
How Culture, Training Standard and Discipline on the Employee Performance Affect Hotel Management

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Abstract:

This study aims to determine the effect of Kaizen culture, training standard and discipline on the employees' performance of front office division at Aston Priority Simatupang, South Jakarta.

The study of 36 respondents is based on the employees of Aston Priority Simatupang, South Jakarta by using a quantitative descriptive approach. The analysis used is multiple linear regression.

The results indicate that the variable for the culture has no effect on performance, but the variable for training standard and discipline affect the performance of the employees of the front office division on Aston Priority Simatupang Hotel, South Jakarta.

This is evidenced by the results of a simultaneous test (F test) and the results of the partial test (t-test) also showed a significant value of two independent variables that support the hypothesis.

Results of this study show that there is significant simultaneously Relationship between the training standard variable and the discipline variable against the employees' performance in the front office division at Aston Priority Simatupang Hotel, South Jakarta.

Keywords: Training standards, discipline, Kaizen culture, employee performance.

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1. Introduction

The government of DKI Jakarta conducts economic development in various fields, one of which is to develop the Tourism Industry. This is done because DKI Jakarta is one of the largest cities in Indonesia and can be turned into a tourist attraction and a business center attracting people from various regions both local and foreign. One of the fast-growing industries is the hospitality industry, since hotels have become a necessity in every sector private and public. The hotel industry is one form of trading service that provides lodging facilities and hotel services such as pools, room service, restaurants etc. According to the regulation of the Minister of Tourism and Creative Economy of the Republic of Indonesia No. 2 of 2014 article 1, the definition of a hotel is "Provision of accommodation in the form of rooms in a building that can be equipped with food and drink service, entertainment activities and other facilities on a daily basis (submitted during the 2010 Continuing Education and Tourism Training in Jakarta on December 8, 2010).

Hotel Aston Priority is a hotel that implements the Kaizen culture, provides special training and attention to the work discipline and performance of each employee. Activities are undertaken by management for conducting standard training, evaluation, and assessment of employees. Furthermore, from the data obtained from the Human Capital Department, Aston Priority Hotel should further increase training standards for employees.

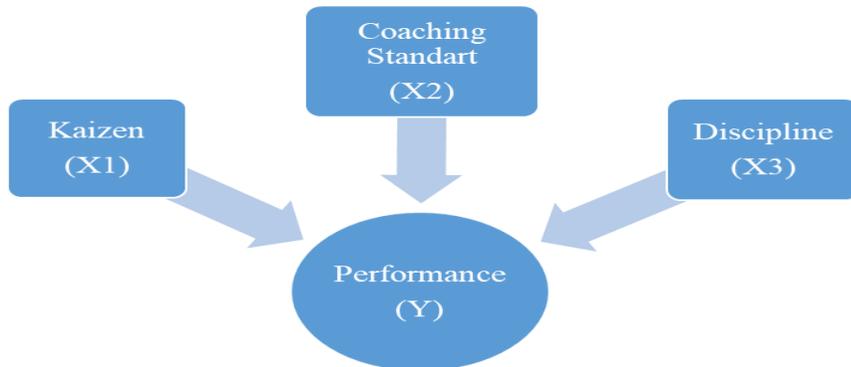
2. Literature Review

Human Resource Management (MSDM) by Mathis and Jackson (in Subekhi, 2012) is made up of formal systems within an organization to ensure effective and efficient use of human talent to achieve organizational goals. Herliany (2008), and Supriyadi and Triguno (2006) state that the Working Culture is a Philosophy based on the view of life as values that become attributes, habits and the drivers of being cultivated in a group and reflected in shaping into behavior, ideal, opinions, views and actions that manifest as work.

Understanding training according to Dessler (2009), is the process of teaching new or existing employees the basic skills they need to carry out their work. Training is one effort to improve the quality of human resources in the world of work. According to Rivai *et al.* (2009), work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior as well as the attempt to raise awareness and willingness of a person to comply with all company regulations and prevailing social norms. Meanwhile, according to Anoraga (2006), the definition of discipline is an attitude, the act to always obey the order. According to Mangkunegara (2000), performance is *"the work in quality and quantity to be achieved by an employee in performing their duties in accordance with the responsibilities given to him"*.

Based on the above definition that performance is a strategic concept in order to establish a cooperative relationship between the management with the employees to achieve good performance, the most dominant element is human resources. If planning has been well and neatly arranged but the person or personnel implementing it are not qualified and without high morale, then the plan may well have been prepared in vain.

Figure 1. *Theoretical Model*



Research Objective:

The objective of this research is to analyze the influence of Kaizen implementation, training standard and discipline that may have significant effect to employees in the front office division performance at Aston Priority Hotel Simatupang, South Jakarta.

