

**UNDERGRADUATE THESIS**

**RELATION BETWEEN FRONT OFFICE EMPLOYEE  
TRAINING AND EMPLOYEE PERFORMANCE AT BVLGARI  
RESORT BALI**



POLITEKNIK NEGERI BALI

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**TOURISM DEPARTMENT  
POLITEKNIK NEGERI BALI  
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**This undergraduate thesis is submitted as one of the requirements to earn an  
Applied Bachelor's Degree in the Tourism Business Management Study  
Program in Politeknik Negeri Bali.**



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Writer

Ni Wayan Septi Antari

## ABSTRACT

Antari, Ni Wayan Septi. (2025) *Relation Between Front Office Employee Training and Employee Performance at Bvlgari Resort Bali*. 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: Dr. Made Satria Pramanda Putra, S.H., S.E., M.M.

Keywords: Resort, Front Office, Relations, Employee Training, Employee Performance

This research focuses on the implementation of LQA (Leading Quality Assurance) training for front-office employees at Bvlgari Resort Bali and analyzes the relationship between the training and employee performance. The primary objectives are to examine how the LQA training program is implemented and to measure the strength of the relationship between the training and employee performance. This study uses a quantitative approach supported by descriptive methods. Data collection involves observations, interviews, documentation, literature review, and questionnaires. The collected data is analyzed using descriptive statistics and correlation analysis through SPSS Statistics 27. The findings reveal that the LQA training program at Bvlgari Resort Bali is implemented in a structured and systematic manner. Additionally, the results of the correlation analysis show a strong positive relationship between front-office training and employee performance. These findings underscore the importance of effective training implementation in supporting high performance and maintaining service quality in the luxury hospitality industry. For further research, this study can be used as a benchmark to explore how training enhances employee performance across different hospitality environments.

## ABSTRAK

Antari, Ni Wayan Septi. (2025) *Relation Between Front Office Employee Training and Employee Performance at Bvlgari Resort Bali*. 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: Dr. Made Satria Pramanda Putra, S.H., S.E., M.M.

Kata kunci: Resort, Front Office, Hubungan, Employee training, Employee Performance

Penelitian ini berfokus pada implementasi pelatihan LQA (Leading Quality Assurance) bagi karyawan front office di Bvlgari Resort Bali serta menganalisis hubungan antara pelatihan tersebut dengan kinerja karyawan. Tujuan utama dari penelitian ini adalah untuk mengetahui bagaimana program pelatihan LQA diimplementasikan dan mengukur seberapa kuat hubungan antara pelatihan dengan kinerja karyawan. Penelitian ini menggunakan pendekatan kuantitatif yang didukung oleh metode deskriptif. Teknik pengumpulan data meliputi observasi, wawancara, dokumentasi, studi pustaka, dan penyebaran kuesioner. Data yang diperoleh dianalisis menggunakan statistik deskriptif dan analisis korelasi dengan bantuan SPSS Statistics 27. Hasil penelitian menunjukkan bahwa program pelatihan LQA di Bvlgari Resort Bali diimplementasikan secara terstruktur dan sistematis. Selain itu, hasil uji korelasi menunjukkan adanya hubungan positif yang kuat antara pelatihan front office dengan kinerja karyawan. Temuan ini menegaskan pentingnya implementasi pelatihan yang efektif dalam mendukung kinerja tinggi dan menjaga kualitas layanan di industri perhotelan mewah. Untuk penelitian selanjutnya, studi ini dapat dijadikan tolok ukur dalam meneliti bagaimana pelatihan dapat meningkatkan kinerja karyawan di lingkungan perhotelan lainnya.

