

UNDERGRADUATE THESIS

**EVALUATION OF TRAINING PROGRAMS
TO SUPPORT EMPLOYEE PERFORMANCE
AT DISCOVERY KARTIKA PLAZA HOTEL 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 Applied Bachelor's Degree in Tourism Management Study Program in
Politeknik Negeri Bali**



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Writer

Komang Diah Putri Maharani

ABSTRACT

Maharani, Komang Diah Putri Maharani (2025). Evaluation of Training Program to Support Employee Performance at Discovery Kartika Plaza Hotel Bali. 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: Ir. I Gusti Agung Bagus Mataram, MIT.

Keywords: Training Programs, Employee Performance, CIPP Model, Standard Operating Procedure, Human Resources.

This study aims to improve the effectiveness of training programs in improving employee performance at the Discovery Kartika Plaza Hotel Bali. The background of this study is based on the importance of the tourism and hospitality sector, which demands superior service quality and competent employees, as well as the differences in final performance scores between departments in the hotel, which indicate potential bottlenecks in the implementation and evaluation of training programs. The purpose of this study is to determine how the training program is implemented and analyse its contribution to the final employee performance scores. The research method used is a qualitative approach, with the research location at Discovery Kartika Plaza Hotel Bali. The object of this study focuses on training programs and employee performance, with variables analysed including training program indicators (instructors, participants, materials, methods, objectives, and targets) and employee performance indicators (quality, quantity, time efficiency, effectiveness, and work commitment). Data were collected through in-depth interviews, non-participant observation, and documentation studies using primary and secondary data. Data analysis was carried out using the interactive model of Miles and Huberman (2019) which consists of data collection, data condensation, data presentation, and conclusion drawing. The results of the study indicate that the implementation of the training program at this hotel is structured and comprehensive, coordinated by the Human Resources Department and fully supported by the Head of Department. This program uses internal instructors, materials relevant to SOPs, and various training methods such as On-the-Job Training and simulations, which are tailored to operational needs. The contribution of the training program to employee performance is shown by the increase in quality, quantity, time efficiency, work effectiveness, and strengthening employee commitment and motivation. Thus, the training program at this hotel is successful not only in improving technical skills but also in strengthening psychological aspects such as employee confidence and loyalty.

ABSTRAK

Maharani, Komang Diah Putri Maharani (2025). Evaluation of Training Program to Support Employee Performance at Discovery Kartika Plaza Hotel Bali. Skripsi: Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali.

Skripsi ini telah disetujui dan diperiksa oleh Pembimbing I: Drs. I Ketut Astawa, MM., dan Pembimbing II: Ir. I Gusti Agung Bagus Mataram, MIT.

Kata kunci: Program Pelatihan, Kinerja Karyawan, Model CIPP, Prosedur Operasional Standar, Sumber Daya Manusia.

Penelitian ini bertujuan untuk meningkatkan efektivitas program pelatihan dalam meningkatkan kinerja karyawan di Discovery Kartika Plaza Hotel Bali. Latar belakang penelitian ini didasari oleh pentingnya sektor pariwisata dan perhotelan yang menuntut kualitas layanan superior dan karyawan yang kompeten, serta adanya perbedaan skor kinerja akhir antar departemen di hotel tersebut yang mengindikasikan adanya potensi kemacetan dalam implementasi dan evaluasi program pelatihan. Tujuan penelitian ini adalah untuk mengetahui bagaimana implementasi program pelatihan dan menganalisis kontribusinya terhadap skor kinerja akhir karyawan. Metode penelitian yang digunakan adalah pendekatan kualitatif dengan lokasi penelitian di Discovery Kartika Plaza Hotel Bali. Objek penelitian ini fokus pada program pelatihan dan kinerja karyawan, dengan variabel yang dianalisis mencakup indikator program pelatihan (instruktur, peserta, materi, metode, tujuan, dan target) dan indikator kinerja karyawan (kualitas, kuantitas, efisiensi waktu, efektivitas, dan komitmen kerja). Data dikumpulkan melalui wawancara mendalam, observasi non-partisipan, dan studi dokumentasi dengan menggunakan data primer dan sekunder. Analisis data dilakukan dengan model interaktif Miles dan Huberman (2019) yang terdiri dari pengumpulan data, kondensasi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa implementasi program pelatihan di hotel ini terstruktur dan komprehensif, dikoordinasikan oleh Departemen Sumber Daya Manusia dan didukung penuh oleh Kepala Departemen Program ini menggunakan instruktur internal, materi yang relevan dengan SOP, dan beragam metode pelatihan seperti *On-the-Job Training* dan simulasi, yang disesuaikan dengan kebutuhan operasional. Kontribusi program pelatihan terhadap kinerja karyawan ditunjukkan oleh peningkatan kualitas, kuantitas, efisiensi waktu, efektivitas kerja, serta penguatan komitmen dan motivasi karyawan. Dengan demikian, program pelatihan di hotel ini berhasil tidak hanya dalam meningkatkan keterampilan teknis tetapi juga dalam memperkuat aspek psikologis seperti kepercayaan diri dan loyalitas karyawan.

