

UNDERGRADUATE THESIS

**EFFECTIVENESS OF MARRIOTT GLOBAL SOURCE
TRAINING PLATFORM IN ENHANCING FRONT OFFICE
EMPLOYEE PERFORMANCE AT RENAISSANCE BALI
ULUWATU RESORT & SPA**



POLITEKNIK NEGERI BALI

I Made Gede Udayana

**TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2023**

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ULUWATU RESORT & SPA**

**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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UNDERGRADUATE THESIS APPROVAL SHEET

**EFFECTIVENESS OF MARRIOTT GLOBAL SOURCE TRAINING
PLATFORM IN ENHANCING FRONT OFFICE EMPLOYEE
PERFORMANCE AT RENAISSANCE BALI ULUWATU RESORT & SPA**

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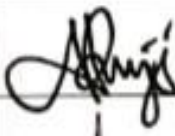

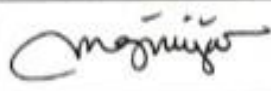


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UNDERGRADUATE THESIS VALIDITY SHEET

This undergraduate thesis is entitled:

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LETTER OF FREE PLAGIARISM STATEMENT

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**“Effectiveness of Marriott Global Sources Training Platform in Enhancing
Front Office Employee Performance at Renaissance Bali Uluwatu
Resort and Spa”**

is true that it is free from plagiarism. If this statement proves to be invalid, I am fully willing to accept the provisions in accordance with the applicable regulations.

Thus, the statement letter I made to be used properly.

Badung, July 24th, 2023
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ACKNOWLEDGEMENT

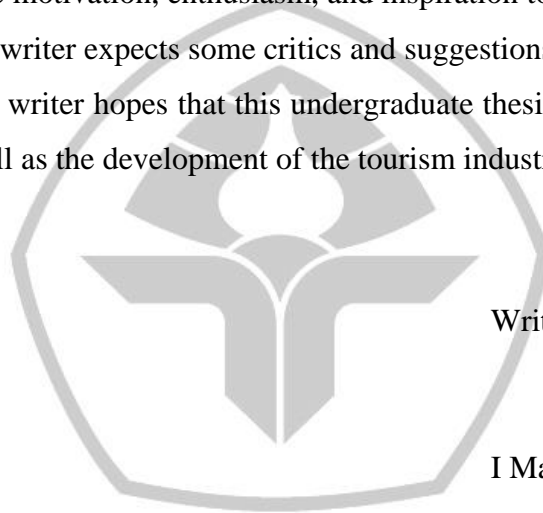
First and foremost, thank you to The Almighty God for the blessing in completing the undergraduate thesis entitled "Effectiveness of Marriott Global Sources Training Platform in Enhancing Front Office Employee Performance at Renaissance Bali Uluwatu Resort and Spa". The purpose of this Undergraduate Thesis composed is to fulfill one of the requirements by students to achieve an applied bachelor's degree in Tourism Business Management Study Program, Tourism Department, Politeknik Negeri Bali.

The writer realizes that this undergraduate thesis cannot be finished without support, guidance, and assistance from various parties during the preparation and writing process. On this occasion, I am deeply thankful for:

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Therefore, the writer expects some critics and suggestions for improvement in future writing. The writer hopes that this undergraduate thesis could be beneficial for the study as well as the development of the tourism industry.



Writer

I Made Gede Udayana

JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

ABSTRACT

Udayana, I Made Gede. (2023). *Effectiveness of Marriott Global Source Training Platform in Enhancing Front Office Employee Performance at Renaissance Bali Uluwatu Resort and Spa*. Undergraduate Thesis: Tourism Business Management, Tourism Department, Politeknik Negeri Bali.

This undergraduate thesis has been supervised and approved by Supervisor I: I Nyoman Rajin Aryana, S.pd., M. Hum. and Supervisor II: Ni Putu Lianda Ayu Puspita, SE., M.Tr.Par.

Keywords: Effectiveness, Online Training, Employee Performance, MGS.

