

THE EFFECT OF JOB CHARACTERISTICS AND HR DEVELOPMENT ON EMPLOYEE PERFORMANCE OF FOOD AND BEVERAGES SERVICE DEPARTMENT AT KUTA PARADISO HOTEL BALI

Drevy Dallesandry Malalantang

Management Study Program, Manado Tourism Economics College
drevydalles@gmail.com

Abstract

Kuta Paradiso Hotel Bali is a service organization that requires quality human resources. This study used a survey method to observe and examine directly the performance of employees which aimed to describe and explain the relationship between variables and phenomena that occurred and were systematically studied on 66 employees. The results of multiple linear regression calculations showed that the characteristics of work and human resource development are $Y = 19.169 + 0.181X_1 + 0.418X_2$. This means that every increase in one score in the X_1 variable on job characteristics will affect the Y variable, with employee performance of 0.181, and an increase in the X_2 variable will affect the Y variable by 0.418. Partially based on t_{count} with the score of t_{table} that $T_{count} \geq T_{table}$. The scores $2,242 > 1,997$ for the X_1 variable, job characteristics affect the Y variable on employee performance. Furthermore, $4,758 > 1,997$ for the X_2 variable has an effect on the Y variable, it means that H_1 is accepted and H_0 is rejected. For multiple tests based on F_{count} with F_{table} score, the results show that $F_{count} \geq F_{table}$ for each $20.623 > 3.14$, it means H_1 is accepted and H_0 is rejected or in other words that job characteristics and HR development simultaneously affect employee performance. The conclusion proves that the proposed hypothesis is proven correct and statistically proven.

Keywords: Job Characteristics, HR Development, Employee.

Introduction

The world of tourism business is currently experiencing significant progress. Tourism as one of the important sectors in both regional and national development in improving community welfare, preserving the environment, expanding employment opportunities require competent, quality, reliable and good-performing human resources. One of the supporting sectors of tourism, namely hotels that function to provide accommodation, lodging, restaurants, recreation, meeting places and so on.

Kuta Paradiso Hotel Bali is one of the 5-star hospitality services (*****) that provides complete facilities and services that can satisfy guests and one of the determinants of tourism progress and retreat is human resources, in this case hotel employees. Employees with good performance will be able to compete and achieve the goals of the company to see what employees do or don't do in carrying out their work (Priansa, 2014). In current conditions, employees with low performance will not be able to compete, in this case the leadership must be responsible for bringing and planning changes so that the company achieves the desired goals with good employee performance. According to Anwar Prabu Mangkunegara, performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2006).

Many companies use Standard Operational Procedures as one of the absolute requirements to determine whether an employee's performance is good or not, but there are also companies that do not use Standard Operational Procedures as an absolute requirement because the work done is not too heavy for employees. At the hotel itself, employee performance is usually measured by how guests feel about employee performance, if guests are satisfied with employee performance, then the employee is judged to have the performance of how the process takes place (Wibowo, 2013). Employees who work in accordance with Standard Operational Procedures are usually considered to have good performance. Employees' feelings are influenced by the level of cognitive ability, adaptability and the extent of attention possessed by employees (Megawati, 2012). One way to be able to make adjustments to employee performance is to find out how current employees are (Roby, 2015). Based on the researcher's observations on the employees of the Food and Beverages Service Kuta Paradiso Hotel, it was found that the facts that became a problem in the Food and Beverages Service Department, such as, not all employees carried out the tasks assigned by their superiors to carry out activities that could increase the diversity of skills. There are employees who give their responsibilities to other employees who still have work to do so that the work of other employees will be disrupted. Another thing that often happens in terms of task identity is that due to the lack of employees, employees are not given the opportunity to complete their work from start to finish, usually superiors will provide new jobs that can make employee morale decline and affect employee performance decline and guests will dissatisfy with the services provided by employees. Furthermore, what often happens related to innovative ideas is that employees often provide innovative ideas to superiors but what happens is that the ideas given by employees are often not used and have an impact on decreasing employee morale at work and subsequently to the satisfaction that provides economic contribution (Fahmi, 2011). Employees are often given the freedom to complete employee work as long as employees always follow the standard operational procedures that exist and apply at the hotel. Informal development carried out by employees themselves is relatively inexpensive and does not even need to cost, such as employees being able to watch television or listen to news on the radio that has to do with work. Some employees use break times and take the initiative to look for information on social media related to work so that when they work they look different from employees who take advantage of their break by just talking with coworkers. Informal development is needed but still not implemented by employees because some employees think that development should be carried out by the hotel but on the contrary the hotel only provides development to some employees so that if employees do not take the initiative it will affect employee performance, namely employees lack knowledge and skills so they can hinder the achievement of company goals.

Based on the background of the problems described above, the researchers wanted to examine and determine the effect of Job Characteristics (X1) and HR Development (X2) on Employee Performance (Y) at Food and Beverages Service Kuta Paradiso Hotel Bali.

Research Method

The research method used in this study is a survey method, namely by conducting research directly at the research location (Sugiyono, 2018). The data obtained through field observations, interviews and questionnaires then were collected and compiled quantitatively which were explained and analyzed in the discussion using descriptive analysis methods which aim to describe and explain the relationship or relationship between variables and phenomena that are systematically studied. The respondents studied were 66 people.

Research variables

There are three variables used, namely two independent variables or the emergence of the dependent variable and one dependent variable or the result of the independent variable, including:

1. X1 Variable; Job Characteristics is the content of the work felt by the employees of Kuta Paradiso Hotel Bali as job holders in the form of responsibilities, types of tasks and the level of satisfaction obtained from the work itself.
2. X2 Variable; HR development is an activity to maintain and improve HR competencies in order to achieve company goals in the form of profit.
3. Y Variable; Employee performance is the result of work and the responsibility of Kuta Paradiso Hotel Bali employees towards their work.

