

UNDERGRADUATE THESIS

**ANALYSIS OF MENTAL WORKLOAD IN FRONT OFFICE
DEPARTMENT AT CONRAD BALI RESORT AND SPA**



POLITEKNIK NEGERI BALI

Putu Sritantri

**TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2024**

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**This thesis is submitted as one of the requirements to earn
Applied Bachelor's Degree in Tourism Management Study Program
in Politeknik Negeri Bali**



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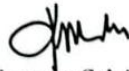
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That is written as a partial requirement for the Applied Bachelor's Degree of Tourism Business Management is my own work. All the information contained in this undergraduate thesis which is derived from the work of others had been given an award by citing the name of the source authors correctly according to the academic norms, rules, and ethics.

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Putu Sritantri

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Writer

Putu Sritantri



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**ANALYSIS OF MENTAL WORKLOAD IN FRONT OFFICE
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ABSTRACT

This research is motivated by the duties and responsibilities of a front office department in a five-star hotel. Therefore by the very complex duties and responsibilities makes the causes front-office an employees to experience a very high workload. Several reasons make the workload of the front office department need to be measured, such as; the number of complaints that occur make some parts of the front office department have excessive workload, and there are plans from the front office management regarding the number and duties of employees. The purpose of this study is to determine how much is the workload of employee in the front office and to find out how many employees are needed by each section in the front office. The research method uses quantitative and qualitative data, with subjective measurements using the NASA-TLX analysis technique. Data collection techniques were carried out by interview, observation, questionnaire, documentation, and literature study. The results of this study are; based on NASA-TLX calculations there are 17 out of 27 front office employees are in the heavy workload category and the rest have a moderate workload category. Performance is the most dominant dimension affecting workload in the front office and frustration is the least influential dimension on workload in the front office. The results show that the number of additional employees needed is 4 people in the guest relation section, 2 people in guest service, 1 people in concierge, and without additional number in the telephone operator.

Keywords: Workload Measurement, Mental Workload, NASA-TLX, Workload in Front Office

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ABSTRAK

Penelitian ini dilatarbelakangi oleh tugas dan tanggung jawab sebagai departemen front office di hotel bintang 5 yang sangat kompleks. Hal tersebut menyebabkan karyawan front office mengalami beban kerja yang sangat tinggi. Di sisi lain, ada beberapa alasan yang membuat beban kerja departemen front office perlu diukur, seperti; banyaknya keluhan yang terjadi membuat beberapa bagian di departemen front office memiliki beban kerja yang berlebih, dan adanya rencana ke depan dari front office manager mengenai jumlah dan tugas karyawan. Tujuan dari penelitian ini adalah untuk mengetahui seberapa besar beban kerja yang dimiliki oleh karyawan di bagian front office dan untuk mengetahui berapa jumlah karyawan yang dibutuhkan oleh masing-masing bagian di front office. Metode penelitian menggunakan data kuantitatif dan kualitatif, dengan pengukuran subjektif menggunakan teknik analisis NASA-TLX. Teknik pengumpulan data dilakukan dengan wawancara, observasi, kuesioner, dokumentasi, dan studi pustaka. Hasil dari penelitian ini adalah; berdasarkan perhitungan NASA-TLX terdapat 17 dari 27 karyawan front office yang berada pada kategori beban kerja berat dan selebihnya memiliki kategori beban kerja sedang. Kinerja merupakan dimensi yang paling dominan mempengaruhi beban kerja di bagian front office dan frustrasi merupakan dimensi yang paling kecil pengaruhnya terhadap beban kerja di bagian front office. Jumlah karyawan tambahan yang dibutuhkan yaitu 4 orang untuk guest relation, 2 orang untuk guest service, 1 orang untuk concierge dan untuk telephone operator tidak perlu tambahan jumlah karyawan berdasarkan dimensi NASA-TLX.

Kata kunci: Workload Measurement, Mental Workload, NASA-TLX , Workload in Front Office

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CHAPTER I

INTRODUCTION

1.1 Background of Study

The position of the front office department is extremely important in a hotel because it is the nerve center of hotel operations, where front office employees are responsible for various important tasks such as reservations, check-in, check-out, handling guest complaints, and providing information. From the many responsibilities carried out by front office employees, the mental workload received is also getting higher. The highest mental workload of front office employees can have a direct impact on the smooth operation of the hotel as a whole. (Kanwar, 2024)

Mental workload refers to the cognitive demands that employees face in performing their tasks (Mahmud, 2022). Front office department employees face various mental demands, such as handling diverse guest requests, resolving complaints, operating complex reservation systems, and maintaining effective communication with other departments. Assessing the mental workload is an important management issue because it enables the company to maintain its business in high-level performance, while also ensuring the well-being of its employees. Long-term heavy workloads can affect employee performance in doing a job both mentally and physically.

Based on Iverson and Pullman, in Journal Yang Wu, 2012, stated that a heavy workload has a negative impact on employee turnover and can cause stress, strain, accident, or illness. The heavy workload can have a chain effect on employee performance, lower service quality, and company growth.

Anticipating continuous excellent service and with the purpose of satisfying guests, the measurement of National Aeronautics and Space Administration Task Load Index (NASA-TLX) this approach was created in response to the requirement for subjective measurements made up of a six-factor indicator (mental demand, physical demand, temporal demand, own performance, effort, and frustration demands.). This measurement will help the Conrad Bali Resort and Spa which is a five-star hotel should be well to manage the number of employees and the employees who must carry out their jobs daily by the arrangements set by management.