This research focuses on the Effectiveness of Marriott Global Sources Training Platform and Employee Performance with the aim of knowing how effective the Marriott Global Source Training Platform is in enhancing Front Office employee performance at the Renaissance Bali Uluwatu Resort and Spa. Data collection was carried out by observation, questionnaires, interviews, and documentation with data analysis techniques, namely quantitative and qualitative descriptive analysis. The target respondents for distributing the questionnaires were Front Office Department employees using saturated sampling technique with 30 respondents and conducting interviews by determining key informants using a purposive sampling technique. The key informant in this research are Front Office Managers and Learning and Development Managers. The stages of the data analysis technique start from the instrument test, simple correlation test, classical assumption test, partial significant test (t-test), simple linear regression analysis, and test of the coefficient of determination (R^2) using the IBM SPSS 26 program. The results of this study show t-count value more than the t-table it can be interpreted that the effectiveness of online training variable has a partial effect on employee performance variables and has an adjusted R Square value of 0.551 which means that the variation in employee performance can be significantly influenced by the Effectiveness of Online Training variable by 55.1 percent, while the remaining 44.9 percent is explained by other factors not explained in the research model.

ABSTRAK

Udayana, I Made Gede. (2023). *Effectiveness of Marriott Global Source Training Platform in Enhancing Front Office Employee Performance at Renaissance Bali Uluwatu Resort and Spa*. Skripsi: Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali.

Skripsi ini telah disetujui dan diperiksa oleh Pembimbing I: I Nyoman Rajin Aryana, S.Pd., M.Hum. dan Pembimbing II: Ni Putu Lianda Ayu Puspita, SE., M.Tr.Par.

Kata kunci: Efektivitas, Pelatihan Daring, Kinerja Karyawan, MGS.

Penelitian ini berfokus pada efektivitas dari platform pelatihan *Marriott Global Source* dan kinerja karyawan dengan tujuan untuk mengetahui seberapa efektif platform pelatihan *Marriott Global Source* dalam meningkatkan kinerja karyawan *Front Office* di Renaissance Bali Uluwatu Resort and Spa. Pengumpulan data dilakukan dengan metode observasi, kuesioner, wawancara, dan dokumentasi dengan teknik analisa data yang digunakan yaitu analisis kuantitatif dan analisis deskriptif kualitatif. Adapun target responden penyebaran kuesioner yaitu karyawan *Front Office Department* dengan teknik penentuan sampel dengan metode sampel jenuh dengan total responden sebanyak 30 orang dan melakukan wawancara dengan penentuan narasumber menggunakan teknik purposive sampling. Narasumber dalam penelitian ini yaitu *Front Office Manager* dan *Learning and Development Manager*. Adapun tahapan teknik analisis data dimulai dengan uji instrumen, uji korelasi sederhana, uji asumsi klasik, uji signifikan partial (uji-t), analisis regresi linier sederhana, dan uji koefisien determinasi (R^2) dengan menggunakan program IBM SPSS 26. Hasil penelitian ini menunjukkan nilai t-hitung > t-tabel sehingga dapat diartikan bahwa variabel efektivitas pelatihan daring berpengaruh secara parsial terhadap variabel kinerja karyawan dan memiliki nilai *adjusted R Square* sebesar 0,551 yang dapat diartikan bahwa variasi kinerja pegawai dapat dipengaruhi secara signifikan oleh variabel Efektifitas Pelatihan Daring sebesar 55,1 persen, sedangkan sisanya sebesar 44,9 persen dijelaskan oleh faktor lain yang tidak dijelaskan dalam model penelitian.