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CHAPTER I

INTRODUCTION

1.1 Research Background

Tourism and hospitality are crucial service sectors that demand professional and superior services. The economy of this industry is highly dependent on qualified employees with extensive knowledge (Arwab et al., 2022). In order to improve the quality of employees, training has become an important aspect of the human resource development strategy in this industry (Gomathy, 2022).

A training program consists of a series of activities aimed at improving the skills, knowledge, and attitudes of employees to carry out the duties (Hossain, 2022). Effective training not only improves employee skills and knowledge but also ensures that employees understand and carry out their duties according to the standards set by the company (Khilukha, 2021). This implies that the time needed for staff to perform the majority of tasks and finish their work effectively will be reduced significantly, reducing mistakes or human errors and a boost, in the company's productivity.

In the hospitality sector, a key aspect of training involves putting into standard operating Procedures. Standard. Standard Operating Procedures (SOP) are policies that are intended to provide clear instructions, therefore the tasks and responsibilities can be carried out consistently (Beyene et al., 2022). SOP not only serve as a reference to ensure that all processes are carried out according to company standards, but also as a tool to reduce errors, increase efficiency, and ensure customer satisfaction (Dingee, 2019). In the field of hospitality, SOP cover

various areas, from guest welcoming procedures to complaint handling, as well as maintaining cleanliness and ensuring workplace safety standards are followed diligently. Following these SOP guidelines diligently ensures that employees can consistently deliver quality service that meets the needs and expectations of customers (Brahmono et al., 2023).

In the Kuta region of Bali Province, Discovery Kartika Plaza Hotel Bali recognises the importance of improving employee performance to remain competitive in the hospitality industry. To achieve this, the hotel has implemented a performance evaluation system that includes KPI (Key Performance Indicators), individual competencies, and the employee's final score.

The hotel uses this performance framework to assess the effectiveness of each department, and the results serve as a reference for identifying areas of improvement. The evaluation covers multiple departments, including Housekeeping, Engineering, Food & Beverage, Front Office, Sales & Marketing, Wellness & Animation, Finance, and Human Resources.

Table 1.1 Employee Performance Score 2024

No	Department	KPI	Competency	Final Score
1	Housekeeping	91,08%	90,42%	90,81%
2	Engineering	91,57%	91,74%	91,63%
3	Food & Beverage	88,23%	98,44%	92,32%
4	Front Office	88,69%	88,19%	88,49%
5	Sales & Marketing	82,96%	89,71%	85,67%
6	Wellness & Animation	86,98%	81,67%	84,85%
7	Finance	93,72%	79,35%	87,97%
8	Human Resources	88,19%	99,75%	92,82%

Source: Discovery Kartika Plaza Employee Performance Report (2024)

By assessing employee performance using measurable indicators such as KPI and competency evaluation, each department at Discovery Kartika Plaza Hotel Bali can identify areas that need improvement. This performance management approach enables the hotel to maintain high service standards and meet guest expectations effectively. Based on the latest data from January to December 2024, several departments such as Finance (93.72%), Engineering (91.57%), and Housekeeping (91.08%) show strong performance in KPI. Meanwhile, departments like Food & Beverage (98.44%) and Human Resources (99.75%) demonstrate exceptional scores in competency evaluation.

Despite these achievements, there are still noticeable differences in final performance scores between departments, highlighting potential gaps in how training programs are implemented and evaluated. In the Discovery Kartika Plaza Hotel Employee Performance Data 2024, the Finance department, while leading in KPI, shows the lowest competency score (79.35%), which may indicate a misalignment between performance output and employee capability. These discrepancies suggest that while performance is being measured, the effectiveness of training programs, especially in supporting both KPI achievements and competency development, remains unclear.

