

**UNDERGRADUATE THESIS**

**THE INFLUENCE OF SOFT SKILLS TRAINING ON FRONT  
OFFICE STAFF PERFORMANCE AT SIX SENSES ULUWATU,  
BALI**



**POLITEKNIK NEGERI BALI**

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**TOURISM DEPARTMENT  
POLITEKNIK NEGERI BALI  
BADUNG  
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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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Author

Ni Putu Mia Astri Wulandari

## ABSTRAK

Wulandari, Ni Putu Mia Astri. (2025) Pengaruh Pelatihan Soft Skills Terhadap Kinerja Staf Front Office di Six Senses Uluwatu, Bali. Skripsi: Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali.

Skripsi ini telah disetujui oleh Pembimbing I: Ir. I Gusti Agung Bagus Mataram, MIT dan Pembimbing II: Ni Wayan Merry Nirmala Yani., S.Si., M.M.

Kata Kunci: Pelatihan soft skill, Kinerja front office, Industri perhotelan, Pengembangan staf, Six Senses Uluwatu.

Penelitian ini bertujuan untuk menganalisis pengaruh pelatihan soft skill terhadap kinerja staf Front Office di Hotel Six Senses Uluwatu. Sebagai salah satu resort Bintang 5 yang ada di Bali dan mengedepankan pelayanan yang berkualitas tinggi, Front Office memiliki peran yang cukup strategis dalam membentuk Kesan pertama yang menentukan pengalaman tamu secara keseluruhan. Untuk meningkatkan kompetensi staf, pihak manajemen menyelenggarakan pelatihan soft skill secara rutin setiap minggu yang berfokus pada empat aspek utama, yaitu keterampilan komunikasi, perencanaan, pemecahan masalah dan kepemimpinan.

Penelitian ini menggunakan pendekatan campuran (mixed methods) dengan menggabungkan metode kuantitatif dan kualitatif. Data kuantitatif dikumpulkan melalui penyebaran kuesioner kepada 30 staf Front Office, kemudian dianalisis dengan statistik deskriptif dan regresi linier sederhana untuk menguji hubungan antara pelatihan dan kinerja. Sedangkan data kualitatif diperoleh melalui wawancara mendalam dengan staf dan manajer yang kemudian dianalisis menggunakan model Miles dan Huberman. Hasil analisis menunjukkan bahwa pelatihan soft skill memberikan pengaruh positif dan signifikan terhadap peningkatan kinerja staf, baik dari segi kualitas kerja, kuantitas, efektivitas, maupun kemandirian dalam melaksanakan tugas. Namun demikian, efektivitas pelatihan mengalami hambatan dalam pelaksanaannya, terutama karena keterbatasan waktu dan jadwal kerja staf yang tidak menentu, sehingga mengurangi intensitas dan konsistensi partisipasi mereka dalam program pelatihan. Penelitian ini memberikan kontribusi teoretis dalam memperkaya literatur mengenai manajemen sumber daya manusia di industri perhotelan, khususnya terkait pengembangan soft skill. Dari sisi praktis, hasil penelitian ini diharapkan dapat menjadi acuan bagi pihak manajemen hotel dalam merancang strategi pelatihan yang lebih adaptif, fleksibel, dan sesuai dengan kebutuhan operasional. Dengan demikian, pelatihan tidak hanya bersifat formalitas, namun benar-benar mampu mendukung peningkatan kinerja yang berdampak langsung pada kepuasan tamu dan citra hotel.

## **ABSTRACT**

Wulandari, Ni Putu Mia Astri. (2025) The Influence of Soft Skills Training on Front Office Staff Performance at Six Senses Uluwatu, Bali. Thesis: Tourism Business Management, Tourism Management, Politeknik Negeri Bali.

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Keywords: Soft skills training, Front office performance, Hospitality industry, Staff development, Six Senses Uluwatu.