## TABLE OF CONTENTS

### UNDERGRADUATE THESIS

UNDERGRADUATE THESIS .....	ii
UNDERGRADUATE THESIS .....	iii
ACKNOWLEDGEMENT .....	iv
ABSTRACT .....	vi
ABSTRAK .....	vii
TABLE OF CONTENTS.....	viii
LIST OF TABLES .....	x
LIST OF FIGURES .....	xi
LIST OF APPENDICES .....	xii
CHAPTER I INTRODUCTION.....	1
1.1 Research Background.....	1
1.2 Research Problems .....	5
1.3. Research Objective.....	5
1.4 Research Benefits .....	5
1.5 Limitation and Scope of the Problem.....	6
CHAPTER II LITERATURE REVIEW.....	7
2.1 Theoretical Basis .....	7
2.1.1 Hotel.....	7
2.1.2 Resort.....	8
2.1.3 Front Office Department.....	9
2.1.4 Employee Training .....	12
2.1.5 Employee Performance.....	15
2.2 Empirical Review .....	17
2.3 Hypothesis .....	20
CHAPTER III RESEARCH METHOD .....	22
3.1 Research Location and Period .....	22
3.2 Research Objects .....	22
3.3 Variable Identification.....	23
3.4 Definition of Operational Variable.....	23
3.4.1 Employee Training .....	23
3.4.2 Employee Performance.....	24
3.5 Type and Data Source .....	25
3.5.1 Types of Data.....	26
3.5.2 Sources of Data.....	26

3.6 Population and Sample Determination .....	27
3.7 Informant Determination .....	27
3.8 Data Collection .....	28
3.8.1 Observation .....	28
3.8.2 Interview .....	29
3.8.3 Documentation .....	29
3.8.4 Questionnaire .....	30
3.8.5 Literature Study .....	30
3.9 Data Analysis .....	30
3.9.1 Qualitative Descriptive Analysis .....	31
3.9.2 Descriptive Statistical Analysis .....	33
3.9.3 Instrument Test .....	35
3.9.4 Correlation Test .....	36
<b>CHAPTER IV RESULTS AND DISCUSSION .....</b>	<b>37</b>
4.1 General Description of Bvlgari Resort Bali .....	37
4.1.1 Brief History of Bvlgari Resort Bali .....	37
4.1.2 Business Field of Bvlgari Resort Bali .....	39
4.1.3 Resort Facilities .....	40
4.1.4 Organizational Structure of Front Office Department .....	46
4.1.5 Job Description .....	46
4.2 Results and Discussion .....	50
4.2.1 Implementation of Employee Training at Bvlgari Resort Bali .....	51
4.2.2 The Relations Between Employee Training and Employee Performance at Bvlgari Resort Bali .....	65
<b>CHAPTER V CONCLUSIONS AND SUGGESTIONS.....</b>	<b>75</b>
5.1 Conclusion .....	75
5.2 Suggestions .....	76
<b>REFERENCES</b>	
<b>APPENDICES</b>	

## LIST OF TABLES

Table 3. 1 Employee Training Indicators.....	24
Table 3. 2 Employee Performance Indicators .....	25
Table 3. 3 Likert Scale of Questionnaire .....	34
Table 3. 4 Interpretation of Average Score .....	35
Table 3. 5 Interpretation of Cronbach's Alpha Interval Value .....	36
Table 3. 6 Relationship Level Based on Coefficient Interval .....	36
Table 4. 1 Descriptive Statistics of Training Objective .....	51
Table 4. 2 Descriptive Statistics of Training Material .....	54
Table 4. 3 Descriptive Statistics of Training Method .....	57
Table 4. 4 Training Calendar .....	60
Table 4. 5 Descriptive Statistics of Training Participant Qualification .....	61
Table 4. 6 Descriptive Statistic of Training Trainer Qualification .....	63
Table 4. 7 Respondent Characteristics based on Gender .....	66
Table 4. 8 Respondent Characteristic based on Section .....	67
Table 4. 9 Respondent Characteristics based on Ages.....	67
Table 4. 10 Respondent Characteristic based on Last Education .....	68
Table 4. 11 Respondent Characteristic based on Length of Work.....	69
Table 4. 12 Validity Test Employee Training.....	70
Table 4. 13 Validity Test Employee Performance .....	70
Table 4. 14 Reliability Test Results .....	71
Table 4. 15 Correlation Test Result .....	72