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CHAPTER I

INTRODUCTION

1.1. Research Background

Technological developments in Indonesia continue to progress very rapidly. This can be seen from the many new technologies that are being developed and affecting various aspects of life such as the economy, culture, politics, education, and tourism is no exception. In the era of globalization, technological progress is one thing that we cannot avoid. The more advanced science and human needs, the more advanced the existing technology. The rapid development of technology will have a significant impact on human survival. This is supported by The Information and Communication Technology Development Index Indonesia survey that has been conducted by the Badan Pusat Statistika in 2022 using the latest method from the 2016 Measuring Information Society book published by the International Telecommunication Union. The Information and Communication Technology Development Index Indonesia in 2021 it is 5.76 and in 2020 it is 5.59 on a scale of 0–10, which can be said to have increased by 0.17, the higher the index value indicates the rapid development of information and communication technology (ICT) in a region, and vice versa, the lower the index value indicates the development of ICT in a region is still relatively slow. The Information and Communication Technology Development Index (IP-TIK) is a standard measure that can describe the level of development of information and communication technology in a region, as well as the digital gap and the potential for ICT development (Badan Pusat Statistik, 2017).

The education sector, which is one of the factors that influence the development of a country, especially in the quality and knowledge of human resources, cannot be separated from the influence of existing technological developments. As previously known, Indonesia has just been released from the impact of the corona virus diseases 19 (COVID-19) pandemic, where all types of activities are limited and carried out online to avoid physical contact and crowds from the public. In the world of education, many parties are starting to aggressively develop and apply learning methods that are practical and can be used flexibly. Understanding technology from the point of view of education itself according to the Indonesian Dictionary, namely a systematic method for planning, using, and assessing all teaching and learning activities by paying attention, to both technical and human resources and the interaction between the two, to obtain a more effective form of education (Badan Pengembangan dan Pembinaan Bahasa, 2016).

Educational development can be done in various ways, one of which is through the provision of training. Training is a method used to carry out human resource development related to abilities or skills within a company or organization (Apriliana & Nawangsari, 2021). The existence of technological developments certainly has an impact on the education sector, especially in the training system, wherewith the development of technology, the training system can be carried out online so that it allows the development of high learning flexibility and can reach a wide range of human resources because it can be done anywhere and at any time (Makmur, 2021).

Apart from having a significant impact on the education sector, technological developments also have an impact on business development in Indonesia, namely in the tourism sector. Based on data from Rima Untari et al., (2022) by 2022 there are approximately 403 hotels and in 2020 there are 308 star-rated hotels in the province of Bali. In other words, business competition in the hotel sector in Bali is getting higher, so hotel managements must be able to improve the quality of service and the performance of their human resources through training and developing existing capabilities so they can compete with other hotels.

Renaissance Bali Uluwatu Resort & Spa is one of the five stars hotels in Bali. This hotel is located in Pantai Balangan I street, No. 1, Ungasan, North Kuta, Bali that has a unique building architecture inspired by the shape of terraces and the shape of a roof that resembles the shell of a turtle. The location of the hotel makes this hotel in great demand by tourists because it is close to various interesting tourist destinations in Bali such as the Garuda Wisnu Kencana statue, Uluwatu Luhur Temple, Pandawa Beach, Balangan Beach, and many more. Many other five-star hotels in the Uluwatu area offer unique facilities and things, thus it affects the level of competition between hotels in this area. To win the competition in the business world, it is necessary to improve in service quality and performance of the company.

The quality of human resources is one of the factors that influence the operational success of a company. Human resources are an important key to success and an important tool to achieve business goals, and organizations need to

keep their employees in a state of continuous development so that they can cope with the rapid development of the competitive environment. Training is the engine that develops the skills, capabilities, and knowledge of employees, enabling them to perform their jobs more efficiently and effectively (Aboyassin & Sultan, 2017). To obtain quality human resources, Renaissance Bali Uluwatu Resort & Spa has high qualifications and standards for candidates and employees, starting from the recruitment stage and the rigorous selection stage. Apart from the employee recruitment stage, hotel management also carries out development activities such as regular training for its employees to increase or remind them of their understanding of the stages, procedures, and appropriate actions in carrying out a job. The training system provided to employees is divided into two types, namely offline and online training, where online training is carried out by providing material in the form of writing, pictures, videos, and in the form of tests that can be accessed by employees who have an Enterprise Identification or EID to log in to the Marriott International's Global Intranet and Business Application (e-Tool), named Marriott Global Sources from anywhere.

But in reality, after online training and other efforts, there are still mistakes that arise as a result of negligence and lack of understanding from employees regarding the work being done. This can be seen from several hotel traveller

reviews through the Booking.com and TripAdvisor sites.

