedback on assessed employee. A well-prepared performance appraisal assists in achieving organisational objectives, and one of these objectives is employee performance. Similarly, this study links all of its Human Resource Management (HRM) practices with employee performance. The success of this process requires connecting HRM with organisational strategy. Therefore, Human Resource Management components are designed and planned based on the strategic objectives (Santhanam, Kamalanabhan, Dyaram, & Ziegler, 2015) enabling HRM to empower the culture of the organisation (Al-Refaie, 2015). Satisfying the potential needs of human resources and acquiring the right kind of employees are very important. This process requires a full understanding of the firm's environment. Firstly, firms must analyse the components of their external environment, especially the factors affecting them like the threats of new entrants, bargaining power of the supplier, the degree of rivalry, and the threat of substitute products. Firms must study their general environmental aspects, such as demographic, economic, legal, socio-cultural, global factors and technological. The role of Human Resource Management is to prepare the right human resources to react successfully to perform better (Dhar, 2015).

Table 1: Asia Hotel Investment Activity

Countries	Percentage (%)
Japan	30%
China	24%
Singapore	15%
Thailand	11%
Hongkong	6%
Indonesia	5%
India	3%
Maldives	3%
Mauritius	1%
Vietnam	1%
Philippines	1%

Source: http://asiancorrespondent.com

Table 1 shows the hotel investment activity among some major Asian countries. Indonesia consists 5% investment compared other countries while Japan (30%), China (24%), Singapore (15%), Thailand (11%), Hongkong (6%), India (3%), Maldives (3%), Mauritius (1%), Vietnam (1%) and Philippines (1%). The table concludes that, investment of Indonesia is not up to the level which could be due to lack of management and performance.

In many nations, there is a large amount of tourism available to provide tourist experiences and products. Travel agents from developed and developing countries both like to engage with small and large enterprise for their business. Thus, the casual nature of tourism enterprises within the developing world can make it troublesome to spread awareness of the tourism approach and to measure moves towards more sustainable execution on the portion of the industry.

Figure 1. Indonesian Hotel Industry Project Pipeline
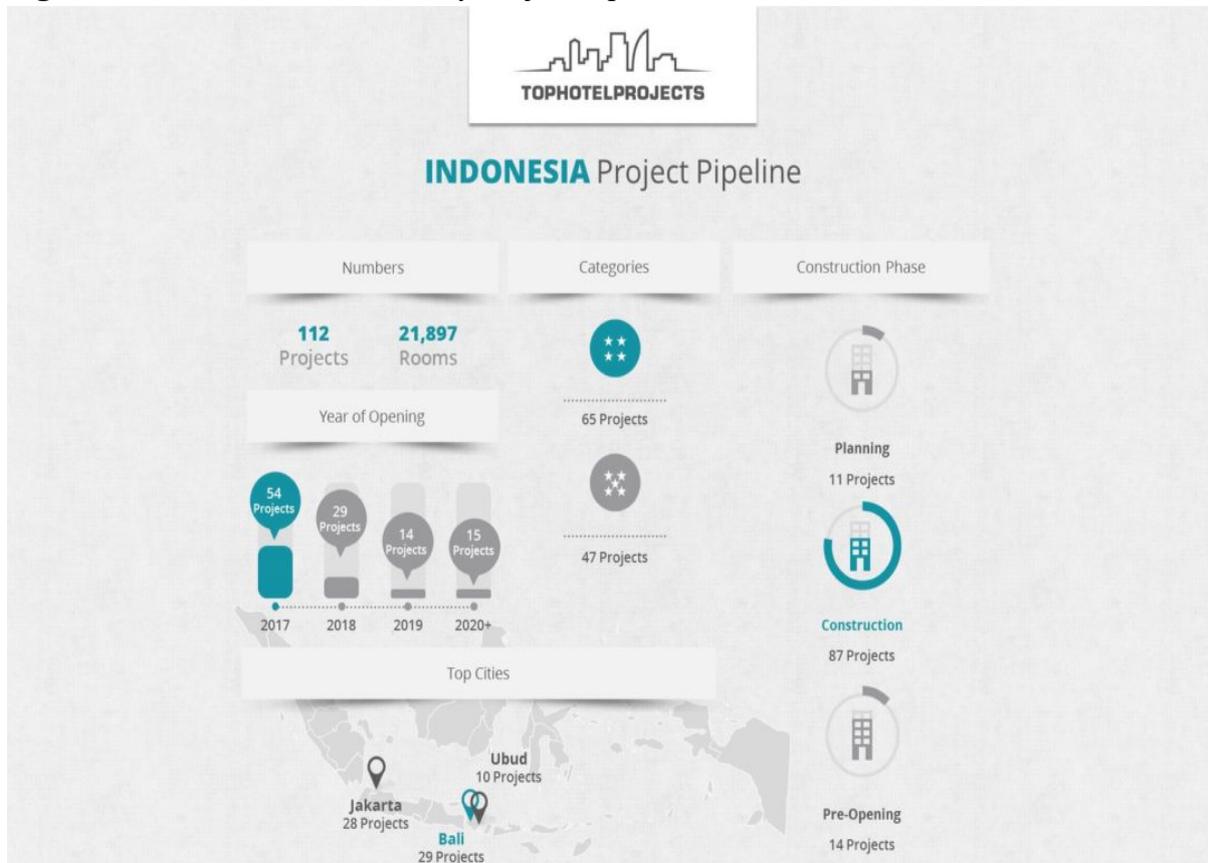
In near future, Indonesia is planning to open 137 outstanding new hotels in several tourism attractions. If this project is successfully implemented, Indonesia will have another 26,718 new rooms to serve the tourists. It is expected to boost up the tourism industry and as well as economy of the country.