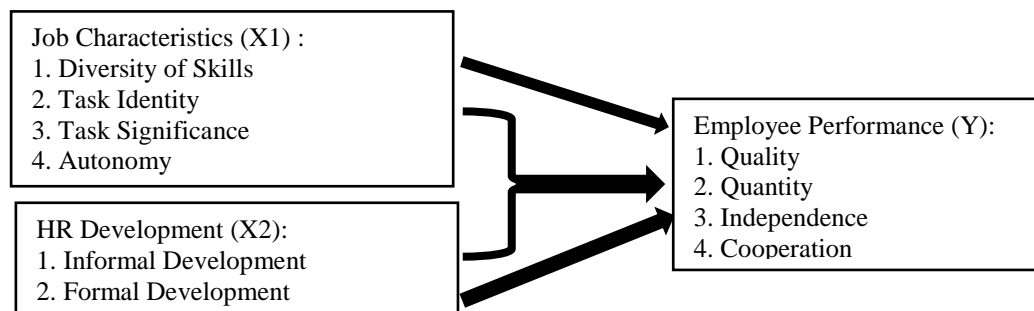


Figure 1. Research Model of the Effect of Job Characteristics and HR Development on Employee Performance

Instrument Validity Test

According to Sugiyono, a valid instrument means that the measuring instrument used to obtain data (measure) is valid. Valid means that the instrument can be used to measure what it is supposed to measure. The validity of an instrument item can be determined by comparing the Pearson product moment correlation index (abbreviated r) with a significance level of 5% (0.05) (Sugiyono, 2006). The analytical tool to test the validity in this study used Pearson's product moment correlation between variables and items. Question items are declared valid if the correlation value is > 0.3 .

Pearson's product moment correlation formula (Arikunto, 2007) to test the validity is:

$$R_{count}/r_b = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{\{n(\sum X^2) - (\sum X)^2\} \{n(\sum Y^2) - (\sum Y)^2\}}}$$

R_{count} = correlation coefficient

x = total item score

y = total score (all items)

n = number of respondents

Then calculated by t-test with the formula:

$$T_{count} = \frac{r\sqrt{n-2}}{\sqrt{(1-r)}}$$

T = T_{count} score

R = correlation coefficient of R_{count}

n = number of respondents

Distribution (T Table) for = 0.05 and independent degrees (dk = n -2) decision rule: if $T_{count} > T_{table}$, it means it is valid. On the other hand, if $T_{count} < T_{table}$, it is invalid. If the instrument is not valid, then it can be seen from the interpretation criteria regarding the correlation index (R) as follows:

From 0.800 to 1,000 : very high

From 0.600 to 0.799 : high

From 0.400 to 0.599: quite high

From 0.200 to 0.399 : low

From 0.000 to 0.199 : very low (invalid)

Instrument Reliability Test

Reliability is a measure that shows the level of truth of a measuring instrument. A measuring instrument that is less reliable means it has low reliability. To test the reliability of the measuring instrument, first look for the correlation score between the parts of the measuring instrument as a whole by correlating each item of the measuring instrument with the total score which is the sum of each item score, with the Pearson Product Moment formula symbolized by r_b , as in the validity test. After that, to find the reliability of all tests, the Spearman Brown formula is used, as follows:

$$r_{11} = \frac{2 \cdot r_b}{1 + r_b}$$

r_{11} = internal reliability coefficient of all items

r_b = product moment correlation

r_{Table} for = 0.05 and degrees of freedom (dk = n-3), the decision rule: if $r_{11} > r_{Table}$ means reliable. On the other hand, if $r_{11} < r_{Table}$, it means that it is not reliable.

Multiple Linear Regression

The analysis used to test whether there is an influence between the X1 variable (Job Characteristics), X2 (HR Development) variable and Y (Employee Performance) variable. The formula used is:

$$Y = a + b_1X_1 + b_2 X_2$$

- a = Constant
 b₁, b₂ = Regression Coefficient of each independent variable
 n = Number observed by researchers
 X₁ = Job Characteristics Variable
 X₂ = HR Development Variable
 Y = Employee Performance Variable

Multiple Correlation Coefficient

The analysis is used to determine the direction and form of the strength of the relationship between two or more variables. The results of r can be concluded as follows
 (1) If r = 0 or close to 0, then the influence between variables X and Y is very weak or there is no effect at all; (2) If r = +1 or close to +1, then the influence between variables X and Y is positive and very strong and (3) If r = -1 or close to -1, then the influence between variables X and Y is very strong but negative.

Multiple Correlation Coefficient Formula:

$$r_{y12} = \frac{b_1 \sum X_1 Y + b_2 \sum X_2 Y}{\sqrt{\sum Y^2}}$$

The score of the Correlation Coefficient (KK) varies from -1 to 1, namely:

- 1) KK = 0 means there is no correlation
- 2) 0 < KK < 0.20 means the correlation is very weak
- 3) 0.20 < KK < 0.40 means the correlation is low/weak but sure
- 4) 0.40 < KK < 0.70 means that the correlation is quite significant
- 5) 0.70 < KK < 0.90 means high correlation, strong
- 6) 0.80 < KK < 1.00 means Very high, very strong
- 7) KK = 1 means Perfect Correlation

Multiple Determinant Coefficient

The coefficient of multiple determinants (r²) is one form of analysis to determine the contribution of the variable X to Y.

$$r^2 = \frac{b_1 \sum X_1 Y + b_2 \sum X_2 Y}{\sqrt{\sum Y^2}}$$

Variable Measurement

The measurement scale uses an interval scale which has the same sequence of variables or distances between categories or their closest points. The numbers given have the meaning of levels. According to Isjanto (2010) that the size does not give an absolute score to the object, but only gives a sequence (rank) where the smallest object is given the number one, two, and so on until the number five with the following weighting:

- Answer choice A = 5 (Very Affected)
 B = value 4 (Affected)
 C = value 3 (Sufficiently Affected)
 D = value 2 (less Affected)
 E = value 1 (Not Affected)

Hypothesis Test

T Test

Hypothesis test is a procedure that allows decisions to be made. T test is used to determine whether the independent variables partially affect or not on the dependent variable. In this study, whether job characteristics (X1) affects the dependent variable, namely employee performance (Y) and whether HR development (X2) affects employee performance (Y). Hypothesis test for research with variables is done by comparing the Tcount score and the TTable score and the hypothesis test whether it is rejected or accepted.

If Tcount < Ttable, then Ho is accepted

If Tcount > tTable, then H1 is accepted

$$T_{count} = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}} \quad T_{table} = db . \alpha$$

Independent Degrees (db) formula

db = n – 3 (number of respondents minus the number of variables) significant level or level of accuracy (α): = 5% or 0.05

F Test

The F test is used to determine whether the job characteristics variable (X1) and HR development (X2) together or simultaneously have a significant relationship or not with the employee performance variable (Y). The analysis used to find out the comparison between the Fcount score and the FTable score and the hypothesis test whether it is rejected or accepted, at a significant level of 5% (0.05) with df numerator = k (the number of independent variable is 2) and df denominator = N-k- 1

N = 66 (number of samples studied)

K = 2 (number of independent variables)

Results and Discussion

X1 Variable Validity Test

The table above shows that the level of validity for the Job Characteristics variable (X1). From Table 1 for the results of the special research instrument test the validity of the X1 variable or Job Characteristics, it can be seen that all the questions asked to 66 respondents through the distribution of questionnaires were declared valid because rcount>rtable.. This shows that each question on the questionnaire for the X1 variable or job characteristics has been tested for its reliability or validity and it is concluded that the ten questions for the job characteristics variable (X1) that were submitted to 66 respondents were declared worthy to be used as a measuring instrument for research variables.

Table 1. X1 Variable Validity Data Test

Nu. Question Items	Correlation Coefficient r_{count}	r_{table} Score	Conclusion
--------------------	-------------------------------------	-------------------	------------

1.	0.351	0.24	Valid
2.	0.312	0.24	Valid
3.	0.632	0.24	Valid
4.	0.568	0.24	Valid
5.	0.502	0.24	Valid
6.	0.609	0.24	Valid
7.	0.737	0.24	Valid
8.	0.652	0.24	Valid
9.	0.541	0.24	Valid
10.	0.688	0.24	Valid

X2 Variable Validity Test

The table above shows the level of validity for the HR development variable (X2). From Table 2 for the results of the special research instrument test for the validity of the X2 variable or HR development, it can be seen that all the questions asked to 66 respondents through the distribution of questionnaires were declared valid because they were calculated $> r_{table}$. This shows that each question on the questionnaire for the X2 variable or HR development has been tested for its reliability or validity and it is concluded that the ten questions for the HR development variable (X2) submitted to 66 respondents are declared worthy to be used as a measuring instrument for research variables.

Table 2. X2 Variable Validity Research Instrument Test

Nu. Question Items	Correlation Coefficient r_{count}	r_{table} Score	Conclusion
1.	0.474	0.24	Valid
2.	0.412	0.24	Valid
3.	0.513	0.24	Valid
4.	0.581	0.24	Valid
5.	0.503	0.24	Valid
6.	0.281	0.24	Valid
7.	0.595	0.24	Valid
8.	0.564	0.24	Valid
9.	0.739	0.24	Valid
10.	0.702	0.24	Valid

Source: Researcher Data Processing Results, 2022

Y Variable Validity Test (Employee Performance)

The table above shows the level of validity for the employee performance variable (Y). From Table 3, the test results of special research instruments for the validity of the Y variable or employee performance, it can be seen that all the questions asked to 66 respondents through the distribution of questionnaires were declared valid because $r_{count} > r_{table}$. This shows that each question on the questionnaire for the variable Y or employee performance has been tested for reliability or validity and it is concluded that the ten questions for the employee performance variable (Y) submitted to 66 respondents are declared worthy to be used as a measuring instrument for research variables.

Table 3. Y Variable Validity Research Instrument Test

Nu. Question Items	Koefisien Korelasi r_{hitung}	Correlation Coefficient r_{count}	Conclusion
1.	0.407	0.24	Valid
2.	0.590	0.24	Valid
3.	0.541	0.24	Valid
4.	0.629	0.24	Valid
5.	0.349	0.24	Valid
6.	0.434	0.24	Valid
7.	0.691	0.24	Valid
8.	0.621	0.24	Valid
9.	0.530	0.24	Valid
10.	0.588	0.24	Valid

Instrument Reliability Test

In this study, to determine the reliability coefficient (Cronbach's Alpha) it will be processed through instrument reliability test using SPSS 23. Measurement of reliability using the Cronboach Alpha method will produce alpha score on a scale of 0-1 which are grouped into five classes. The score of each class and the level of reliability are as follows:

Table 4. Instrument Reliability Test Table

Alpha	Reliability Level
0.00 – 0.20	Less Reliable
0.21 – 0.40	Slightly Reliable
0.41 – 0.60	Reliable enough
0.61 – 0.80	Reliable
0.81 – 1.00	Very Reliable

Thus, the results of the calculation of instrument reliability are as follows:

a. X_1 Variable Reliability Test

The statistical reliability table above shows that the reliability correlation coefficient (Cronbach's Alpha) for the job characteristics variable is 0.673. The results ranged from 0.61 to 0.80, so the job characteristics variable (X_1) was declared reliable and worthy to be used as a measurement variable in this study. This shows that each question on the questionnaire for the X_1 variable has been tested for its level of truth and accuracy.

Table 5. X_1 Variable Reliability Test

Cronbach's Alpha	N of Items
.673	10

b. X₂ Variable Reliability Test (HR Development)

The statistical reliability table above shows that the reliability correlation coefficient (Cronbach's Alpha) for the HR development variable is 0.750. The results range from 0.61 to 0.80 so that the HR development variable (X₂) is declared reliable and feasible to be used as a measurement variable in this study. This shows that each question on the questionnaire for the X₂ variable has been tested for its level of truth and accuracy.

Table 6. X₂ Variable Reliability Test

Cronbach's Alpha	N of Items
.750	10

c. Y Variable Reliability Test (Employee Performance)

The reliability statistic table above shows that the reliability correlation coefficient (Cronbach's Alpha) for the employee performance variable is 0.683. The results range from 0.61 to 0.80 so that the employee performance variable (Y) is declared reliable and feasible to be used as a measurement variable in this study. This shows that each question on the questionnaire for the Y variable has been tested for its level of truth and accuracy.

Table 7. Y Variable Reliability Test

Cronbach's Alpha	N of Items
.683	10

Data Analysis Results

From the research conducted by summing up the data obtained through the distribution of questionnaires to the employees of Kuta Paradiso Hotel, it is known that the number of employees who were used as samples amounted to 66 people. Thus, the sum of X₁ (Job Characteristics), X₂ (HR Development) and Y (Employee Performance) was obtained through calculations between variables which will be explained below.

1. Multiple Linear Regression

The hypothesis in this study it is suspected that job characteristics and HR development together affect the performance of Food and Beverages Service employees at Kuta Paradiso Hotel".

The results of the analysis between the variables of job characteristics (X₁), and HR development (X₂) and employee performance (Y) used SPSS 23 (attachment). From the Coefficient Table Unstandardized Coefficient B column, it can be seen that the regression equation between the job characteristics variable (X₁) and HR development on employee performance (Y) is:

$$Y = 19,169 + 0,181X_1 + 0,418X_2$$

It can be analyzed that the good performance of Kuta Paradiso Hotel employees is determined by job characteristics. The constant score (a) indicates that if the independent variable (X) has zero score (0), then the score of the dependent variable (Y) is 19.169. The score of the coefficient of work characteristics (X₁) is 0.181. This means that for every increase in the change in job characteristics (X₁), the employee performance variable (Y) will increase by 0.181. On the other hand, if the job characteristics (X₁) have decreased, it will reduce employee performance (Y) by 0.181. The results obtained from multiple regression analysis for job characteristics (X₁) and employee performance (Y) variables are stated to have a positive linear relationship where every time there is a change.

The score of the coefficient of HR development (X₂) is 0.418. This means that for every increase in changes in human resource development (X₂), the employee performance variable (Y) will increase by 0.418. On the other hand, if HR development (X₂) decrease, it will decrease employee performance (Y) by 0.418. The results obtained from the regression analysis for the HR development (X₂ and employee performance (Y) variables are stated to have a positive linear relationship where every time there is a change.

2. Multiple Correlation Coefficient

Multiple correlation coefficient analysis (R) was used to determine the direction and form of the strength of the relationship between variables as well as to measure the close relationship between the independent variable (X) and the dependent variable (Y). In this case, it will measure the strength and weakness of the relationship between job characteristics (X₁) and HR development (X₂) with employee performance (Y) using the help of SPSS 23.

Based on the table above, it can be seen that the correlation coefficient score generated between job characteristics (X₁) and HR development and employee performance (Y) is 0.629. This means that the relationship between the variables of job characteristics and HR development with employee performance is positive, or in other words, job characteristics have a significant influence on the performance of Kuta Paradiso Hotel employees.

3. Determinant Coefficient (R²)

The coefficient of determinant (R²) is needed to find out how much contribution given by X variable to Y. The value of this coefficient ranges from 0 to 1. If the result is closer to 0, it means that the smaller the influence of all independent variables on the score of the dependent variable. Conversely, the closer to 1, the greater the influence of all independent variables on the dependent variable. In this study, the analysis of the correlation coefficient of determination (R²) used the help of the SPSS 23 program.

Based on the Table Model Summary, the Determinant Coefficient (R²) of the variable of job characteristics (X₁) and HR development on employee performance (Y) is 0.396. It can be concluded that the characteristics of work and human resource

development have an effect of 39.6% on the performance of employees of the Food and Beverages Service Department at Kuta Paradiso Hotel Bali, while 60.4% is influenced by other variables not examined.

4. Hypothesis Test

a. T Test

T test is used to test the relationship between each independent variable on the dependent variable multiple times. The degree of significance level used is 5%. The results of the analysis of the T test data were obtained by using the SPSS 23 program. Job characteristics variable (X₁) and HR development variable (X₂) on employee performance (Y). For the analysis of the T test data, the job characteristics variable (X₁) on employee performance (Y) can be seen in the Coefficients Table.