## LIST OF FIGURES

Figure 1. 1 Guest Review from Online Travel Agent.....	3
Figure 1. 2 Guest Review from Online Travel Agent.....	3
Figure 3. 1 Components of Data Analysis .....	31
Figure 4. 1 Bvlgari's Logo.....	37
Figure 4. 2 Bvlgari Resort Bali .....	39
Figure 4. 3 Front Office Department Organizational Structure .....	46
Figure 4. 4 Guest Review from Booking.com .....	53
Figure 4. 5 Guest Review from Trip.com .....	54



## LIST OF APPENDICES

Appendix 1 Research Authorization Letter (Surat Izin Penelitian) .....	81
Appendix 2 List of Questions .....	82
Appendix 3 Questionnaire .....	84
Appendix 4 Interview Transcript First Informant .....	88
Appendix 5 Interview Transcript Second Informant .....	90
Appendix 6 Interview Transcript Third Informant .....	92
Appendix 7 Interview Transcript Fourth Informant.....	94
Appendix 8 Interview Transcript Fifth Informant .....	96
Appendix 9 Interview Tabulations.....	98
Appendix 10 Questionnaire Tabulations.....	108
Appendix 11 Validity Test Result.....	109
Appendix 12 Reliability Test Result .....	114
Appendix 13 Correlation Test Result.....	115
Appendix 14 Interview Documentation .....	118
Appendix 15 Interview Forms of Informant .....	120
Appendix 16 Supporting Documentation .....	125
Appendix 17 Observation Checklist .....	126

# **CHAPTER I**

## **INTRODUCTION**

### **1.1 Research Background**

As one of the tropical regions in Indonesia, Bali is rich in the beauty of the sea, rivers, and even mountains, causing tourism to proliferate. Not only stunning natural beauty, Bali also offers diverse tourist attractions from its culture, as one of the attractions, and it is one of the fundamental building blocks for Bali's tourism development (Antara & Sumarniasih, 2017). In this era of tourism advancement, Bali and its luxury hotels not only offer accommodation for comfort but also offer a stay experience in the form of unique and interesting activities for visitors that resort hotels often provide. One example of a luxury resort hotel in Bali is Bvlgari Resort Bali. Famous for its luxury hotel brand and excellent service, Bvlgari Resort Bali is located in Banjar Dinas Kangin, Goa Lempeh Street, Uluwatu Highway, Badung Regency, Bali. The quality of service provided by Bvlgari Resort Bali is one factor that affects the satisfaction of visitors who stay. With a well-known brand name and the only Bvlgari brand hotel in Indonesia, Bvlgari Resort Bali is one of the most exclusive resorts in Indonesia and one of the most expensive resorts in Bali with prices ranging from tens to hundreds of millions per night. With a very expensive price, of course, guests who stay there have very high expectations of the services and products offered by Bvlgari Resort Bali.

Educating employees can help them become more well-adjusted, and the most useful programs seem to be those that assist employees in handling difficult

behavior (Spector et al., 2016). Therefore, Bvlgari Resort Bali holds employee training programs regularly and special training for all employees at Bvlgari Resort Bali to maintain a quality of service that matches and exceeds the service standards of a luxury property in Bali as it applies a theory, namely *Tradition of Excellence*, one of Bvlgari's core values. This employee training involves all employees in the hotel, especially the Front of the House team including the Operational Managers, Guest Service Advisors, Guest Relation Officers, Butlers, and Bell Drivers. This Employee Training is made to ensure the service provided is by the Bvlgari brand standards and it is expected that each employee can provide the best service to each visitor following what is conveyed during the training program. Not only aims to ensure employees work according to Bvlgari standards but this training also aims to maintaining the Leading Quality Assurance balance scorecard of Bvlgari, which consistently remains at a minimum of 94, is a direct reflection of the resort's commitment to the *Tradition of Excellence*. This scorecard not only ensures that employees adhere strictly to Bvlgari's high standards but also fosters personal engagement, enabling every guest at Bvlgari Resort Bali to enjoy a distinct and memorable experience. By upholding these rigorous quality measures, the employees actively bring to life the resort's core values and guarantee that the Tradition of Excellence is flawlessly executed in every aspect of the guest journey.