Human Resource Management practices affect employees to perform on their work (Prayag & Hosany, 2015), the theoretical model of Gannon, Roper, and Doherty (2015), Human lead to Flexibility, quality and commitment are the part of Human Resource Management outcome which come from Resource Management practices. These Human Resource Management outcomes are subsequently interpreted into behavioural outcomes: citizenship behaviour, cooperation, motivation and involvement. The behavioural outcomes will then create performance outcomes: high quality, high productivity, a low level of absence, innovation., turnover, customers 'complaints and conflict (Zhong, Wayne, & Liden, 2016). Employee performance is affected by customer satisfaction (CS) and Human Resource Management practices both affects employee's performance. (Karatepe & Karadas, 2015); (Presbitero, 2017). Besides, Human Resource Management practices and employee performance have not been explored widely in hospitality industry, more specifically in the context of Thailand (Domínguez-Falcón, Martín-Santana, & De Saá-Pérez, 2016). Therefore, the present study

identified this as the third gap. This research aims to examine the influence of human resources management practices (Career Planning, Job Design, Recruitment and Selection, Training and Development) on Employee Performance in hotel and tourism industry.

Literature Review

The Importance of Employee Performance

As markets have become more competitive, organisational planners must concentrate on enhancing the elements that contribute to customers' happiness. As employees who work as service providers are the first focal point between customers and the organisations customer orientation is vital for employee performance (Madera, Dawson, Guchait, & Belarmino, 2017; Jermsittiparsert, Nguyen, Nguyen, & Huynh, 2019). Indeed, service employees have to carry out a strategic role (Solnet, Kralj, & Baum, 2015),. They have to translate the meaning of customer orientation into facts through the service providing process and service quality (Úbeda-García, Claver-Cortés, Marco-Lajara, & Zaragoza-Sáez, 2016). Usually, the customers' first contact is the employee who is providing the service; thus, the perception of the customers is created after this connection (Joung, Goh, Huffman, Yuan, & Surles, 2015). Employee performance refers to the communication within the firm' customers and the service provider (employee). It works as an intermediary among CS and the employment process. This mediation effect is slow based on the SERVQUAL theory. Employee performance has a significant effect on customers' perceptions and customers' evaluation of the services (Nieves, Quintana, & Osorio, 2016; Paraponaris, Sigal, & Ferrary, 2015). Employee concert is a critical aspect in causal the supposed cost of the provided facility.

Also, many scholars have asserted the importance of employee performance in affecting CS (Chienwattanasook & Jermsittiparsert, 2019). In the service sector, the satisfaction of customers depends on the face-to-face interaction between customers and employees. Besides, employee performance affects the quality of work and service, that is, whether or not the customer will recommend other customers to try the service as well as the quit or switch decision of customers (Santhanam, Kamalanabhan, Dyaram, & Ziegler, 2017). So, the more the customer orientation is adopted, the more the economic success of the firm.