Table 8. T Test Hypothesis Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	19.169	4.098		4.678	.000
X ₁	.181	.081	.236	2.242	.028
X ₂	.418	.088	.502	4.758	.000

a. Dependent Variable: Y

From the results of the T test in the table above, it can be seen that the job characteristics variable (X₁) has a Tcount of 2.242 with a TTable of 1.997. The score of Tcount>Ttable, then H₁ is accepted and H₀ is rejected. A positive T score indicates that the job characteristics variable has a direct relationship with employee performance and it can be stated that job characteristics have a significant influence on the performance of the Food and Beverages Department employees at Kuta Paradiso Hotel Bali. From the results of the T test in the table above, it can be seen that the score of the HR development variable (X₂) has a Tcount of 4.758 with a TTable of 1.997. Tcount > Ttable, then H₁ is accepted and H₀ is rejected. A positive T score indicates that the HR development variable has a direct relationship with employee performance and it can be stated that HR development has a significant influence on the employee performance of the Food and Beverages Service Department at Kuta Paradiso Hotel Bali.

Table 9. T Test Results

Hypothesis	Statement	Score	Description
X ₁	Organizational Culture Variables Affect Job Satisfaction	2,242	H ₁ accepted H ₀ rejected

X ₂	Leadership Style Variables Affect Job Satisfaction	4,758	H ₁ accepted H ₀ rejected
----------------	---	-------	--

b. F Test

The F test is used to determine whether the variables of X₁ and X₂ simultaneously have a significant relationship with the Y variable. By using the SPSS 23 program, the results of the F test data for the variable job characteristics (X₁) and HR development (X₂) on performance employees (Y) can be seen in the table below:

Table 10. F Test Hypothesis

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	303.054	2	151.527	20.623	.000 ^b
	Residual	462.885	63	7.347		
	Total	765.939	65			

a. Dependent Variable: Y

b. Predictors: (Constant), X₂, X₁

From the table above, the Fcount value is 20,623. To determine whether H₀ is rejected or accepted, then the value of Fcount is compared with FTable at a significant level of 5%, with df numerator = k (the number of independent variables is 2, and df denominator = N – k – 1, so it can be seen that df numerator = 2 and the denominator df = N – k – 1 = 63 which is 3.14. The score of Fcount > FTable (20.623 > 3.14) means that H₁ is accepted and H₀ is rejected, or in other words that the characteristics of work and human resource development simultaneously affect the performance of employees of the Food and Beverages Service Department.

The Effect of Job Characteristics on the Performance of Food and Beverages Service Department Employees at Kuta Paradiso Hotel Bali

X₁ Variable indicator, Skill Diversity

According to Munandar, skill variety is the number of skills needed to do a job. The more variety of skills used, the less boring the work (Munandar, 2001). From the results of respondents' responses to the variable of job characteristics, namely the skill diversity indicator, 62.1% answered that processing each job according to standard operational procedures would affect their performance. As many as 71.2% of respondents answered that providing guest needs according to standard operational procedures would affect employee performance. As many as 43.9% of respondents answered that serving guests according to standard operational procedures would affect employee performance. Based on the respondents' responses, it shows that Food and Beverages Service employees at Kuta Paradiso Hotel Bali often carry out job characteristics, namely the diversity of skills through

employees processing work, providing for guest needs, and serving guests according to standard operational procedures which will affect employee performance. Employees must also be given the opportunity to learn skills and gain knowledge so that employees will feel cared for and can carry out various responsibilities that must be carried out because it will affect employee performance. As stated by Gary Jacob in Kaswan that the best means to pay attention to employees is to pay attention to the work they do and give each employee the opportunity to continue to learn skills and acquire new knowledge and carry out new responsibilities according to capacity (Kaswan, 2012). Diversity of skills in getting the job done has great benefits for individuals, companies and society. For individuals themselves, the diversity of skills can improve their performance so as to obtain remuneration in accordance with their performance so that it can be useful for the company, namely in terms of profit.

Based on the observations of researcher at Kuta Paradiso Hotel Bali, it can be seen that the diversity of skills already possessed by Food and Beverages Service employees which is proven by always compliments on employee performance from guests even though Food and Beverages Service employees have to do various different jobs. Food and Beverages Service employees are always given the opportunity to learn skills and gain new knowledge, in this case the employee's work area is not only in the restaurant but also given the opportunity to take turns being a food checker or assigned to the store to pick up equipment. This is very beneficial for employees because employees can also learn other things that are outside the restaurant area which can increase employee skills. It will affect employee performance so that it will have a positive impact on the company, in this case Kuta Paradiso Hotel.

X1 variable indicator, the identity of the task

For the X1 indicator in the form of task identity, 59.1% of respondents answered very often employees were given the opportunity to complete work thoroughly from start to finish at the Food and Beverages Service Department of Kuta Paradiso Hotel so that it affected their performance, as many as 72.7% of respondents answered that employees very often cooperate in doing work at the Food and Beverages Service Department of Kuta Paradiso Hotel so that it affects their performance.

This is in accordance with Munandar's opinion that the extent to which the overall work completion can be seen and can be recognized as a result of one's performance. Employees who are given the opportunity to complete their work from start to finish will feel enthusiastic in completing their work. In this case, if the employee is passionate about completing his work, it will affect the employee's performance and moreover it will be very beneficial for the company, in this case the Kuta Paradiso Hotel.

Based on the observations of researcher at the Kuta Paradiso Hotel Food and Beverages Service employees, it turns out that not all of them provide opportunities for all employees to complete the job thoroughly, especially when the outlet is busy with many guests coming, usually there are employees who only welcome guests and are not allowed to take orders and serving guests, this can affect employee performance or there are superiors who instruct employees to carry out new jobs before employees complete

the previous work. This can affect employee performance because employees will carry out tasks in a hurry. According to the researcher's observations that employees will be lazy if they have not completed one job and have been ordered to do another job. This is very influential on employee performance because if employees are not enthusiastic about work, it will affect employee performance, namely employee performance will decrease and this will have an impact on guests.

