



Implementation of Human Resource Training and Development to Improve Employee Performance: A Study at Grand Rohan Hotel Yogyakarta

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Abstract

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The purpose of this study is to determine how training and development are implemented at the Grand Rohan Hotel in Yogyakarta, the supporting factors and obstacles encountered, and the benchmarks for the success of the program. This study uses a qualitative method with a case study approach, where data is obtained through interviews, observation, and documentation. The results show that training and development play an important role in improving employee skills, motivation, and loyalty, although there are obstacles in its implementation, such as time and cost constraints. Overall, a consistent training and development program has been proven to support improved employee performance while strengthening the hotel's competitiveness.



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INTRODUCTION

The hotel industry is one of the business sectors that continues to experience rapid growth and plays a strategic role in supporting the growth of the tourism industry (Komalasari et al., 2020). This development requires hotels to rely not only on physical facilities but also on the quality of their human resources (HR). Hotel staff management is a key factor in determining the smooth operation and quality of service provided to guests. Managing a diverse workforce, both in terms of skills and backgrounds, is a challenge that must be faced by hotel management (Idrus et al., 2023).

Individual and team performance basically reflects the extent to which efforts made can support the achievement of organizational goals in a lawful, ethical, and morally acceptable manner within the limits of their responsibilities (Rosmana, 2023). Employee performance is also understood as the tangible results of the implementation of tasks, both individually and in groups, in order to achieve the organization's legal targets. Thus, the success of an organization, including a hotel, is highly dependent on the quality of its human resources.

Resource quality have proven to perform better than those that do not. In an era of globalization and increasingly fierce business competition, the need for a competent, professional workforce that is adaptable to change is becoming increasingly urgent. Therefore, human resource development is not only a necessity but also a strategic investment to ensure the sustainability of the company.

Hotel Grand Rohan Jogja, as one of the star-rated sharia hotels in Yogyakarta, faces a considerable challenge in terms of high employee turnover. This condition is a serious concern for the Human Resource Development (HRD) department, especially in terms of training and developing employees to meet company standards and expectations. Without the right strategy in human resource management, the company has the potential to experience a decline in service quality, which in turn can affect guest satisfaction and the hotel's competitiveness.

Training and development are important steps in improving employee skills, knowledge, and attitudes. Structured and continuous programs can help employees master new skills more quickly, boost their confidence, and foster loyalty to the company. In addition, internal training is more efficient and cost-effective than recruiting new employees, while also demonstrating the company's commitment to employee career development.

Thus, HR training and development plays a crucial role in improving employee performance and supporting the achievement of company goals. Based on these conditions, the author is interested in further researching the

implementation of HR training and development at the Grand Rohan Hotel in Yogyakarta.

METHOD

This study uses a qualitative method with a case study approach (Moleong, 2018). The data collection techniques in this study were interviews, observation, and documentation. Data analysis in this study included three main stages, namely data reduction, data presentation, and conclusion drawing or verification (Abdussamad (2021). Data validity was tested using triangulation and member checking techniques.

RESULT AND DISCUSSION

LITERATURE REVIEW

a. Human Resource Management

Human Resource Management (HRM) is essentially a management system that aims to utilize human resource talents to achieve the organization's strategic objectives (Tabina et al., 2024). Similarly, (Garini, 2024) Human Resource Management (HRM) plays an important role in managing company employees, starting from the recruitment process, HR planning, job analysis, training, to development, including performance appraisal, compensation, and retirement and termination management. Therefore, Human Resource Management is the process of planning, organizing, implementing, and controlling human resources within a company to achieve goals more effectively and efficiently.

b. Training

Training is a learning process in which employees acquire the skills, knowledge, experience, and attitudes required by the company so that they can perform their jobs well and achieve organizational goals (Baiti et al. 2021). (Noe et al., 2019) adds that training is a planned effort by the company to facilitate the learning of competencies directly related to employees' jobs so that they can be applied in daily work activities. Haryati (2019) explains that training aims to increase employee potential so that work productivity increases, resulting in a skilled, disciplined, and competent workforce.

c. Employee Development

According to Gustiana (2022), employee development is a process in which employees, with the support of the organization, participate in various training programs to improve their skills and gain new knowledge and experience. The goal of development is to nurture and develop individuals' personalities in a balanced and comprehensive manner, as well as to harmonize their skills and talents so that their potential can be developed optimally (Kurniawati, 2020).

d. Employee Performance

Employee performance is the work results achieved by employees, which are influenced by knowledge, experience, skills, personality, and working hours (Baiti et al., 2021). Performance is the process of evaluating how well employees do their jobs when compared to a set of standards and then communicating this to employees (Desfitriady & Pandini, 2023).

Implementation of Training and Development in Efforts to Improve Employee Performance at Grand Rohan Hotel Jogja

Human resource training and development at Hotel Grand Rohan Jogja is carried out in a structured manner through Training Need Analysis (TNA) as the basis for planning. This analysis includes understanding the material, time allocation, and training strategies, which are then incorporated into annual and quarterly schedules through coordination between divisions (Elvianto et al., 2025). The implementation involves HRD as the organizer, supervisors as technical trainers, and external parties as needed, so that the program remains relevant to the operational demands and specific needs of each department of the company (Khaeruman et al., 2024).

The training is designed to be applicable by combining theory, demonstrations, hands-on practice, and work simulations, which have been proven to make it easier for employees to understand the material and implement it in their daily tasks. This method is also considered effective because the relatively short duration does not interfere with hotel operations (Handayani et al., 2024). Furthermore, direct experience from practitioners helps employees gain a concrete understanding of the needs of the hospitality industry and the latest innovation trends (Lubis et al., 2024).