During the service encounters, employee performance plays the main role in creating customers' perceptions. In this interaction, customers evaluate many aspects; hence, employees must focus on things such as showing the needed concern and civility, listening to the customers with full understanding and giving the needed attention (Robin, Pedroche, & Astorga, 2017). Similarly, customer orientation of the service employee is embodied in the person-to-person interaction between customers and employee, and the success of this relationship requires certain conditions, such as the employees must have customer-oriented

skills. They must have the motivation to serve the customer in the best way possible and must be perceived to have decision-making authority.

Jogaratnam (2017) noted that since the customers are evaluating the service (the brand) of the firm through the interactions with service providers, employees must master the following issues: first, expecting the customers'requests; second, providing explanations and justifications to the customers; third, enriching customers' knowledge and educating them; fourth, supporting customers emotionally, and fifth, offering personalized information. In service area employee performance plays a critical role. The behaviours of service employees express the process of service delivery (functional role). Customers' perceptions towards the quality and the firm are created based on the customers 'evaluation of the perceived service. Furthermore, employees have to show empathy during the interaction with customers because empathy has a considerable effect on CS and customer loyalty.

Employee Performance

In-role performance represents the behaviours that are consistent with those found in formal job descriptions (Imna & Hassan, 2015). It can be defined as the activities or formal requirements that an employee is expected to fulfil, and it contributes directly or indirectly to the technical core of the organisation so that the employees could receive the compensation and other benefits from the organisation. Researchers have studied the relationship between in-role performance and customer satisfaction (CS). Some found that in-role performance was positively and directly affected CS (Bouranta, Psomas, & Pantouvakis, 2017). Others revealed that HRM practices had a positive relationship with in-role performance. It was proposed that the relationship between the two purported to exist because a high level of HRM practices leads to a high level of engagement and commitment among employees who will invest all their abilities in accomplishing the required role, which leads to the enactment of active in-role performances (Tracey et al., 2015).

Leadership styles were also found to affect in-role performance because leaders could clarify in-role task requirements of the employees. It asserts that performing jobs is affected by three variables: (a) declarative knowledge, which refers to the basic knowledge of the work field, and the employee must know it very well. For example, accountants must know the basics and principles and procedures of accounting, (b) procedural knowledge and skills which refer to knowing the theoretical way to conduct the job and having the ability to apply it in the field (e.g., drivers have to know the techniques of driving and how to practice it). The skills include, for instance, cognitive and self-management skills, and (c) motivation, which means the willingness of employees to provide the efforts, the level of the provided efforts, and how long he or she will keep providing the efforts. Prud'homme and Raymond (2016) in their study

revealed that performance comprises six components: the level of knowledge, levels of skills, level of identity, fixed factors, context, and personal factors.

Other studies indicated that the potential performance theory has two main parts: (a) strategy, which means the harmony of the variables that affect the performance, and (b) consistency. According to this theory, motivation, opportunity, and ability play a critical and complementary role in affecting employee performance. Performance is something behavioural, evaluative, and multidimensional. So, concert is the aggregate participation of the workers in the association during a specific period (Chen, Lyu, Li, Zhou, & Li, 2017).

Human Resource Management Practices

Human Resource Management Practices comprise high-performance work systems used to coordinate the efforts of the human capital pool to create a better relationship among employees and improve their performance (Boella, 2017). Also, Human Resource Management Practices consist of pre-planned strategies and policies, which are embraced and implemented by an organisation to ensure effective and efficient contribution towards the firms' achievement of its objectives. At the organisational level, HRM practices are identified as a resource of business revenue. Some of these practices such as compensation (providing an attractive reward to gain and maintain skilful manpower); training and development (training futuristic employees to carry out higher-level tasks); performance appraisal (highlighting employee's strengths and weakness) are the cornerstone strategies to ensure that the organisation has talented employees to increase the productivity and achieve its goals. Human Resource Management Practices determine employees' behaviours and performance by creating an appropriate environment and condition of high commitment and involvement. Further, many studies concluded that Human Resource Management Practices have a significant relationship with employee performance (Islam & Patwary, 2013). Hence, Human Resource Management Practices must be treated as a strategic tool since it empowers employees 'knowledge, skills, and abilities, thereby increasing the productivity of the firm. Several studies have also examined the relationship between Human Resource Management Practices and employee performances. In conclusion, Human Resource Management Practices are significantly related with employee performance (Kakar, Raziq, & Khan, 2015).