Ulasan: 1 Juli 2022 9,0

Thought hotel was amazing value for money compared to others. Would def come again

👍 - Food, pool was great, rooms very impressive. Loved lobby bar, and service front desk was excellent. Only odd thing was we couldn't work out how to regulate temp of water with the shower??

👎 - We seem to have charges to our credit card that we don't understand? We have not received a final invoice in the email?

[Tampilkan terjemahan](#)

1 orang merasa ulasan ini berguna. [Berguna](#) [Tidak berguna](#)

Figure 1.1 Review from the guest
Source: www.booking.com,2023

menulis ulasan Apr 2022 ...

Jakarta, Indonesia • 73 kontribusi • 10 penilaian bermanfaat

●●●○○

Good hotel if you happen to need a place to sleep.

[Google Terjemahan](#)

"Stayed here because our friends have a wedding nearby this hotel. As a five star hotel, this hotel gave you some kind of 'conference center' vibe. it doesn't give you warm vibe.

When we arrived, the check in process was okay. They also gave us the wrong room, we requested for a double but they gave us twin. We refused to make this as a thing and just went with it.

The room was clean and simple. The design was so-so. They have a big spacious bathroom too.

They serves breakfast with a lot of varieties and each one of them were just ok. However, the breakfast place was so big and filled with many people so if you aren't a fan of crowded place, i don't think this hotel is suitable for you.

Service was 3.5? Asked for a steamer, and they came after an hour. But at least the staffs wasn't being defensive about it.

Overall, the hotel is a good place for any business trip or family thing such as when there's a wedding or birthday nearby and you need a place to stay."

Figure 1.2 Review from the guests
Source: www.tripadvisor.co.id,2023

Based on the reviews above, there are complaints from guests regarding the performance of the front office department at the Renaissance Bali Uluwatu Resort & Spa hotel and it is very unfortunate that these problems have been given through online training using the Marriott Global Training platform.

From the problems above, the writer wants to know about the effectiveness of online training provided on employee performance, especially in the front

office department. Therefore, to find out how effective this online training is in improving employee performance, the writer decides the research title "Effectiveness of Marriott Global Source Training Platform in Enhancing Front Office employee performance at Renaissance Bali Uluwatu Resort and Spa".

1.2. Research Questions

Based on the background that has been described, the main issues that are used as a problem are as follows:

1. What is Marriott Global Source training platform?
2. How is the effectiveness of Marriott Global Source training platform in enhancing Front Office employee performance at Renaissance Bali Uluwatu Resort & Spa?

1.3. Research Objectives

Based on the problem identification above, the purpose of this undergraduate thesis is as follows:

1. To describe and explain the implementation of Marriott Global Source training platform.
2. To analyse how is the effectiveness of Marriott Global Source Training platform in enhancing Front Office employee performance at Renaissance Bali Uluwatu Resort & Spa.

1.4. Research Significance

The benefits of this research can be divided into two, namely theoretical benefits and practical benefits is as follows:

1.4.1. Theoretical Benefits

The theoretical benefit of this study is to provide additional information for further research regarding the influence of the use of the online training platform in improving the quality and performance of employees. In addition, the results of this research are expected to provide additional knowledge and views on what challenges will be faced in enhancing the quality and performance of employees using online training platform.

1.4.2. Practical Benefits

The practical benefits of this research are divided into three, namely:

1. Benefits for the company

This research is expected to be an input for companies in optimizing the effectiveness of Marriott Global Source training platform in enhancing Front Office employee performance as well as an evaluation material for the benefit of an online training platform that has been implemented.

2. Benefits for campus

This research is expected to be an additional reference for all Politeknik Negeri Bali students, especially tourism majors, and provide additional knowledge especially in enhancing the effectiveness of employee performance.

3. Benefits for students

This research is expected to provide additional insights and references to students who wish to discuss topics regarding the benefits of the online training platform in enhancing the effectiveness of employee performance.