Research findings show that training has a significant effect on employee job satisfaction and performance (Setiawan et al., 2021). The more frequently training is provided, the greater the increase in skills, confidence, and quality of service (Nofrianda et al., 2025). In addition to being used as a performance evaluation tool and basis for promotion, training is also combined with senior mentoring and continuous monitoring, which have proven effective in building the readiness of new employees and supporting long-term performance improvement (Pramesti et al., 2024). Thus, training and development not only serve as an administrative obligation but also as a strategic investment for improving competence and company sustainability.

Supporting Factors and Obstacles during Training and Development

The training program at Hotel Grand Rohan Jogja is fully supported by management through a special budget allocation, mandatory training for new employees, and direct involvement of leaders in providing guidance. This support is reinforced by adequate training facilities and a supportive work environment,

so that employees feel valued and more motivated to take the program seriously. Wahyuni (2023) emphasizes that organizational support has a significant effect on employee performance, while Salsabila et al. (2024) show that transformational leadership also improves performance through the provision of support, resources, role modeling, and the role of mentor, which ensures that employee development is aligned with the organization's strategic objectives.

Measures of Success for Human Resource Training and Development Programs

The success of a training program can be measured through formal instruments such as pre-tests and post-tests, direct observation by supervisors, and performance indicators appropriate to each field of work. For example, the standard speed of room attendants in cleaning rooms, the consistency of food quality in the kitchen, and improvements in front office service. From the employee's perspective, the success of training is also reflected in increased operational efficiency, guest satisfaction, and recognition from superiors. Elvianto et al. (2025) emphasize that the effectiveness of training is determined by the suitability of the program to the needs of the organization, which is able to improve hard skills and soft skills competencies and have a direct impact on productivity. Training at Hotel Grand Rihan Jogja is conducted in a structured manner. Training contributes to changes in work behavior, marked by increased discipline, compliance with operational standards, and improved communication between staff. This is in line with the results of research by Ananto et al. (2023) that training improves work skills and attitudes, while career development provides motivation and opportunities for employees to continue to grow.

Table 1
Interview Result

Theme	Code	Informant Quote
Basics and Training Needs	Training Needs, Performance Evaluation, Syariah Standard	HRD: "The main basis of the training program is employee competency requirements based on performance evaluations, supervisor observations, and Sharia-based hotel service standards." FO: "The training is very relevant because it can be directly applied when serving guests, for example, English for foreign guests."

Types and Forms of Training	Technical Training, Soft Skills, Leadership, Language	HRD: "There are training courses on sharia hospitality, service excellence, technical skills for each division, occupational health and safety, and English." F&B Product: "We participate in training courses on sanitation, cooking new menus, occupational health and safety, and service excellence." Housekeeping: "Training courses on room cleaning, chemical use, standard operating procedures, and lost and found."
Training Methods and Duration	Theory & Practice, Roleplay, Simulation, Short Duration	HRD: "The methods are theory, practice, roleplay, simulation; duration is 1 day to a regular 2-month program." FnB Service: "There is theory and hands-on practice, sometimes roleplay such as handling complaints."
Supporting Factors	Management Support, Facilities, Motivation, Islamic Work Culture	HRD: "Management support, Islamic culture, employee motivation, and training room facilities." FO: "Support from superiors and adequate facilities make training run smoothly."
Training Challenges	Time Limitation, Shift Schedule, Workload, Motivation Drop	HRD: "Problems arise due to time constraints, shift rotations, and lack of motivation if it's too theoretical." FO: "Often conflicts with guest check-in times, so we're late for training." FnB Service: "Sometimes we're in a rush because it's close to our work schedule."
Evaluation and Success Benchmarks	Pre-Post Test, Observation, Guest Feedback, Performance Indicators	HRD: "Evaluation through pre-tests/post-tests, supervisor observation, guest feedback, SOP targets." Housekeeping: "Previously, it took 25 minutes to clean a room, but now it

		takes 15 minutes with higher standards of neatness.”
The Impact of Training on Performance and Career	Confidence, Efficiency, Promotion Readiness, Teamwork	HRD: “Training results are included in performance evaluations and promotion considerations.” FnB Service: “More confident in serving guests and stronger teamwork.” F&B Product: “Ready for promotion, for example to Chef de Partie.”

The implementation of training and human resource development at Hotel Grand Rohan Jogja is carried out in a structured manner and oriented towards real needs in the field. Program planning is based on performance evaluation results, supervisor observations, and sharia service standards that are characteristic of the hotel, so that the training material remains relevant to the daily work of employees. The types of training provided include technical skills according to division, such as room make-up, chemical use, and laundry in the housekeeping division; sanitation, new menu processing, and occupational health and safety in F&B Product; then service excellence, taking orders, handling complaints, and foreign languages in the front office and F&B Service. In addition, employees are also equipped with soft skills such as communication, leadership, and strengthening sharia hospitality values. The training methods used are diverse, ranging from theory, hands-on practice, role-playing, to work simulations. This combination of methods is designed so that employees not only understand the concepts but are also able to apply them directly, with durations varying from short daily programs to regular monthly programs

CONCLUSIONS

Based on the results of research on the implementation of human resource training and development at Hotel Grand Rohan Jogja, it can be concluded that the training program has been carried out in a planned manner through needs analysis, coordination with division heads, and systematic scheduling. The training material is relevant to daily work, covering technical skills, soft skills development, and strengthening Islamic hospitality values. This training has made a real contribution to improving service quality, operational efficiency, and employee career readiness. The success of the program is also supported by internal factors such as management commitment, availability of facilities, the implementation of Islamic culture, and employee motivation, which play an important role in maintaining the effectiveness of the training.

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