Referring to the explanation above, it is better if the boss pays attention to the employees because every day the number of guests is very large and not proportional to the number of employees, it is better to increase the number of employees so that employees can carry out their work properly without having to rush because of the number of guests so that the performance of employees can be improved. It is always good if the employees do a good job. Because what often happens according to the observations of researcher is that employees who have not completed one job have been told to do other jobs that make employees obey and this makes employees work carelessly and no longer follow the rules in the company. The impact is that employee performance decreases so it is expected that superiors pay more attention to employees and provide opportunities for employees to complete their work thoroughly so that employees are more enthusiastic and can affect employee performance.

X1 variable indicator, Task Significance

For the X1 indicator in the form of task significance, 63.6% of respondents answered that employees of the Food and Beverages Service Department at Kuta Paradiso Hotel very often provided innovative ideas for the hotel so that it affected their performance, 37.9% of respondents answered that the employees of the Food and Beverages Service Department at Kuta Paradiso Hotel quite often helped each other in completing the work of their co-workers so that it affected their performance. This is in accordance with the understanding of task significance proposed by Robbins that task significance is the degree to which a job has a substantial effect on the life or work of other individuals. The significance of a job and its substantial impact on the lives or work of others, both within the scope of internal and external organizations. This includes interests for the organization, interests for other parties and the influence of other parties (Robbins, 2003).

Based on the observations of researcher at the Food and Beverages Service Department of Kuta Paradiso Hotel, it can be seen that most employees often provide innovative ideas and help each other in completing work so that it affects employee performance. The fact that often occurs in the field is that although employees are given the opportunity to provide innovative ideas, leaders often do not use the ideas submitted by employees and only use ideas from the superior. For example, at the turn of the year employees are given the opportunity to express their opinion that what theme do employees want at the New Year's Eve event to be celebrated at the hotel with guests, when employees have conveyed their ideas the leader does not use ideas from the employee but uses ideas from the previous leader has been prepared. Things like this can affect employee performance because employees will feel unappreciated by giving ideas

that are conveyed so that employees will lose enthusiasm for work and have an impact on employee performance. In terms of helping each other among employees is very good because according to the observations of researcher that employees have helped each other making it easier for them to complete work.

The leadership should respect the ideas submitted by employees. If in the end the leadership does not use the ideas conveyed by the employees, then the leadership should provide several ideas for employees to choose from so that employees do not feel that the ideas they convey are not appreciated because this can affect employee performance and subsequently affect the company in this case Kuta Paradiso Hotel. In terms of helping each other among employees, it should be maintained or improved because it can affect employee performance.

X1 Variable Indicator, Autonomy

For the X1 indicator in the form of autonomy, as many as 27.3% of respondents answered that employees were quite often given the freedom to determine how to complete work because it could affect their performance. This is in line with Stoner's opinion in Fath that with freedom, employees are able to organize their work without any pressure. The absence of pressure felt by employees will affect employee performance because employees will be more enthusiastic at work. Hackman and Oldham in Yahya add that workers with high autonomy realize that they are fully responsible for the success and failure of completing the work they carry out (Yahya, 2009).

Based on the observations of researcher at the Food and Beverages Service employees of Kuta Paradiso Hotel, it can be seen that most employees are quite often given the freedom to complete their work, but there are also employees who are never given the freedom to complete their work. This can affect employee performance because employees may think that their superiors do not believe in the results of their work, so the employee becomes lazy and carelessly completes the work. Employees who are given the freedom to complete their own work will depend more on the efforts and initiatives of the employees themselves than on detailed instructions from superiors or on predetermined task procedures so that employees will learn to be responsible for their own work, this will affect on employee performance.

Referring to this, it is better if the superior trusts the employee and gives freedom in completing the work so that the employee is more enthusiastic in completing the work so as to improve employee performance for the better. In addition to feeling valued, employees will learn to take their own initiative and learn to be responsible for the results of their work so that it will affect better performance if employees are eager to complete their work.

X1 variable indicator, Feedback

For the X1 indicator in the form of feedback, 51.1% of respondents answered that very often they received awards in the form of praise from their superiors so that it affected their performance, 53.0% of respondents answered that very often they received

awards in the form of praise from fellow employees so that it affected their performance. This is in accordance with Munandar's opinion that giving feedback on work helps increase the level of satisfaction. If employees are satisfied with praise from superiors, employees will be more enthusiastic about work and will affect their performance.

Based on the researcher's observations on the employees of the Food and Beverages Service Kuta Paradiso Hotel Bali, it can be seen that most employees often get praise from both superiors and fellow employees. This can affect employee performance because employees will feel valued and cared for in completing their work. By getting praise from superiors or fellow employees, indirectly employees have received information about the results of the work that has been done by the employee, whether the work done has been effective or not so that employees will try to improve their performance. In addition to receiving praise, employees are also given criticism and suggestions if the employee makes a mistake in carrying out the work so that the employee will try to correct the error so that the employee's performance will increase. Just as when a guest praises the performance of the employee, the boss will ask the employee and finally will give a compliment and vice versa if the boss sees the employee making a mistake, the boss will first ask the employee concerned and then give criticism or suggestions. Not only superiors who often do this, but fellow employees also often do this if it affects employee morale and subsequently affects employee performance.

It is better if superiors and even employees continue to maintain the application of giving praise both from above to subordinates and from one employee to another employee because this can affect the performance of the employee. Feedback made by superiors in the form of praise or criticism and suggestions to employees will make employees aware of the results of their work so that it can affect employee performance and also the company.

The Effect of HR Development on the Performance of Food and Beverages Service Employees at Kuta Paradiso Hotel Bali

X2 Variable Indicator, Informal Development

According to Hasibuan, informal development means that employees on their own desires and efforts train and develop themselves by studying literature books that have to do with their work or position. Informal development shows that the employee is eager to advance by improving his work ability. This is beneficial for the company because the work productivity of employees is getting bigger, in addition to efficiency and productivity are also getting better (Hasibuan, 2008).

For the X2 indicator, namely informal development, 62.1% of respondents answered that they read books very often to gain knowledge so that it could affect their performance, 71.2% of respondents answered that they read books very often to develop their skills because it affected their performance. 43.9% of respondents answered very often seek information in print media to increase their knowledge so that it affected their performance, as many as 59.1% of respondents answered very often seek information in

print media to develop skills so that it could affect their performance, as much as 72.7% respondents answered very often increase knowledge through electronic media so that it affected their performance, as many as 63.6% answered very often increase knowledge through electronic media so that it affected their performance. Based on the responses of these respondents, it shows that the employees of the Food and Beverages Service Kuta Paradiso Hotel stated that the existence of informal development, namely on the employee's own initiative to develop themselves by reading books, through print media or through electronic media, would affect employee performance and could affect hotel profits and guest satisfaction. This is in accordance with the opinion of Paul and Anantharaman who asserted that human resource development has a direct relationship with organizational profitability (Paul & Anantharama 2003). Human resource development is closely related to the quantity and quality of knowledge possessed. This situation becomes very important because it is from knowledge that humans have a basis for action and with increased knowledge it will affect employee performance. According to Priansa, the goal of human resource development is improvement. With the development of human resources, employee performance will have an effect and this is the same as improving employee performance.

Based on the observations of researchers at the Kuta Paradiso Hotel Food and Beverages Service employees, it was found that most employees already have their own awareness to increase knowledge and develop skills either by reading books, through print media or through electronic media so that it can affect the performance of the employees themselves. Employees who develop informally are very beneficial for the hotel because in addition to increasing employee performance, the company does not need to incur development costs.

The hotel should provide facilities such as a special library for employees so that employees feel cared for and are more enthusiastic to increase knowledge and develop skills because it can affect the employee's performance. Because just like what has been observed that there is no availability of facilities such as libraries so that employees do not take advantage of rest time. There are also employees who look for information through their mobile phones, but if the company provides special facilities for employees, the employees will be more enthusiastic in developing themselves because it can be beneficial for themselves and for the company, in this case Kuta Paradiso Hotel.

The Effect of Job Characteristics and HR Development on the Performance of Food and Beverages Service Department Employees at Kuta Paradiso Hotel Bali

Various definitions of job characteristics and human resource development have been put forward by experts, such as according to Robbins and Judge, job characteristics are an approach in designing jobs that show how jobs are described into five core dimensions, namely skill diversity, task identity, task meaning, autonomy and feedback (Robbins and Judge, 2007). Meanwhile, according to Sedarmayanti, human resource development aims to produce a logically and comprehensively related framework to

develop an environment in which employees are encouraged to learn and develop (Sedarmayanti, 2008).

Based on the results of observations, the characteristics of work and human resource development can affect the performance of employees of the Food and Beverages Service Department at Kuta Paradiso Hotel. Although in this case it still has to be improved again so that the effect on employee performance is stronger. Because it can be seen that the effect of the variable of job characteristics and HR development is still below 70% so it still has to be improved. Especially the variable of job characteristics which has a smaller effect than human resource development.

From the data analysis carried out with the help of SPSS 23, the results of multiple linear analysis were obtained with a large correlation of 0.629. This shows that job characteristics (X_1) and HR development (X_2) affect employee performance (Y), where the HR development variable (X_2) is the variable that has the greatest influence on employee performance (Y) at the Food and Beverages Service Department Kuta Paradiso Hotel Bali.

The correlation coefficient score $R = 0.629$ indicates that job characteristics and HR development have a positive and quite strong relationship with the performance of the Food and Beverages Service Department employees at Kuta Paradiso Hotel Bali. The score of the determinant coefficient $R^2 = 0.396$ indicates that the performance variable of Food and Beverages Service employees at Kuta Paradiso Hotel is 39.6%, influenced by job characteristics and HR development, while 60.4% is influenced by other factors such as organizational culture, compensation and leadership style. It can be seen that the characteristics of work and human resource development still need to be improved so that employee performance can be further improved.

Meanwhile, for the results of the F test of the variable of job characteristics and HR development with employee performance, $F_{count} > F_{table}$ ($20,623 > 3.14$) which means that job characteristics and HR development significantly affect the performance of the Food and Beverages Service Department employees at Kuta Paradiso Hotel Bali. By looking at the results of the analysis above, it can be explained that job characteristics and HR development affect employee performance. Based on the facts on the ground that job characteristics and HR development affect the performance of Food and Beverages Service employees at Kuta Paradiso Hotel Bali, and if they are implemented properly, employee performance will certainly increase.

Conclusion

The results show that job characteristics affect the performance of the Food and Beverages Service Department employees at Kuta Paradiso Hotel Bali, this is measured from the variable indicators used in this study, namely the diversity of skills (processing, providing, serving), task identity (complete work thoroughly from start to finish, cooperate from start to finish), task significance (contribution to the company, contribution to fellow employees), autonomy (freedom to determine how to complete work) and feedback (award from superiors, appreciation from fellow employees).

The results of the study show that human resource development affects the performance of employees of the Food and Beverages Service Department at Kuta Paradiso Hotel Bali, measured from the variable indicators used in this study, namely informal development (reading books, seeking information through print media or through electronic media), and formal development (on the class training, on the job training).

The results of the study indicate that the characteristics of work and human resource development simultaneously affect the performance of employees of the Food and Beverages Service Department at Kuta Paradiso Hotel Bali.