This study aims to analyze the effect of soft skills training on the performance of Front Office staff at Six Senses Uluwatu Hotel. As one of the 5-star resorts in Bali that emphasizes high-quality service, the Front Office has a strategic role in shaping the first impression that determines the overall guest experience. To improve staff competency, management organizes regular soft skills training sessions every week, focusing on four main aspects: communication skills, planning, problem-solving, and leadership. This research used a mixed-methods approach, combining quantitative and qualitative methods. Quantitative data was collected by distributing questionnaires to 30 Front Office staff, then analyzed with descriptive statistics and simple linear regression to test the relationship between training and performance. Meanwhile, qualitative data was obtained through in-depth interviews with staff and managers which were then analyzed using the Miles and Huberman model. The results of the analysis show that soft skills training has a positive and significant effect on improving staff performance, both in terms of work quality, quantity, effectiveness, and independence in carrying out tasks. However, the effectiveness of the training experienced obstacles in its implementation, mainly due to time constraints and erratic staff work schedules, which reduced the intensity and consistency of their participation in the training program. This study provides a theoretical contribution to enriching the literature on human resource management in the hospitality industry, especially related to soft skills development. From the practical side, the results of this study are expected to be a reference for hotel management in designing training strategies that are more adaptive, flexible, and in accordance with operational needs. Thus, training is not only a formality but is truly able to support performance improvements that have a direct impact on guest satisfaction and hotel image.

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## CHAPTER I INTRODUCTION

### 1.1 Research Background

The tourism industry is one of the main economic sectors that has contributed significantly to economic growth in every region on the island of Bali. Accommodation facilities such as hotels and restaurants play a vital role in this industry and demand the best quality in providing services and managing human resource management (Malik et al., 2016). Every year, the tourism industry on the island of Bali continues to experience rapid development along with the increasing number of domestic and international tourists.

**Table 1. 1** Total Starred Hotel in Bali in 2022

| No | City          | Total Starred Hotels | Total Number of Room |
|----|---------------|----------------------|----------------------|
| 1  | Kota Denpasar | 51                   | 7.525                |
| 2  | Badung        | 173                  | 26.954               |
| 3  | Bangli        | 0                    | 0                    |
| 4  | Buleleng      | 45                   | 1.219                |
| 5  | Gianyar       | 31                   | 1.946                |
| 6  | Jembrana      | 2                    | 35                   |
| 7  | Karangasem    | 10                   | 349                  |
| 8  | Klungkung     | 2                    | 242                  |
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Source: baliprov.go.id, 2022

It can be seen from the table above that the number of hotels in Bali as of 2022 is a number that can be classified as a lot. Therefore, competition between 5-star hotels is getting tighter, one of which is the Six Senses Uluwatu hotel, so the need for excellent service provided to guests is even more urgent. Therefore, the

front office plays an important role because it is the front guard that gives the first impression that will affect the guest's experience during the stay. Six Senses Uluwatu was chosen as the object of this research because it is one of the well-known luxury resorts in Bali that emphasizes sustainable tourism and personalized guest experience. The hotel is also known for implementing comprehensive employee training programs, making it a relevant and ideal case to analyze the impact of soft skills training on front office staff performance.

As the demands of the hospitality industry increase, human resource management becomes increasingly important. Effective human resources management can be a key foundation for ensuring smooth operations and achieving optimal service (Saadeh, 2020). One of the most important elements in influencing and determining operational success in hotels, especially in the front office department, is employee performance. Performance can be described as the results and achievements produced by employees or teams in an organization or department in fulfilling tasks and jobs toward achieving goals (Yuninata, 2023). Employee performance in the front office department depends not only on the technical ability of employees but also on the ability of each individual when handling various situations. Therefore, efforts to improve employee performance in this department are a top priority for hotel management.

One of the efforts made to improve employee performance is through soft skills training, which is held regularly once a week. This training includes the development of communication skills, problem-solving, time management, and the ability to work in teams effectively (Chalupa & Chadt, 2021). Soft skills are

an important aspect that front office staff must have, considering that they often interact directly with guests, handle various complaints, and require patience, empathy, and the ability to provide appropriate and quick solutions (Widyaningsih, 2023). In the hospitality industry, soft skills play a crucial role as they directly influence guest experience and satisfaction, and shape the guest's overall view of the quality of service provided.

A significant challenge when training occurs is related to the time availability for employees to attend the training. Front office employees often have busy and irregular work schedules, which makes it difficult to find sufficient free time to attend training sessions. In many cases, training held during working hours can interfere with hotel operations and guest services. Employees may feel pressured to complete their daily tasks while trying to attend training, which can reduce the influence of the training itself. This condition also occurs at Six Senses Uluwatu, where front office staff often face scheduling conflicts that hinder their ability to fully engage in soft skills training programs. This condition shows a gap that occurs in soft skills training, where busy and irregular work schedules are the main obstacles for front office employees to participate in the training optimally.

**Table 1. 2** Guest Bad Comments

| Rating | Month  | Negative Comment (-)   |
|--------|--------|--|
| 1.0/5  | Dec-24 | Upon arrival, we found the lobby under construction with no prior notice. We were moved to a smaller lobby where we received no greetings or welcome.  |
| 1.0/5  | Aug-24 | The service was far below what you'd expect from a 5-star resort. This level of service is what you'd expect from a 3-star hotel, not a luxury resort. |
| 3.0/5  | Nov-24 | Everything is nice but the buggy car is so slow. I need to wait for more than 45 minutes just to get a buggy   |



|       |        |  |
|-------|--------|--|
|       |        | from villa to lobby  |
| 1.0/5 | Oct-24 | The staff aren't friendly or welcoming at all. It's quite sad considering how expensive the rooms are. |

Source: Online Travel Agent reviews, 2024

The table above shows some of the main guest complaints about front office staff performance, which indicates that performance improvement through soft skills training is still not optimal. This condition indicates the need for an in-depth evaluation of the influence of soft skills training implemented at Six Senses Hotel. Although the training is designed to improve the performance of Front Office staff, there are still gaps that need to be analyzed regarding the extent to which the training has a real impact on service quality and guest satisfaction. This evaluation is important to ensure that the training is not only relevant but also able to effectively address the hotel's operational needs. Based on this background, the title of this study is “The Influence of Soft Skills Training on Front Office Host Performance at Six Senses Hotel.” This research is expected to provide practical contributions in developing training programs that are more strategic, efficient, and relevant.

## 1.2 Research Questions

Based on the background stated above, the formulation of the problem in this research is as follows:

- a. To what extent does soft skills training contribute to improving the performance of front office staff at Six Senses Hotel?
- b. What are the perspectives and experiences of front office staff at Six Senses Hotel regarding the implementation of soft skills training?

### **1.3 Research Objectives**

Based on the research questions outlined above, the objectives that the author aims to achieve in this research are as follows:

- a. To analyze the extent to which soft skills training contributes to improving the performance of front office staff at Six Senses Hotel.
- b. To explore the perspectives and experiences of front office staff at Six Senses Hotel regarding the implementation of soft skills training.

### **1.4 Research Significant**

#### **1.4.1 Theoretical Significance**

Theoretically, this research is expected to contribute to expanding knowledge in the field of human resource management, particularly related to the implementation of soft skills training in the tourism industry. The findings of this study can serve as a reference or guide for future research that discusses the impact of soft skills training on staff performance, especially in the front office. Additionally, the results of this study can provide deeper theoretical insights into the importance of developing soft skills to create excellent service in the hotel industry.

#### **1.4.2 Practical Significance**

##### **1. For Hotel**

This research can serve as a guide and consideration for management when designing more impactful soft skills training programs. Through this study, hotels can understand the perspectives and experiences of staff regarding the training, as

well as evaluate the actual contribution of the training to improving front office staff performance. Moreover, this research can provide insights into the challenges and opportunities in implementing soft skills training to enhance staff productivity and deliver exceptional service to guests.