Methodology:

The research process begins with identifying the problems which exists in an environment, formalize the identified problems, the collection of basic theories that strengthen the foundations of the variables, the preparation of methods for data collection, the preparation of instruments, and to determine the statistical testing techniques to be used. In this research, the author used a quantitative descriptive analysis, in that he used a research design for analyzing the relationships between one variable with other variables or how a variable affects other variables.

The population is all the employees of the front office division of Hotel Aston Priority Simatupang, South Jakarta. The sample used in this study was determined by using a type of saturated sampling technique. The term saturated sample is a census, where all members of the population are sampled. This research analyses the data utilizing multiple linear regression analysis which aims to see the effect between two independent variables with one dependent variable. This statistical approach is useful to determine the magnitude of the influence between two or more variables at the same time looking at the level of influence between them. This

method is also commonly used to predict the value of a variable between more than one predictor variable (independent variable) to the dependent variable.

Results and Discussion:

The multiple regression analysis is presented in Table 1.

Table 1. Multiple Linier Regression Analysis

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	14.198	6.520		2.178	.037
	Variabel Budaya Kaizen	-.068	.129	-.066	-.523	.604
	Variabel Standar Pelatihan	.129	.133	.129	.973	.338
	Variabel Kedisiplinan	.583	.105	.700	5.532	.000

a. Dependent Variable: Variabel Kinerja

Based on Table 1 above, from the multiple regression equations obtained, the value of performance has a positive value of 14,198. If the parameters for the cultural variable, training and discipline standard are equal to zero (0), then the performance variable has a positive value equal to 14,198. The significant value obtained is 0.604 which means that cultural variables have no effect on performance variables ($0.604 > 0.05$). The significant value obtained by the standard of training variables is 0.338 which means that the standard of training does not affect the performance ($0.338 > 0.005$). However, the significant value obtained by the discipline variable is 0.000 which means the discipline variable influences the performance variable ($0.000 < 0.005$).

Coefficient of Determination (R²); the influence of Kaizen Culture, Training Standards and Discipline on Performance:

The coefficient of determination (adjusted R²) obtained is 0,510. This means that performance is influenced by culture, training standards, and discipline by 51% while the remaining 49% is influenced by other variables.

Test-t (Partial):

There are three research hypotheses to be tested in this study. The hypothesis test is done for the parametric test of all independent variables (Kaizen culture, training standard, and discipline) on a partially way to the dependent variable (performance).

To test the partial influence of each independent variable to the dependent variable, the hypothesis is stated as follows:

Ho1: There is no influence of Kaizen cultural variables on performance.

Ha1: There is significant influence of Kaizen cultural variables on performance.

Test the first hypothesis of Kaizen cultural influence on performance:

The result of t-test (Table 2) conducted with SPSS obtained a t-value = -0,523 with a significance level of 0,604. Using the significance limit of 0.50, the significance value is above 50% and the t-value is $-0.523 < t\text{-table of } 0.681$ ($df = 36, \alpha = 5\%$). So, Kaizen culture has no positive and significant effect on performance. Thus, Ho1 is accepted and Ha1 is rejected so that Kaizen culture has no significant effect on performance. To test the partial influence of each independent variable to the dependent variable, the hypothesis is stated as follows:

Ho1: There is no effect of training standard variables on performance.

Ha1: There is an effect of the training standard variable on performance.

Table 2. Research coefficients

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	14.198	6.520		2.178	.037
	Variabel Budaya Kaizen	-.068	.129	-.066	-.523	.604

a. Dependent Variable: Variabel Kinerja

Test the hypothesis of the impact of training standards on performance:

Table 3 presents the coefficients of training standards on performance.

Table 3. Research coefficients

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	14.198	6.520		2.178	.037
	Variabel Standar Pelatihan	.129	.133	.129	.973	.338

a. Dependent Variable: Variabel Kinerja

The result of t-test (Table 3) conducted with SPSS obtained a t-value = 0,973 with a significance level of 0,604. Using the significance limit of 0.05, the significance value is below 5% and the t-value $0.973 > t\text{-table of } 0.681$ ($df = 36, \alpha = 5\%$). Therefore, the training standard has a positive and significant impact on

performance. Thus, H_0 is rejected and H_a is accepted so, the training standard has a significant influence on performance.

H₀: There is no influence of the discipline variable on performance.

H_a: There is an influence of the discipline variable on performance.

Testing the first hypothesis of the influence of discipline on performance:

The result of t-test (Table 4) conducted with SPSS obtained a t-value = 5,532 with asignificance level 0,000. Using the 0.05 significance limit, the significance value is below 5% and the t-value $5.532 > t$ -table of 0.681 ($df = 36, \alpha = 5\%$). So, discipline has a positive and significant impact on performance. Thus, H_0 is rejected and H_a is accepted so that discipline has a significant influence on performance.

Table 4. Research coefficients

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	14.198	6.520		2.178	.037
	Variabel Kedisiplinan	.583	.105	.700	5.532	.000

a. