

**UNDERGRADUATE THESIS**  
**THE IMPLEMENTATION OF E-HUMAN RESOURCE**  
**MANAGEMENT IN INCREASING**  
**EMPLOYEE PERFORMANCE**  
**AT INTERCONTINENTAL BALI SANUR RESORT**



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**BADUNG**  
**2024**

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**This undergraduate 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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**UNDERGRADUTE THESIS APPROVAL SHEET**

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MANAGEMENT IN INCREASING  
EMPLOYEE PERFORMANCE  
AT INTERCONTINENTAL BALI SANUR RESORT**

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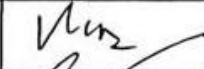
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AT INTERCONTINENTAL BALI SANUR RESORT**

By **Ni Putu Meisha Yunda Ningsih (2015834008)** has been successfully defended in front of the Board of Examiners and accepted as partial fulfillment of the requirements for the Applied Bachelor's Degree of Tourism Business Management in **Undergraduate Thesis Examination**

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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 of 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 to the academic norms, rules, and ethics.

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Badung, 16<sup>th</sup> of July 2024

  
  
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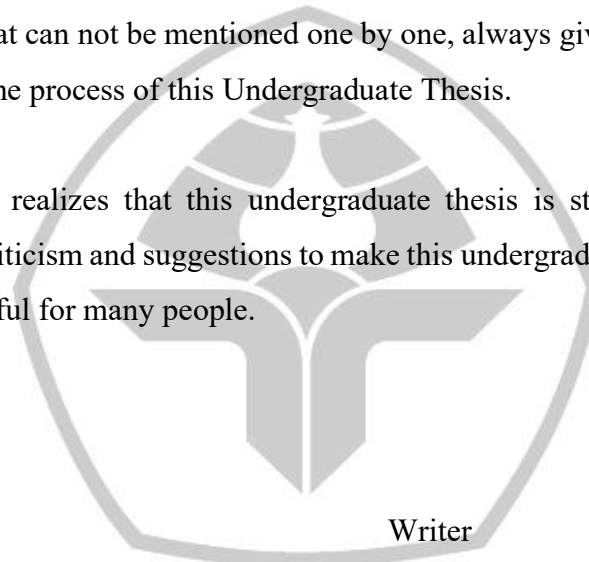
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First and all, I would like to thank the Almighty God, Ida Sang Hyang Widhi Wasa, for allowing the writer to write and complete this undergraduate thesis with the title “The Implementation of E-Human Resource Management in Increasing Employee Performance at Intercontinental Bali Sanur Resort” one of the prerequisites for completing the criteria for an Applied Bachelor's degree in the D4 Tourism Business Management Study Program, Tourism Department, State Polytechnic of Bali. This thesis aims to find out the implementation of E-HRM and how it can increase employees' performance. Also, the need to implement E-HRM is undeniable due to the digitization and digitalization in this era. Thus, the writer wants to bring up the E-HRM topic as the independent variable of this research, to find out how important E-HRM is in increasing employees' performance at InterContinental Bali Sanur Resort. The authors would like to express their sincere gratitude to the following people for their ongoing support, advice, and help during the research and writing process:

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## ABSTRACT

Ningsih, Ni Putu Meisha Yunda (2024). *The Implementation of E-Human Resources Management in Increasing Employee Performances at InterContinental Bali Sanur Resort*. Undergraduate thesis: Tourism Business Management, Tourism Department, Politeknik Negeri Bali.

This undergraduate thesis has been supervised and approved by Supervisor: I, Drs. I Ketut Astawa, MM., and Supervisor II: Ni Kadek Herna Lastari, M.Pd.

Keywords: E-Human Resources Management, Electronic, Employee Performances, Human Resources

This research with the title “The Implementation of E-Human Resources Management in Increasing Employee Performances at InterContinental Bali Sanur Resort” was conducted to find out the implementation of E-Human Resources Management and how it affected employee performances. The variable of E-Human Resources Management with its dimensions of E-recruitment and selection, E-learning and training, E-performance appraisals, E-compensation, E-communication, and E-productivity are variables that the researcher used in this research and employee performances with its indicators of individual task outcomes, behavior, and traits are the second variable that the researcher used in this research. The research location is at InterContinental Bali Sanur Resort started from January until July 2024. The data collection methods that the researcher used are observation, interview, documentation, as well as literature studies. Data analysis for this research is qualitative analysis. Based on the result of the research, it is clear that E-Human Resources Management is implemented very well in InterContinental Bali Sanur Resort, especially in E-recruitment and selection which all of the processes can be done online by utilizing electronic devices and an internet connection. However, the dimension of E-compensation still needs to be improved because the main system that is used for calculating payroll and other benefits is sometimes lagged and needs some time to wait until the system works again.

## ABSTRAK

Ningsih, Ni Putu Meisha Yunda (2024). *Implementasi E-Human Resources Management dalam Meningkatkan Kinerja Karyawan di InterContinental Bali Sanur Resort*. Skripsi: Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali.

Skripsi ini telah dibimbing dan disetujui oleh Dosen Pembimbing I, Drs. I Ketut Astawa, MM. dan Dosen Pembimbing II: Ni Kadek Herna Lastari, M.Pd.

Kata kunci: Manajemen Sumber Daya Manusia, Elektronik, Kinerja Karyawan, Sumber Daya Manusia

Penelitian dengan judul "Implementasi E-Human Resources Management dalam Meningkatkan Kinerja Karyawan di InterContinental Bali Sanur Resort" ini dilakukan dengan tujuan untuk mengetahui implementasi E-Human Resources Management dan pengaruhnya terhadap kinerja karyawan. Variabel E-Human Resources Management dengan dimensi E-recruitment and selection, E-learning and training, E-performance appraisals, E-compensation, E-communication, dan E-productivity merupakan variabel yang peneliti gunakan dalam penelitian ini dan kinerja karyawan dengan indikatornya yaitu hasil tugas individu, perilaku, dan sifat merupakan variabel kedua yang peneliti gunakan dalam penelitian ini. Lokasi penelitian dilakukan di InterContinental Bali Sanur Resort mulai dari bulan Januari hingga Juli 2024. Metode pengumpulan data yang peneliti gunakan adalah observasi, wawancara, dokumentasi, serta studi literatur. Analisis data yang digunakan dalam penelitian ini adalah analisis kualitatif. Berdasarkan hasil penelitian, terlihat jelas bahwa E-Human Resources Management telah diimplementasikan dengan sangat baik di InterContinental Bali Sanur Resort terutama pada E-recruitment dan seleksi yang semua prosesnya dapat dilakukan secara online dengan memanfaatkan perangkat elektronik dan koneksi internet. Namun, dimensi E-compensation masih perlu ditingkatkan karena sistem utama yang digunakan untuk menghitung penggajian dan tunjangan lainnya terkadang mengalami gangguan dan perlu waktu untuk menunggu hingga sistem dapat bekerja kembali.

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# CHAPTER I

## INTRODUCTION

### 1.1 Research Background

These days, technology is largely responsible for the fast-paced cycle that affects everything including the working environment. At the beginning of the 21<sup>st</sup> century, the world faced a new change and way of doing business using technology like computers and machines, known as Industry 4.0 (Ardito et al., 2019). This shift also affected the human resource department in managing the employees, and so did in tourism and hospitality industry. This industry needs to adapt to the current technology to sustain the business and catch up with the trend. The need to adapt technology will also ease the workload and speed up the work process which is the mandatory thing to do in this era. That is why, hospitality and tourism managers have been interested in the integration of human resource management and information technology for the last few years (Said & Umachandran, 2021).

Indonesia, a country with many tourism and hospitality industries, also implemented information technology in its management including human resource management. Technology plays an important role in finding potential employees as well as managing hundreds of human resources including in hospitality industries. One of the islands in Indonesia that has a powerful tourism and hospitality industry is Bali. Tourism in Bali has been started in the early 1900s (Anom et al., 2017). The hotel industry in Bali is growing every year, offering different kinds of hotels according to their star ratings or categories (Meliarini et al., 2021). That is why, the need for human resources is very important to support the growth of the hotel

industry in Bali. Bali has around 434 hotel units in 2022 according to the data from BPS (Badan Pusat Statistik, 2023), which conclude that we can find many 4 and 5-star hotels here in Bali. All of the employees inside should perform their best to give the excellent performance and services for the guest as the action to run the hotel business. Without employees' excellent performance, there will no way a hotel would become big and success. Thus, human resource department will play an important role to maintain employees performance in hotel industry.

As stated above, integration of human resource management and information technology has been attract the attention of hotel managers. Electronic Human Resources Management (E-HRM) can be seen as the form of integration human resources management and information technology. The integration between human resources management and information technology has raised the expectation in increasing employees performance. However, there are still many departments especially human resources department do not implement E-HRM yet, and still use many papers to record employees data. There was a case in InterContinental Bali Sanur Resort, the manager from other department lost the reports of employees' record and caused some difficulties for human resources department to collect the data.

Also, during the HR audit preparation at InterContinental Bali Sanur Resort, all of the HR personels did a very hard work to prepare all of the documents, because there are many documents that not inputted in the computer so the HR personels needs to collected it directly from the staffs, which is time consuming because the staffs has to work during their shift, and has few times to handle the

things other than their jobs. As shown at the appendices 2, documentation 1, the conversation shows the importance of inputting every data in the computer because it might be needed in the future. Those data was needed in the middle of audit process, and if those data was not available online, it would affected the audit process. The truth is, those data was inputted several days before the audit process, which make the staff felt a very heavy workload and perform less than usual. Therefore, it is very important to implement E-HRM, to those kind of problem in the future. The writer decided to do the research at InterContinental Bali Sanur Resort, to find out the implementation of E-HRM and how it affect the employees' performances.

This hotel just launched on 1<sup>st</sup> of February 2022 at Sanur area. Although this hotel is part of InterContinental Hotel Group (IHG), it is still can be seen as a new hotel with their fresh start employees. Also, there are no previous study yet about the implementation of E-HRM and its role to increase the performance of the employees at InterContinental Bali Sanur Resort. Thus, this research entitled "The Implementation of E-Human Resource Management in Increasing Employees Performance at InterContinental Bali Sanur Resort", would be interested to conduct, to see whether E-HRM has already implemented or not, and to see how E-HRM affects the employees performance in this hotel.

## **1.2 Problem Statement**

Based on the background description above, it can be concluded that the problem statements are as follows:

1. How is the implementation of E-HRM at InterContinental Bali Sanur Resort?

2. Does E-HRM affect employees' performance at InterContinental Bali Sanur Resort?

### **1.3 Research Objectives**

According to the research problems, the objectives of this research that will be accomplished at InterContinental Bali Sanur Resort are as follows:

1. To identify the implementation of E-HRM at InterContinental Bali Sanur Resort
2. To analyze the effect of E-HRM on employees performance at InterContinental Bali Sanur Resort

### **1.4 Research Significance**

#### **1. Theoretical Benefit**

This undergraduate thesis has the purpose of knowing the implementation and impact of E-HRM on the employees' performance at InterContinental Bali Sanur Resort, as well as becoming the source for the students who wants to find out more data and understanding in this undergraduate thesis.

#### **2. Practical Benefit**

##### **a. For Bali State Polytechnic**

Through this undergraduate thesis, Bali State Polytechnic will have more references for the next students who will conduct their undergraduate thesis, especially those who wants to do research on E-HRM and employees performance.

##### **b. For InterContinental Bali Sanur Resort**

Through this undegraduate thesis, it will bring the deep analysis for the hotel as well as the report about employees performance affected by E-HRM.

##### **c. For the Researcher**

This undergraduate thesis is the project to fulfill the requirements for finishing the applied bachelor's degree in State Polytechnic Bali. This undergraduate thesis also helps to enrich the knowledge of researchers in Electronic Human Resource Management (E-HRM).

### **1.5 Scope and Limitations of Problem**

This research is conducted in order to find out how the implementation of E-HRM can increase the employees performance. There are 2 variables, first is E-HRM (X) with its dimensions of E-recruitment & selection, E-learning & training, E-performance appraisal, E-compensation, E-communication, and E-productivity (Elsawy & Ali, 2022). The second variable is employees performance (Y) with its dimensions of individual task outcomes, behaviours, and traits (Robbins & Judge, 2019). This research conducted by using qualitative research method with observation, and deep interview. This research will use saturated sampling to determine the respondents of the questionnaire

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## CHAPTER V

### CONCLUSION AND SUGGESTION

#### 5.1 Conclusion

Based on the discussion of the implementation of E-HRM in increasing employee performance at InterContinental Bali Sanur Resort, it can be summarized:

1. E-HRM at InterContinental Bali Sanur Resort especially in the HR departments is well-implemented in day-to-day operations. Almost all of the activities are implementing the indicators of E-HRM such as E-recruitment and selection, InterContinental Bali Sanur Resort already using LinkedIn to advertise job vacancies, E-Mail (Microsoft Outlook) to receive incoming CVs, WhatsApp to contact candidates for interviews and Teams Meeting to conducting online interview if needed, and utilizing E-mail (Microsoft Outlook) or WhatsApp to chat the referees of the candidates ask their assistance to provide references check. Also, utilizing social media such as LinkedIn and Instagram to run a background check on the candidates. E-learning & training such as giving online training for the staff through IHG My Learning platforms and ATIOM website as the additional platforms for the online training. E-performance appraisal such as giving personal scores and feedback through the online form called “Check-in Conversation”. E-compensation such as using the application called “Primata Payroll” to calculate monthly payroll and using mobile banking applications to transfer compensation fees to the staff. E-communication such as using WhatsApp group chat to spread internal information and do the discussion between staff,

as well as using E-Mail (Microsoft Outlook) to send the important information to the leaders of each department. E-productivity which has stated by all of the informants that all of those activities that utilize E-HRM indicators is positively increase their productivity in working.

2. The relation between the implementation of E-HRM and how it affects employee performance can be concluded that the indicators of E-HRM positively affect employee performance. The indicators of employee performance such as individual task outcomes are affected by E-recruitment and selection, E-learning and training, and E-compensation. Behaviors are affected by E-compensation and E-performance appraisals. Traits are affected by E-communication, E-learning and training, and E-productivity.

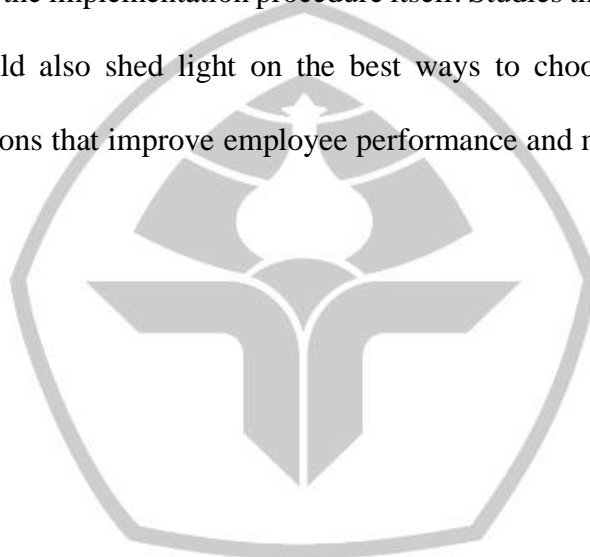
## **5.2 Suggestions**

InterContinental Bali Sanur Resort already implemented all of the indicators of E-HRM and it shows a positive impact on employee performance, especially the HR staff. However, according to the discussion above, the system Primata Payroll is sometimes lagging and staff should wait some minutes until the system working properly. This system needs to be improved and fixed because it can affect the working speed, especially in calculating the payroll. However, the process of fixing the application also needs some time and it cannot be fixed in a fast way. Therefore, the researcher would like to offer one solution by changing the previous application to another paid application to count the payroll to guarantee smooth payroll processing, remove delays, and improve overall operational efficiency, this proactive action attempts to take advantage of a more stable and dependable



platform. In the long run, better system performance and dependability are anticipated to offset the early expenses of adopting a new application, even if migration and training will need an initial commitment of time and money.

Future researchers who wish to investigate the effects of E-HRM, including payroll management systems, on employee performance may use techniques for doing research that could concentrate on assessing HR technology optimization and upkeep as well as the implementation procedure itself. Studies that compare various payroll apps could also shed light on the best ways to choose and implement technology solutions that improve employee performance and meet organizational requirements.



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