## 2. For Politenik Negeri Bali

The findings of this research can enrich the library collection of Politeknik Negeri Bali and become a valuable reference for students conducting similar research in the future. Additionally, this study can provide input for lecturers in delivering materials relevant to industry practices in tourism, particularly regarding the development of soft skills as a key element in improving human resource quality in the hospitality sector, as well as opportunities in implementing soft skills training to enhance service quality and staff productivity.

## 3. For Researcher

This research can broaden the author's understanding and deepen knowledge related to the implementation of soft skills training and its contribution to front office staff performance. Additionally, this study provides an opportunity for the writer to practice analytical skills in solving problems and applying the theories learned during studies, particularly in the field of human resource management in the hospitality industry context.

### **1.5 Limitations and scope of the research**

This research has several limitations that need to be considered to ensure that the focus of the study remains directed and can achieve the expected objectives. The limitations are as follows:

1. This research focuses solely on the implementation of soft skills training and its contribution to the performance of staff in the front office department at Six Senses Hotel.
2. This study does not address other factors that may influence staff performance, such as rewards, work environment, or leadership style.
3. The scope of this research is limited to the front office department and does not include other departments within the hotel.
4. This study does not compare the results of the implementation of soft skills training at Six Senses Hotel with those of other hotels or external factors that may affect staff performance.

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## **CHAPTER V**

### **CONCLUSION AND SUGGESTION**

#### **5.1 Conclusion**

Based on the results of quantitative and qualitative analysis, it can be concluded that soft skills training has a positive impact on the performance of Front Office staff at Six Senses Uluwatu Hotel. The regression test showed a t-value of  $20.029 > 2.048$  with a significance value of  $0.000 < 0.05$ . The adjusted R square value of 0.932 indicates that 93.2% of the variation in staff performance is influenced by soft skills training. Training that covers communication, planning, problem-solving, and leadership has been proven to improve work efficiency, discipline, and staff independence. Interviews also revealed that staff became more confident, responsive to guest complaints, and more independent in completing tasks without relying on supervisors.

From the qualitative perspective, staff stated that interactive methods such as simulations and role plays were very helpful in understanding and applying the training materials. The training was considered effective in improving interpersonal skills, time management, and work responsibility. However, some challenges were noted, such as limited training time and a lack of material on emotional management under work pressure. Overall, soft skills training is an essential part of shaping professional and adaptive work behavior, and it should continue to be developed to meet the demands and service standards of a five-star hotel.

## 5.2 Suggestion

Based on the results of the study, it is recommended that Six Senses Uluwatu management continue to strengthen the implementation of soft skills training for Front Office staff, particularly in areas such as emotional regulation and leadership, which were found to still require further improvement. For instance, based on qualitative interviews, several staff members reported difficulties in managing guest complaints during peak hours, indicating a need for enhanced emotional regulation. Additionally, some supervisory-level staff were observed to face challenges in effective communication and decision-making, highlighting a gap in leadership competencies that current training has not fully addressed.

Providing regular, structured training in these areas is expected to support staff in delivering more professional and effective guest interactions. Furthermore, regular evaluations should be conducted to assess the effectiveness of the training and identify specific components that may need refinement. These evaluations should be incorporated into the employee performance appraisal process to enable constructive feedback, enhance motivation, and encourage greater accountability in the workplace. Although soft skills training has been shown to contribute significantly by 93.2% to the improvement of employee performance, the remaining 6.8% is likely influenced by other contributing factors not examined in this study. These may include employee empowerment, technical skills (hard skills), organizational culture, work motivation, and prior professional experience. Therefore, future staff development programs are encouraged to also consider

these factors, either as separate training topics or as integrated elements within existing training modules, to further optimize employee performance outcomes.

For future research, it is recommended to expand the scope of study by incorporating these additional variables. Doing so may offer a more comprehensive understanding of the diverse elements that impact employee performance in the hospitality sector. Comparative studies across departments or different hotels may also provide broader insights into performance determinants within the industry.



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