

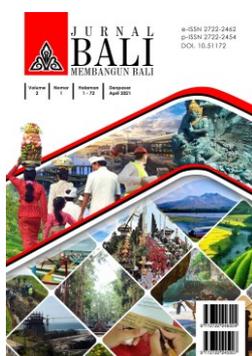


Courtyard by Marriott Bali Nusa Dua Resort: A Support for Employee Productivity during the Covid-19 Pandemic

Ni Wayan Budi Purnama Dewi¹, Ni Made Ernawati², I Gede Mudana³

^{1,2,3}Applied Master Program of Tourism Business Planning, Tourism Department, Politeknik Negeri Bali

Email : [1budipurnamadewi@gmail.com](mailto:budipurnamadewi@gmail.com), [2madeernawati@pnb.ac.id](mailto:madeernawati@pnb.ac.id), [3gedemudana@pnb.ac.id](mailto:gedemudana@pnb.ac.id)



Abstrak

Tujuan: Penelitian ini menguraikan tentang upaya-upaya yang dilakukan oleh Courtyard by Marriott Bali Nusa Dua Resort dalam mendukung produktivitas karyawan di masa pandemi Covid-19.

Metode penelitian: Teknik pengumpulan data yang digunakan yaitu wawancara. Data yang diperoleh dianalisis secara deskriptif-kualitatif.

Hasil dan pembahasan: Upaya yang dilakukan oleh Courtyard by Marriott Bali Nusa Dua Resort untuk mendukung produktivitas karyawannya dengan melaksanakan kegiatan pelatihan secara online dan offline. Analisis terhadap kuantitas, kualitas dan waktu kerja karyawan menunjukkan bahwa pelatihan benar-benar telah dilaksanakan.

Implikasi: Adapun kesimpulan dalam penelitian ini adalah melalui kegiatan pelatihan yang dilaksanakan oleh Courtyard by Marriott Bali Nusa Dua Resort secara tidak langsung telah memfasilitasi produktivitas karyawan di masa pandemi Covid-19.

Kata Kunci: Dukungan, produktivitas karyawan, hotel, pandemi Covid-19

Abstract

Purpose: This study attempts to describe the efforts made by Courtyard by Marriott Bali Nusa Dua Resort in supporting employee's productivity during the Covid-19 pandemic.

Research method: Data collection techniques are done through interview. Data gained were analyzed in a descriptive-qualitative way.

Results and discussion: The efforts made by Courtyard by Marriott Bali Nusa Dua Resort can support the productivity of its employees by conducting online and offline training activities. Analysis of the quantity, quality and work time of employees, show that the training is really carried out.

Implication: The training activities implemented by Courtyard by Marriott Bali Nusa Dua Resort have indirectly facilitated employee productivity during the Covid-19 pandemic.

Keywords: Support, employee productivity, hotel, Covid-19 pandemic

Sejarah Artikel

Diterima pada
23 Februari 2021

Direvisi pada
26 Februari 2021

Disetujui pada
27 Maret 2021

INTRODUCTION

Covid-19 pandemic has been giving a lot of impact on various sectors, including the tourism. Chairman of the General Association of Hotels and Restaurants Indonesia (IHRA) Haryadi Sukamdani said that several studies IHRA shows that the decreases in the sector of hospitality began to occur in the months of January and February 2020. In Bali alone, the level of occupancy hotels down 60-80%, especially China's tourist favorite areas namely Nusa Dua, Tuban, and Legian, and in the favourite areas of European and Australian tourists, namely Ubud and Sanur, decreased by 20-30% (Kompas.com). This

condition makes 90% of hotel business operators in Bali lay off their employees (Travel.detik.com). However, there are a number of hotels that are still operating even with a limited number of employees.

Courtyard by Marriott Bali Nusa Dua Resort is one of the five-star hotels in the Nusa Dua area that employees are still productive during the Covid-19 pandemic. During this condition, appreciation for the company when the productivity of employees was noted. In connection with the productivity performance of the employees, of course every companies essentially will implement policies that vary depending on the human resources (Rismayadi, 2015). Productivity of employees have become a factor that is very important, because it has a huge role in determining the successor of company in achieving its objectives (Rismayadi, 2015). Productivity of employees is a barometer of how far the workers employed by effectively in a process products/services to achieve the outputs expected (Ukkas, 2017). Therefore, there is no doubt that Courtyard by Marriott Bali Nusa Dua Resort's attention to its employees even in the Covid-19 pandemic situation, especially with regard to productivity.

Yuniarsih & Suwanto (2009: 156) express that work productivity is defined as a concrete result (product/service) produced by individuals or groups, during a certain time unit in a work process. Wartana (2011) defines the productivity of labor as the ability of a person to produce something of tasks and jobs that are given by the company. Furthermore, Gaol (2014) explains that the productivity of the work of employees is the activity that is displayed every person as an accomplishment of work that is produced by the employee in accordance with its role in the institution or company. Referring to the case mentioned above, the productivity of the work of employees can be interpreted as the activity that employees produce in a process of working for a unit of time specified.

Each company must be constantly trying to improve the achievement of employees work to achieve the productivity of labor that is the maximum, especially during this Covid-19 pandemic. On Essentially, productivity has two dimensions, namely (1) the dimensions of effectiveness that is associated with the achievement of the performance of work a maximum of (quality), quantity and time, and (2) the dimensions of efficiency that is associated with attempts to compare the input with the realization of its use or how jobs are executed (Sedarmayanti 2001: 58). The quality and quantity of the human resources must be in accordance with the needs of organizations of companies in order to effectively and efficiently in supporting the achievement of the purpose of the organization of companies (Hasibuan, 2012: 27). Productivity of work for a company is very important as a matter of measuring success in running a business, which is getting higher productivity of labour of employees in the company, will be able to increase the profits of companies and suppress the cost of operations (Rismayadi,

2015). The company certainly provides tools, facilities, training facilities and other work infrastructure to support employee's work productivity. With the support from the company for employee, work productivity and employee's work performance during the Covid-19 pandemic of course, will be improved.

To measure the productivity of the work of employees, factors that can be used by the company are 1) The quantity of work that results are achieved by the employee in the amount specified by the comparison of standards that exist or are set by the company, 2) Quality of work is the ability of employees to complete the work in technical by comparison standards that are set by the company, 3) Accuracy of time that the level of an activity completed at the beginning of time that is determined, seen from the angle of coordination with the result output and maximize the time that is available for the activity of other (Simamora, 2009). Besides that, from the terms of the employee 's own that factor which is very desirable to increase the productivity of work are: (1 job that is interesting, (2 wages are good, (3 safety and protection in work, (4 ethic of work (5 environment or means of working that well, (6 promotion and development of themselves they are in line with the development of the company, (7 feel involved in the activities of the organization of companies, (8 understanding and sympathy on matters of personal employee, (9) the loyalty leader in self- employees, (10 Discipline of work that hard (Anoraga, 2005). From that, the alignment between employee and company become points important in supporting the productivity of the work of employees, especially during Covid-19 pandemic.

Research is trying to describe about efforts were made by Courtyard by Marriott Bali Nusa Dua Resort in supporting the productivity of employees during the Covid-19 pandemic. This research is expected to make a positive contribution to hotel companies during the Covid-19 pandemic with regard to support for employee performance productivity.

RESEARCH METHODS

This research is using a qualitative descriptive method. The location of this research is Courtyard by Marriott Bali Nusa Dua Resort which is located in the Tourism Lot SW1 area, Nusa Dua, Bali.

Data of the research were collected by conducting interviews with the Human Resource Manager at Courtyard by Marriott Bali Nusa Dua Resort. The interview technique used is an unstructured one, so that the questions asked follow the answers given. The data from the interviews were then analyzed.

FINDINGS

Courtyard by Marriott Bali Nusa Dua Resort policy for employees during the Covid-19 pandemic is for permanent employees, not being laid off (still working) and for contract employees, the contract period is expired according to the agreement. Permanent and contract employees work according to the existing schedule. The work they do is in accordance with their respective job desks and the rest helps maintain hotel assets as an additional task. The percentage of their work is 70% in accordance with job desks and 30% for additional assignments. To prevent employees from working less productively in carrying out their job designs, considering that the hotel is not yet fully operational, the management carries out training activities (training) online by system and offline. Every employee is required to attend training activities as part of their work. Therefore, the assessment of employee productivity during the Covid-19 pandemic refers to work results and training results.