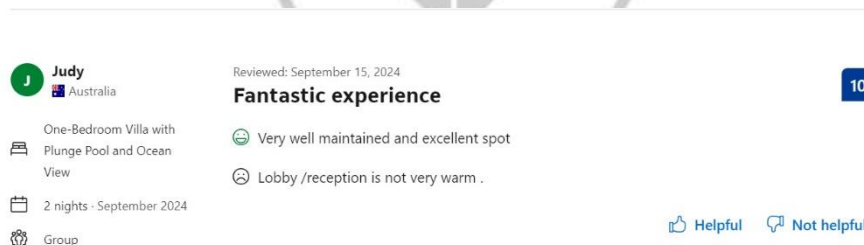
Even though Bvlgari Resort Bali has implemented a Training program for employees, complaints from guests regarding employee performance still arise. This indicates a deficiency in employee service, which goes against the *Tradition of Excellence*. Based on the writer's observations during approximately

5 months of internship program at Bvlgari Resort Bali, unsatisfied feedback from guests still frequently occurred, despite the existence of a training program for employees. Other than the writer's observation, here are some data that were obtained by the researcher on online travel agents below:



**Figure 1. 1** Guest Review from Online Travel Agent  
Sources: Agoda.com, March 2023

This data was taken from Agoda an online travel agent of room reservation. The case happened recently in April 2024, which shows that there was a decrease in employee service at that time.



**Figure 1. 2** Guest Review from Online Travel Agent  
Source: Booking.com, September 2024

On the other hand, as seen above is also a guest comment from a Booking.com online travel agent that shows there was an unsatisfied guest about the service that was provided. These data show us that even though Bvlgari Resort Bali is implementing a training program for its employees, the possibility of problems appearing still exists.

According to Hamid et al., (2023), Kamarudin et al., (2021), Luthuli et al. (2019), and Yimam (2022) in their studies state that training has a positive effect on improving employee performance. The study found that well-planned training programs positive in relation to organizational performance. Nevertheless, the findings of other investigations are different. According to Jobe & Njie, (2023) in their study discovered that employee performance did not significantly improve as a result of training. This contradicts the literature's overall view, which holds that training can enhance and in relation to the staff performance. While these findings are relevant in the context of the public sector, their study does not specifically address the hospitality sector or luxury service environments, such as that of Bvlgari Resort Bali. Therefore, it is important to further understand the relationship between training in the luxury hospitality sector and employee performance, especially in maintaining high service standards. This study aims to analyze this gap by reviewing how the training program for front office employees at Bvlgari Resort Bali is implemented and assessing employees' perceptions of the effectiveness of the training in relation to job performance.

Therefore, research on the front desk training program implemented at Bvlgari Resort Bali is important to understand how the training affects employees' work habits and whether the program objectives are met, especially in terms of improving the standard of service provided to guests. This research is expected to provide useful insights for the hospitality industry, particularly in developing more effective training strategies for employees in the luxury resort sector.

## **1.2 Research Problems**

The problems of this research, based on the background description above, namely:

1. How is the training program implemented at Bvlgari Resort Bali?
2. How is the relations between employee training and employee performance at Bvlgari Resort Bali?

## **1.3. Research Objective**

Based on the problems above, the objectives of this research are:

1. To analyze the implementation of the training program for front office employees at Bvlgari Resort Bali.
2. To analyze the relation between employee training and employee performance of the front office at Bvlgari Resort Bali.