Career Planning

Self and environmental awareness are the main concept of career planning and goal setting. This awareness is increase someone's ability with their interests and value. This ability helps them to understand on some components of environmental like social components and economic components. On the other hand, goal setting is direction to achieve destination plan which indicate someone about when, what and where to complete. It may be a nonstop

transform of research. During this practice, the employee can plan according to their personalities, interests, values, needs, work, talents, and so on for their career (Ružić, 2015). Each employee should focus on this career planning activity. It helps a person to find their weaknesses and strengths in the organisation. Besides that, it allows them to set goals and plans for their specific career growth. A good career development system allows organisations to maximize their capital, allowing them to use a combination of staff skills, experience and aspirations to start working in companies. In addition, it allows them to draw up compensation plans and retain employees and make the right legacy choices, which can lead to increased engagement and increased work efficiency (Hoque, 2013).

Job Design

Job design can be summarized in characteristics of the job of employees. It is a good predictor of employee behaviours and attitudes (Karatepe, 2013). Job design focuses on job enlargement, job engagement, and job motivation characteristics. It plays a fundamental role in empowering and strengthening different employees' motives. There are many concepts related to job design such as job analysis, job description, and job specifications. Job analysis is one of the processes to determine the skills and abilities needed for filling the job vacancy and determining the kind of people who may be fit for the. The job description is defined as a written statement that clarifies why the job is created, what are the duties of the holder of the job, how he or she must perform it, and the conditions of the job (Nieves, Quintana, & Osorio, 2014).

Job specifications refer to certain requirements of job applicants, such as knowledge, abilities, skills, and other personal qualifications to perform the job. A good job analysis requires many steps. It starts with understanding the reason for performing the job analysis and its future benefits to the firm. Following this, the Human Resource Management department must understand the nature of the targeted vacancy and compare the current job with other similar positions in the company. Then, they have to decide the way of collecting information about the job and search for additional clarification whenever needed. Also, a preliminary job description for this vacation should be prepared and reviewed by the department responsible for the vacancy.

Job design is concerned with the level of harmony in the tasks that make up the job. The job design process comes after job analysis to ensure the effectiveness of the job. A crucial factor must be taken into considerations during the job design process, which is employee satisfaction. Sometimes, firms need to undertake job redesign, for example, when introducing new work processes and using new machines and technology. There are also other concepts that could be related to job design, such as job enlargement, job enrichment, and job rotation (Gillet & Vandenberghe, 2014). Many have studies used job design as one of the Human Resource Management practices either in the insurance sector or in other sectors. Besides, some studies

that had used job design as one of the Human Resource Management practices in studying CS found that job design affected CS positively. Job design has also been used to investigate the role of the Human Resource Management practices in firm performance, and the results are that job design had a positive relationship with firm performance. Similarly, according to the literature, job design affects employee performance positively (Luo & Milne, 2014).

Recruitment and Selection

Recruitment is the process of interacting with a qualified group of candidates who choose the best of them. It is the process of looking for candidates who are fit to fill the job vacancies in the organisation. The starting point of recruitment is the announcement of the job vacancy while the ending point is when applicants apply to fill this vacancy (Long, Perumal, & Ajagbe, 2012). Organisations have to use different ways to reach the highest number of job seekers through advertising, online recruiting, and by using executive recruiters and employment agencies. Recruitment is a very important process since it has a significant effect on employees' commitment in the future. Candidates must review the job requirements and know their responsibilities. If they are still interested, they will participate in achieving the organisational goals.