1.5. Limitation of Scope of Research

This research discussing the effectiveness of Marriott global sources in enhancing front-office performance is very broad. Limiting the problem needs to be done to focus research so that it has a specific scope. The limitations of the problem in this study, namely:

1. The variables in this study include: Effectiveness of online training and employee performance.
2. Indicators in this study include:
 - a. Effectiveness of online training: reaction, learning, behaviour, and result
 - b. Employee Performance: performance quantity, performance quality, reliability, and attitude.

This study took samples from the Front Office Department at Renaissance Bali Uluwatu Resort and Spa.

CHAPTER V

CONCLUSION AND SUGGESTION

5.1. Conclusion

Based on the problem identification, research objectives, and the results of the discussion that has been carried out in the research entitled "Effectiveness of Marriott Global Sources Training Platform in Enhancing Front Office Employee Performance at Renaissance Bali Uluwatu Resort and Spa" it can be concluded as follows:

1. The Marriott Global Source Training Platform is a website or intranet portal owned by Marriott International and can only be accessed by all Marriott International employees who have an Enterprise ID. Marriott Global Source or MGS has many features that are certainly very useful to support hotel operations. In MGS there is a lot of important information as well as general information needed by employees. The information contained in the MGS starts from general information about the Marriott International brand, all Marriott properties in the world, regulations, and policies that exist at Marriott, as well as detailed information needed in each department such as finance & accounting, human resources, sales, marketing, & reservation management, operations, technology, and finally regarding training. In addition, MGS also has various features, one of which functions to provide online training to employees, namely the digital learning zone. In digital learning zone, there are various materials related to the policies and procedures used by the Renaissance Bali Uluwatu Resort and Spa one of the

hotels under Marriott International. To take part in the training or the material that must be followed, employees can look at the "My plan" section, while the material provided is packaged in video form with additional text which certainly makes the training more interesting and easier to understand and there is a steamy evaluation of recap questions that must be completed by employees as a sign of having attended the training or the material. The minimum score that employees must obtain to pass the recap question is 80/100.

2. As for the measurement results of effected from the effectiveness of the Marriott Global Source Training Platform in improving the performance of Front Office employees at the Renaissance Bali Uluwatu Resort and Spa using simple linear regression analysis shows that the variable effectiveness of online training has a positive or unidirectional effect on employee performance. The percentage of effectivity of online training on employee performance is 55.1%, while the remaining percentage, namely 44.9%, is influenced by other factors not explained in this research model. Apart from that, this was also supported by data from interviews conducted with key informants who said that the training had a positive and effective impact on enhancing employee performance. This is also in line with the results of previous research which discussed the same topic, namely related to the effect of online training effectiveness on employee performance, stating that online training has a significant effect on improving employee performance. Apart from that, the benefits of the Marriott Global Source Training Platform make

it easy for employees to access training anywhere and anytime, and with material packaged in video and text form, it makes the material more understandable. By increasing employee understanding of the work carried out, will indirectly facilitate and accelerate employee performance and minimize errors in work.

The weakness of this research is that it does not examine in depth about other factors that affect employee performance with a percentage of 44.9%. This is done to avoid widening or leaving the main discussion of this research, namely focusing on the effect of online training on employee performance.

5.2. Suggestion

Based on the results of research and direct observation by the author when conducting research on the topic of discussion "Effectiveness of Marriott Global Sources Training Platform in Enhancing Front Office Employee Performance at Renaissance Bali Uluwatu Resort and Spa" as for suggestions from the writer for companies and for subsequent writers as follows:

1. For Hotels

The suggestion that the author can give is related to giving appreciation or incentives to employees or departments who have reached the target training hours and have done the most training hours, more incentives can be given not only in the form of certificates but also in the form of prizes, vouchers or cash. Giving awards or incentives can indirectly increase the enthusiasm of departments or employees to take part in training so as to increase the number of training hours achieved and to increase the value of hotel performance.

2. For Further Researchers

The suggestions that can be given to the next writer are to deepen the theory of effectiveness, online training, and employee performance so that it can produce more in-depth research related to the effect of online training on employee performance.



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