## **1.4 Research Benefits**

This research is considered to provide two main benefits, such as theoretical and practical benefits, as detailed below:

### **1. Theoretical Benefits**

This research is expected to offer insightful information about how well front-office employee training initiatives work in the setting of upscale hospitality. It is believed that by looking at the Bvlgari Resort Bali case, more will be known about how training initiatives affect staff performance, especially when it comes to upholding standards of luxury service.

## **2. Practical Benefits**

### **a. For Politeknik Negeri Bali**

This research will contribute knowledge within the field of hospitality management and training development. It can serve as a useful reference for future academic work on employee performance, luxury service standards, and hospitality training programs.

### **b. For Bvlgari Resort Bali**

The results of this study can be used by Bvlgari Resort Bali to evaluate the state of its front desk training program and pinpoint areas in need of development. This may result in more effective training programs, which would eventually improve worker performance.

### **c. For Researcher**

The researcher will obtain a deep knowledge of the operational and service requirements of luxury hotels by doing research in a luxury hotel.

## **1.5 Limitation and Scope of the Problem**

Based on the research title, the study requires extensive sources and materials, including the following:

- a. The research variables are Employee Training and Employee Performance.
- b. This research will only take samples and be conducted at Bvlgari Resort Bali, focusing on the Front Office department.

## **CHAPTER V**

### **CONCLUSIONS AND SUGGESTIONS**

#### **5.1 Conclusion**

Based on the results of the research conducted by the writer regarding the relationship between front office employee training and employee performance at Bvlgari Resort Bali, the writer can draw several important such as based on the interviews, documentation, and observation conducted, it can be concluded that the LQA training program at Bvlgari Resort Bali is well-implemented, well-planned, and plays a crucial role in supporting front-office employee performance. The training effectively aligns employees with the brand's luxury standards through structured workshops, role-playing, and daily refreshers, resulting in consistent service quality and high guest satisfaction, as reflected in the resort's strong Balance Score Card. Employees interviewed expressed increased confidence, improved task efficiency, and better service delivery after completing the training. The program is led by qualified trainers and supports continuous improvement and teamwork, making it a key factor in maintaining Bvlgari Resort Bali's prestigious reputation in the luxury hospitality industry.

On the other hand, based on the questionnaire results and the descriptive analysis of the questionnaire results obtained from 30 respondents of the Front Office team at Bvlgari Resort Bali, the findings demonstrate that Front Office Employee Training has a significant and strongly positive relationship with Employee Performance at Bvlgari Resort Bali. With a Pearson correlation

coefficient of 0.954 and a statistically significant p-value of 0.000, it is evident that enhanced training programs lead to substantial improvements in employee performance. These results underscore the critical role of continuous and effective training in boosting productivity and service quality within the resort's front office operations.

## 5.2 Suggestions

There are some suggestions that the writer could obtain after done the research as below:

1. Given the positive results of this research, management should continue to implement the LQA Training program to support employees in achieving and maintaining the Balance Scorecard and Bvlgari's brand standards, particularly in terms of quality image. This training has proven to be crucial in relation to employee performance, improving task efficiency, and ensuring consistency in delivering high-quality service aligned with Bvlgari's luxury standards. By maintaining structured and continuous training, management can ensure that employees continue to develop and provide service that meets guest expectations, while reinforcing Bvlgari Resort Bali's reputation as a leader of the luxury hospitality industry in Bali.
2. For further research, the positive correlation identified in this study can serve as a foundation for future investigations to measure the extent the relations training has on employee performance. This correlation can be used as a benchmark for assessing the effectiveness of training programs in improving employee performance across various areas. Additionally, this can act as a valuable tool

for companies to evaluate and enhance their training initiatives, ensuring that they are achieving tangible improvements in employee performance and aligning with organizational goals. Future studies could explore the specific factors that contribute most to the positive outcomes of training, helping to fine-tune and optimize training strategies for better results.



JURUSAN PARIWISATA  
POLITEKNIK NEGERI BALI

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