Recruitment comprises three stages: collecting the applicants; maintaining their status; and facilitating choice decisions. Similarly, the selection process is very important for many reasons: choosing distinctive employees with high skills will lead to better productivity. A good selection will exclude the undesirable candidates from the beginning and keep the good ones. Choosing a wrong candidate for the job will be costly, so a new employee must be tested, interviewed and trained, which means cost. So, choosing the wrong candidate means that future efforts and working on the employee will be a sunk cost. Selection is also important for legal purposes. Selection instruments include job application, curriculum vitae, interviews, testing the background of the applicants and his/her references, and honesty and integrity (Nivethitha, Dyaram, & Kamalanabhan, 2014). Many studies have used recruitment and selection as a Human Resource Management practice, either in the insurance sector or in other sectors (Lee, Chao, & Chen, 2015), to study the effect of Human Resource Management practices on CS. Past studies concluded that recruitment and selection were positively related to CS. Further, recruitment and selection were found to have a positive relationship with employee performance.

Training and Development

Training and development are one of the most important practices of HRM which helps the employees to generate new ideas Razalli, Yusoff, Roslan, and Wahidar (2013) by teaching human capital knowledge and skills that are required in their jobs. Training focuses on an

employees' current jobs while development focuses on empowering the personal side of the employee. Further, training and development are one of HRM practices that can provide and create the required competitive advantage for the organisations. It is a vital factor in implementing the pre-planned organisational and strategic changes (Hurrell & Scholarios, 2014) as it provides necessary skills and knowledge to the employees (Nieves et al., 2014). Training and development are important for all types of organisations and different managerial levels. So, service sector employees must be exposed to training programs to develop their abilities to deal with problems and provide valuable solutions, to handle internal and external changes, and contribute to organisational success.

Employee performance is affected positively by training and development since it has a crucial role in workers flexibility and high-performance abilities. Further, training empowers positive change towards strategic knowledge. A well-trained employee will know where and when he or she has to use the acquired skills and knowledge. Training and development activities will create organisational competencies and keep the employees motivated and committed, which in turn provides the company with more energy to compete locally and globally. Further, training and development were found to have a positive relationship with the level of CS. It enhances the ultimate objective of the firm which is all about achieving CS (Chauhan & Patel, 2014). Several studies have used training and development to study the effect of HRM practices on firm performance either in the insurance field or in other sectors (Hoque, 2013; Ružić, 2015). Training and development lead to improving the interactions among all employees and developing their knowledge and capabilities, which are reflected in product quality by taking into consideration the different needs of customers. Thus, the communication and transfer of knowledge during the service providing process will be enhanced. So, training and development leads to a better understanding and better satisfaction of customers' requirements (Emiroğlu, Akova, & Tanrıverdi, 2015).

Research Methodology

The study used quantitative research design to investigate HRM practices influence on employee performance in tourism industry of Indonesia. This study has been conducted as cross-sectional. Systematic random technique has been used in this research. The target population of this study was low-level to mid-level employee in the hotel industry. This Sample size of the research is 422 and all the response collected from Jakarta, Indonesia. One to seven-point Likert scales has been used to measure variables of the study. This research used SPSS 24 software for data analysis.

Data Analysis and Findings

As an interdependence technique, correlation analysis is concerned with how variables maintain relationship to one another. Strength and direction of relationship, that may be positive or negative, can be found with correlation analysis. For the present study bivariate Pearson product-moment correlation coefficients (r) were calculated to judge the correlation between the variables. The interpretation was supported by the suggestions given b. He categories the 'r' values into three categories which are "small (r=.10 to .29)", "medium (r=.30 to .49)" and "large (r=.50 to 1.0)".

Table 2: Pearson Correlation Analysis

		1	2	3	4	5
1	Pearson Correlation	1	.444**	.589**	.415**	.583**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	422	422	422	422	422
2	Pearson Correlation	.444**	1	.296**	.332**	.423**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	422	422	422	422	422
3	Pearson Correlation	.589**	.296**	1	.431**	.536**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	422	422	422	422	422
4	Pearson Correlation	.415**	.332**	.431**	1	.422**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	422	422	422	422	422
5	Pearson Correlation	.583**	.423**	.536**	.422**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	422	422	422	422	422

**. Correlation is significant at the 0.01 level (2-tailed).
Note: Career Planning=1, Job Design=2, Recruitment and Selection=3, Training and Development=4, Employee Performance=5

With regards to Career Planning, Job Design, Recruitment and Selection, Training and Development on Employee Performance, the correlation is positive and high. Career Planning has 0.444, 0.589, 0.415, and 0.583 with other variable, which indicates large or high

correlation. Similarly Job Design has 0.444, 0.296, 0.332 and 0.423 values respectively, which specifies medium correlation other variables. Recruitment and Selection has 0.589, 0.296, 0.431 and 0.536 respectively, which explains both high and medium correlation with Recruitment and Selection. Moreover, Training and Development has 0.415, 0.332, 0.431 and 0.422 respectively, which indicates low and medium correlation with the variable. Finally, Employee Performance has 0.583, 0.423, 0.536 and 0.422 respectively, which specifies high or large correlation with all variables.