During the Covid-19 pandemic, there were not so many employee jobs that matched the job desks because the hotel was not yet fully operational so that employees were more focused on attending training. The training they take is in accordance with their job desks. For example, the food and beverage division, the training they undertake is related to food and beverage. The percentage of this training is 90% online and 10% offline. In participating in this training activity, employees are required to complete a number of bills that have been included in the module with a limited time to work. For this reason, this training activity must be followed and completed by employees as a form of employee work during the Covid-19 pandemic.

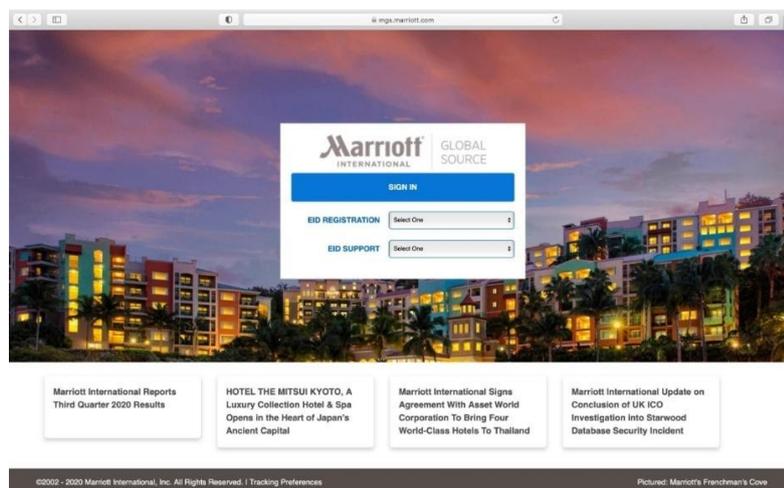


Figure 1. Courtyard by Marriott Bali Nusa Dua Resort Online Training Application (Source: Marriott Bali, 2020)

Figure 1 above is a web-based training application provided by the management of Courtyard by Marriott Bali Nusa Dua Resort for its employees. Each employee

participates in online training by entering the application system by selecting EID Registration and EID Support. Management has registered all employees, so employees can just log in with the registration ID that has been provided by Management. There are several modules in the system and each employee is required to complete all existing bills. These online training activities can be carried out by employees in their respective homes.



Figure 2. Courtyard by Marriott Bali Nusa Dua Resort Offline Training
(Source: Marriott Bali, 2020)

The survey, which was followed by 144 respondents, showed that the indicators most at risk of being exposed to COVID-19 came from indicators (1) holding objects or items held by many people with a frequency of 96 people (96 people); 2) not washing clothes after leaving the house with a frequency of 81 people; (3) not exercising regularly with a frequency of 77 people; (4) not showering and shampooing after leaving the house with a frequency of 67 people.

The Chi-Square Test results prove the relationship between work activities and the risk of respondents being exposed to COVID-19 as indicated by the indicator of the frequency of leaving the house (sig 0.013 <0.05), not washing hands (sig 0.005 <0.05), not drinking warm water (sig 0.021 <0.05), not washing hands after leaving the house (sig 0.00 <0.05), not giving antiseptics (sig 0.036 <0.05), not consuming vitamins and lack of sleep (sig 0.007 <0.05)).

The Quantity of Employee Work

This relates to the results achieved by employees in a certain number with a comparison of existing standards or set by the company. The modules in this training already have their own billing standards. So, employees are required to complete the bill by Meeting existing standards. Under the responsibility of each department head, employees whose work quantity is not maximal will receive a warning in the form of a

warning. This means that, when a division where employees do not show the quantity of work (training bills) properly, the department head will receive a warning from the company leadership. Indirectly, this training has demanded the quantity of employee work.

Quality of Employee Work

An employee must be able to complete the job technically with a standard comparison set by the company. Existing billing standards make employees complete their training bills at least that meet the standards. Employees are motivated by each department head so that what they do shows maximum results, not just following it. This is of course the initial capital for employee consistency in completing tasks. At least this experience will provide input to each department head regarding the quality of work that can be achieved by employees.