Discovery Kartika Plaza Hotel Bali, like many five-star hotels, implements Standard Operating Procedures (SOP) as the foundation for daily operations and service quality. However, the evaluation of training programs based on these SOP and their contribution to improving employee performance has yet to be thoroughly analysed. Based on these challenges, an in-depth analysis is needed to assess how

current training programs contribute to improving both KPI and competency scores across departments. To gain deeper insight into this matter, the author is interested in conducting a study entitled "Evaluation of Training Programs to Support Employee Performance at Discovery Kartika Plaza Hotel Bali".

1.2 Research Question

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

1. How is the implementation of training programs at the Discovery Kartika Plaza Hotel Bali?
2. Does the training program contribute significantly to supporting employee final performance scores at the Discovery Kartika Plaza Hotel Bali?

1.3 Research Objective

Based on the research problems, the purposes of this research are as follows:

1. To explore the implementation of training programs at the Discovery Kartika Plaza Hotel Bali.
2. To examine the support of the training program for the employees' final performance scores at The Discovery Kartika Plaza Hotel Bali.

1.4 Research Significant

The significance of research is an explanation of the expected benefits or contributions of a study, which is divided into two categories, as follows:

1.4.1 Theoretical Benefits

This research is expected to provide an understanding of the implementation of SOP-based training programs to improve service quality. The implementation of the training program is expected to have a positive impact not only on improving service quality but also on contributing to company development.

1.4.2 Practical Benefits

1. For the Company

The results of this study will provide additional information for Discovery Kartika Plaza Hotel regarding the evaluation and effectiveness of the hotel's SOP-based training program, allowing for a more targeted approach for improvement. In addition, this study will provide recommendations to improve the quality of training and SOP implementation.

2. For Bali State Polytechnic

The results of this study can be used as a reference for further research on the same topic and enrich the literature, especially in the field of SOP implementation in the hospitality industry.

3. For the Researcher

This research provides benefits for researchers in critical thinking, problem-solving, and data analysis that are relevant to the professional world. In addition, this research is also a good foundation for researchers to continue further studies or develop a career in the field of hotel management.

1.5 Scope and Limitations of the Research

The scope and limitations of the research are as follows:

1. This research focuses on evaluating employee training programs implemented at the Discovery Kartika Plaza Hotel Bali.
2. The study involves selected departments, Housekeeping, Engineering, Food & Beverage, Front Office, Sales & Marketing, Wellness & Animation, Finance, and Human Resources, based on the performance data.
3. This research is geographically limited to the Discovery Kartika Plaza Hotel, a hotel located in the Kuta area, Badung Regency, Bali Province.
4. The research only assessed the contribution of SOP-based training programs without considering other external factors that could influence employee performance scores.
5. The research was conducted among employees of the Discovery Kartika Plaza Hotel, and the data was collected through interviews and surveys with relevant staff members.

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CHAPTER V

CONCLUSION AND SUGGESTION

5.1 Conclusion

Based on the research findings, the implementation of the training program at Discovery Kartika Plaza Hotel Bali is comprehensive and structured. The training is coordinated by the Human Resources Department and fully supported by Heads of Departments, using internal instructors from the supervisor to the manager level. Training materials are developed based on departmental needs, performance evaluations, and field feedback, covering both technical competencies and soft skills. The use of diverse methods, such as On-the-Job Training, coaching, simulations, and formal training, allows employees at various levels to learn effectively. Furthermore, collaboration with external parties shows that training focuses not only on daily operations but also on readiness for emergencies. This entire implementation process demonstrates that training at this hotel is not just a formality but a strategic investment in human resource development.

The training program has been proven to significantly contribute to employee performance, as seen in the improvement of five key indicators. First, work quality improves as employees are better able to apply five-star hotel service standards. Second, job quantity increases because technical training makes employees more efficient in completing tasks. Third, time efficiency is evident from the reduced time needed to finish tasks. Fourth, work effectiveness improves because employees are more prepared and accurate in their decision-making. Fifth, the work commitment aspect also shows positive results, with employees feeling more confident, highly

motivated, and demonstrating a stronger commitment to work. Thus, the training program at this hotel not only impacts skill and productivity enhancement but also strengthens loyalty and job satisfaction, which indirectly supports the hotel's overall performance.

5.2 Suggestion

Based on these research findings, the author provides operational recommendations for hotel management and future researchers. For hotel management, while the training program has shown significant contributions, the author identifies a gap in the post-training evaluation system. Currently, evaluations tend to be conducted only immediately after training, meaning long-term effectiveness and knowledge retention are not well measured. Therefore, it is recommended that the HR Department develop a more structured evaluation system. This is crucial to ensure that the training programs truly lead to sustainable change. For future researchers, hopefully that different research methods can be used to add new insights, which would provide a more comprehensive

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