The front office is responsible for serving the guests' needs starting from check-in until check-out. Therefore, the task of a front office professional is extremely large and complex. For example; based on the Standard Operating Procedure (SOP) is a series of procedures owned by the company as a guide to achieve goals, the front office of Conrad Bali Resort and Spa has a maximum check-in time is 5 minutes, however, the large number of guest requests such as needs to room move, upgrade room, and sometimes request additional rooms, that situation making everything does not running well.

Based on data from the front office of Conrad Bali for the period July-December 2023, the number of employees is 63 people consisting of 41 staff, 9 daily workers, and 13 trainees. The number of workers can be seen in Figure 1.1

Position	Front Office							
	Guest Relation Officer	Telephone Operator	Guest Service	Concierge	RDM	FOM	AFOM	Captain
Staff	12	3	10	2	1	1	5	7
Daily Worker	2	1	6	0	0	0	0	0
Trainee	4	4	5	0	0	0	0	0

Figure 1.1 The Number of Workers at Front Office Conrad Bali Period July-December 2023,

Source: Front Office Conrad Bali, 2023

Based on data from the number of employees at the front office department of Conrad Bali Resort and Spa, more than 50% of employees are who have long experience working at Conrad Bali and the rest are new employees from fresh graduates. This condition is also one of the internal factors that cause the mental workload because elderly employees will have a sense of boredom with the same work situation every day meanwhile new employees will be faced with challenges they have never faced before and require self-adjustment and must follow the demands of management.

Based on the observed phenomenon, the author assumes that the front office department needs to investigate the number and workload of its employees, which is also supported by the front office manager. Using this assumption, the author analyzes the mental workload of employees, including guest service officer, guest relation officers, concierge and telephone operators who are operationally constrained in providing services to guests.

As well as the existence of previous research, it will be helping the author as a reference to make this research. Therefore, the author wants to submit a research

entitled: “**Analysis of Mental Workload in Front Office Department at Conrad Bali Resort and Spa**”.

1.2 Problem Statements

Several issues will be discussed by the author, as follows:

1. How much mental workload does the employee have in the front office department?
2. How many employees does the hotel need in each section of the front office department?

1.3 Research Objectives

Based on the research problems, the purpose of this research such as:

1. To find out how much workload the employee has in the front office department at the Conrad Bali Resort and Spa as a consideration for the front office manager in determining decisions regarding numbers and works in the front office department
2. To find out how many employees are needed in each section of the front office department

1.4 Research Significance

1.4.1 Theoretical Benefit

Theoretically, this study should contribute to enhancing understanding and knowledge regarding the value of analyzing workload in the workplace.

1.4.2 Practical Benefit

1. Significances for Industry

The results of this research are expected to be useful for the hotel industry to control the number of employees with the amount of workload so that the company's goals can be achieved optimally.

2. For Politeknik Negeri Bali

The results of this analysis can be used as literature and the results of this research are expected to be a reference for further research regarding mental workload

3. For the Writer

The writer will be able to learn and apply the NASA-TALX method in an educational setting or the workplace.

1.5 Limitations and Scope of Problems

Based on the research topic about the analysis of mental workload the material is very broad, therefore it is necessary to limit the problem to focus research so that it has a specific scope, including:

1. The study was conducted on front office employees at Conrad Bali Resort and Spa and the variable of this research is mental workload
2. The sub-dimension of variables in this study include: telephone operator, guest relation officer, and guest service and concierge.

CHAPTER V

CONCLUSION AND SUGGESTIONS

5.1 Conclusions

Based on the results of the research explained in Chapter IV about the Analysis of Mental Workload in the Front Office Department at Conrad Bali Resort and Spa can be concluded, as follows:

1. Based on the calculations of mental workload using the NASA-TLX method, the amount of mental workload of front department employees shows that there are 17 of 27 respondents have a category of heavy workload, and there rest are in categories of moderate workload. The mean score of the workload of each section at the front office department is in the heavy category with a total score is 81.72, which is 84.11 for guest relations, 74.67 for telephone operator, 80.70 for guest service, and 83.17 for the concierge. Based on the result the highest workload is guest relations
2. The results show that the number of additional employees needed is 4 people in the guest relation section, 2 people in guest service, 1 people in concierge, and without additional number in the telephone operator.

5.2 Suggestion

Suggestions for this research are addressed to the parties involved in conducting this research. suggestions that can be given are as follows:

1. Suggestions for further research
 - a. Further analysis is needed more analysis in determine how internal and external factors impact employees' mental workload
 - b. Additional research should be conducted on all employees in a company to expand the study. This will allow for a more comprehensive examination of employee needs, including workload from other departments.

2. Suggestions for Hotel

The hotel should start paying attention to the workload of the employee in all departments, for better distribution of the number of employees, and match with the required criteria. Through this research, Conrad Bali managers will be more aware to pay more attention to the burden of their employees by building cooperation between teams and building mental closeness so that employees can be more open to the problems experienced both from internal and external factors. On the other hand, to decrease the level of workload, there is a need for trainings and coaching to increase guest knowledge. For the example before the employees join the Conrad Bali the human resource should be pay attention with the skill of employees as new member and it's better do the coordination with front office manager to put the right man in the right place.

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