On Time

An activity is completed at the beginning of the specified time, seen from the point of coordination with the output and maximizing the time available for other activities. In this training, the system has set up that each module is done in a certain time. When a module is too late to complete, the system will record it. This will be a bad record for the employee concerned, because it is not appropriate to complete bills on time. Therefore, managing time in the training provided by the hotel is very demanding on employees so that none of the existing bills are left behind.

CONCLUSION

The results of the analysis above show that the training activities carried out by Courtyard by Marriott Bali Nusa Dua Resort have facilitated their employees to be productive during the Covid-19 pandemic. Overall, it can be seen that the efforts of Courtyard by Marriott Bali Nusa Dua Resort through online and offline training show that employee productivity is facilitated.

If it is seen from the quantity of work, the quality of work and the timeliness that the training they designed has supported the fulfilment efforts. For this reason, the development of employee's productivity during the Covid-19 pandemic was facilitated through training activities.

ACKNOWLEDEMENT

In this occasion, the authors would like to thank to Courtyard by Marriot Nusa Dua resort which has been the location of this research so that this paper can be finished on time.

REFERENCE

- Andini, P. K., Astuti, N. N. S., & Budarma, I. K. (2020). Implementation of Green Human Resources Management through Pro-environmental Behavior in Alpina Hotel & Spa Chamonix France. *Intenational Journal of Green Tourism Research and Applications*, 2(2), 63–71.
- Anoraga, P. (2005). *Manajemen Bisnis*. Rineka Cipta.
- Friskha Rostiningsih, Christina Menuk Srihandayani, & Bisma Arianto. (2020). Pengaruh Motivasi, Karakteristik Pekerjaan, Serta Iklim Organisasi Mengenai Kepuasan Kerja Pada Karyawan Hotel Ibis Budget Diponegoro Surabaya. *Journal of Sustainability Bussiness Research (JSBR)*, 1(1), 107–116. <https://doi.org/10.36456/jsbr.v1i1.2965>
- Gaol, J. L. (2014). *Human Capital: Manajemen Sumber Daya Manusia*. PT. Gramedia Widiasarana Indonesia.
- Hasibuan, M. S. P. (2012). *Manajemen Sumber Daya Manusia (Edisi Revi)*. Bumi Aksara.
- Kompas.com. (2020). *Mangukur Dampak Wabah Virus Corona ke Bisnis Hotel*.
- Krisna, I. P., Widana, A., & Sutarna, I. K. (2020). The Management of Cau Belayu Tourism Village Based on Green Tourism Business Scheme. *International Journal of Green Tourism Research and Applications*, 2(2), 53–62.
- Rismayadi, B. (2015). Faktor-faktor yang Mempengaruhi Produktivitas Kerja Karyawan (Studi Kasus pada CV Mitra Bersama Lestari tahun 2014). *Jurnal Manajemen & Bisnis*, 1(1).
- Sedarmayanti. (2001). *Produktivitas Kerja Karyawan*. Mandar Maju.
- Sururin, A., Heryanda, K. K., & Atidira, R. (2020). Pengaruh Kepuasan Kerja dan Motivasi Kerja Terhadap Produktivis Kerja Karyawan Pada Singaraja Hotel. Prospek: *Jurnal Manajemen Dan Bisnis*, 2(1), 11. <https://doi.org/10.23887/pjmb.v2i1.26185>
- Travel.detik.com. (2020). *Efek Corona ke Pariwisata, 90% Hotel di Bali Rumahkan Karyawan*. <https://travel.detik.com/travel-news/d-4970747/efek-corona-ke-pariwisata-90-hotel-di-bali-rumahkan-karyawan>
- Ukkas, I. (2017). Faktor-faktor yang Mempengaruhi Produktivitas Kerja Karyawan pada Como Shambala Estate di Begawan Giri Ubud Bali. *Journal of Islamic Education Management*, 2(2).

Wartana, I. M. H. (2011). Faktor-faktor yang Mempengaruhi Produktivitas at Como Shambala Estate At Begawan Giri Ubud Bali. *Journal of Hospitality and Tourism*, 1(1).

Yuniarsih, T., & Suwanto. (2009). *Manajemen Sumber Daya Manusia*. Alfabeta.