Suggestion

Job characteristics of employees of the Food and Beverages Department at Kuta Paradiso Hotel Bali proved to have an effect on employee performance. All things related to job characteristics are very good, only the number should be increased because even though employees have various skills to carry out work, if there are many guests, employees feel overwhelmed and this will affect employee performance. If employees are added, it will have a positive impact on employee performance because employees will not be overwhelmed at work if there are many guests.

Human resource development is proven to have an effect on the performance of employees of the Food and Beverages Service Department at Kuta Paradiso Hotel Bali. Employee performance is affected because of developments, both those that are developed by employees themselves or those carried out by Kuta Paradiso Hotel, if developments such as training carried out for employees continue to be carried out, employee performance will increase and this will have a positive impact on the hotel and also for employees. The only thing that must be improved is that formal development in the form of class training, it must be carried out at all Food and Beverages Department outlets not only at certain outlets so that employee performance is more evenly distributed.

References

- Arikuto. 2007. *Manajemen Penelitian*. Penerbit: Rineke Cipta Jakarta.
- Armstrong, Michael. 2009. *“Armstrong’s Handbook of Human Resource Management Practice 11th edition*. United Kingdom: Kogan Page.
- Dessler, G. 2003 *Manajemen Sumber Daya Manusia*. Jilid 2. Edisi Kesembilan. Jakarta: PT Indeks Kelompok Gramedia.
- Fabian, Indra 2001, *Akuntansi Sektor Publik*, Edisi Pertama, Badan Penerbit Fakultas Ekonomi UGM, Yogyakarta.
- Fahmi, Irham, 2011, *Manajemen Kinerja : teori dan aplikasi*, Alfabeta, Bandung.
- Flippo, B Edwin, 2002. *Manajemen Personalia*. Edisi Terjemahan. Jakarta: Erlangga.
- Gibson, Ivancevich dan Donnely, 2010. *Organisasi dan manajemen*. Edisi terjemahan, Jakarta : Erlangga.
- Harinaldi, M.Eng, 2005. *Prinsip-Prinsip Statistik Untuk Teknik Dan Sains*,.Penerbit Erlangga: Jakarta.
- Hasibuan, Malayu S.P. 2008. *Manajemen Sumber Daya Manusia*. Jakarta: PT.Bumi Aksara.

- Jean, Barbazette. 2005. *The Trainee's Journey to Competence Tools: Assesment and Model*. San Francisco: Wiley.
- Kaswan, 2012. *Manajemen Sumber Daya Manusia Untuk Keunggulan Bersaing Organisasi*. Yogyakarta: Graha Ilmu.
- Kreitner, R dan Angelo Kinicki. 2003. *Perilaku Organisasi*. Salemba, Jakarta.
- Kreitner, R dan Angelo Kinicki. 2005. *Perilaku Organisasi Buku 1 dan 2*, Jakarta: Salemba empat.
- Mangkunegara, 2006. *Evaluasi Kinerja*. Penerbit : PT Rafika Aditama. Bandung.
- Megawati, Suci, 2012. "Pengaruh Job characteristics terhadap Motivasi Karyawan Divisi Operasi pada PT Pembangkit Jawa-Bali (PJB) Unit Pembangkit (UP) Muara Tawar" Skripsi Program Sarjana Ekstensi Universitas Indonesia, Depok.
- Munandar, A.S. 2001. *Psikologi Industri dan Organisasi*. UI-Press. Jakarta.
- Oei, Istijanto, 2010. *Riset Sumber Daya Manusia*. Jakarta, Gramedia Pustaka Utama.
- Paul, A. K. & Anantharaman, R. N. 2003. *Dampak Praktek Manajemen Orang pada Kinerja Organisasi: Analisis Model Kausal*. International Journal of Manajemen Sumber Daya Manusia, 14 (7), 1246-1266.
- Priansa, J Donni, 2014. *Perencanaan dan pengembangan SDM*, Bandung: Alfabeta.
- Robbins dan Judge, 2007. *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Robbins, Stephen. 2003. *Perilaku Organisasi*. Jilid 1, PT Indeks Kelompok Gramedia, Jakarta.
- Roby, A. Fath, 2015. "Pengaruh Lingkungan Kerja Non Fisik dan Karakteristik Pekerjaan terhadap Kepuasan Kerja (Studi pada Karyawan Hotel Bintang Dua di Yogyakarta)" Skripsi Program Sarjana Universitas Negeri Yogyakarta, Yogyakarta.
- Sedarmayanti, 2008. *Sumber Daya Manusia dan Produktivitas Kerja*. Bandung: CV Mandar Maju.
- Sikula, Andrew F. 2001. *Sistem Manajemen Kinerja*. Edisi Terjemahan. Jakarta: Gramedia Pustaka Utama.
- Simamora, Henry. 2001. *Manajemen SDM*. Yogyakarta: STIE YKPN.
- Sitanggang, Darna 2006. "Pengaruh Karakteristik Pekerjaan terhadap Kepuasan Kerja Perawat Lulusan D3 pada Rumah Sakit Santa Elisabeth di Medan" Tesis Pasca sarjana Universitas Sumatera Utara, Medan.
- Sugiyono, 2014. *Metode Penelitian Bisnis*. Bandung: Alfabeta.
- Tyson, Shaun, 2006. *Essentials of Human Resource Management*. United Kingdom: Elsevier Ltd.
- Wibowo, 2013, *Manajemen Kinerja*, Edisi Ketiga, Rajawali Pers, Jakarta.
- Yahya, K Khulida. 2009. *Linking Organizational Structure, Job Cahrasteristic and Job Performance Construct: A Proposed Framework*: International Journal of Business and Management, Vol 4, No 3, (145-152) march 2009.