Table 3: Summary of Regression Analysis for Career Planning on Employee Performance

Variable	Coefficients	Standard Error	t-value	p value
Career Planning	0.787	0.035	22.661	0.000
R²= 0.340; F= 51.508 **Sig. = 0.000**				

*Dependent variable: Employee Performance

Table 3 demonstrates the influence of Career Planning on Employee Performance in hospitality and tourism industry. There is significant relationship between independent and dependent variable is shown by the F-statistic (F=51.508, p<0.05). The $R^2 = 0.340$ value indicates that the Career Planning has 34.0 percent of the variance on Employee Performance in hospitality and tourism industry in Indonesia.

Table 4: Summary of Regression Analysis for Job Design and Employee Performance

Variable	Coefficients	Standard Error	t-value	p value
Job Design	0.561	0.038	14.749	0.000
R²= 0.179; F= 27.541 **Sig. = 0.000**				

*Dependent variable: Employee Performance

Table 4 shows that the influence of Job Design on Employee Performance in hospitality and tourism industry. There is significant relationship between independent and dependent variable is shown by the F-statistic (F=27.541, p<0.05). The $R^2 = 0.179$ value indicates that the Job Design has 17.9 percent of the variance on Employee Performance in hospitality and tourism industry.

Table 5: Summary of Regression Analysis for Recruitment and Selection and Employee Performance

Variable	Coefficients	Standard Error	t-value	p value
Recruitment and Selection	0.458	0.023	20.064	0.000
R² = 0.287; F = 40.546 **Sig. = 0.000**				

*Dependent variable: Employee Performance

Table 4 shows that the influence of Recruitment and Selection on Employee Performance in Indonesia. There is significant relationship between independent and dependent variable is shown by the F-statistic (F=40.546, p<0.05). The R^2 = 0.287 value indicates that the Recruitment and Selection has 28.7 percent of the variance on Employee Performance in hospitality and tourism industry.

Table 6: Summary of Regression Analysis for Training and Development and Employee Performance

Variable	Coefficients	Standard Error	t-value	p value
Training and Development	0.077	0.022	3.415	0.001
R² = 0.297; F = 11.660 **Sig. = 0.001**				

*Dependent variable: Employee Performance

Table 6 demonstrates the influence of Training and Development on Employee Performance in hospitality and tourism industry. There is significant relationship between independent and dependent variable is shown by the F-statistic (F=11.660, p<0.05). The R^2 = 0.297 value indicates that the Training and Development has 29.7 percent of the variance on Employee Performance in hospitality and tourism industry in Indonesia.

Conclusion

This research focuses on the employment sector of hospitality and tourism. This sector generates a huge amount of employment and will be imperative for the creation of future work all through the developed and developing world.

Every year the hospitality and tourism industry in Indonesia produces a vast amount of jobs for the employees. The main concern of this sector is the experience of the employees. The nature

of the labour market and dependence on "marginal" workers have led to an increase in the number of pessimistic views on human resource management practices. In order to maintain a good quality of services in hospitality and tourism industry, it is the duty of human resource managers to make the employees motivated, skills and well-trained to perform their job role. Another factor is providing good quality service. The improvement on the Human Resource Management practices in Indonesian tourism and hospitality industry is the factor most needed to be focused on. The major findings of this study revealed that important elements such as, career planning, job design, recruitment and selection, training and development significantly influenced employees' performance in the hospitality and tourism sector. As part of this discussion, several human resource management models are considered that provide the basis for exploring strategies adopted by tourism and hotel organisations. Eventually, the hoteliers must be careful not to generalize the nature of human resource management in tourism and hospitality, and they must examine different practices and understand the reason why these differences arise.

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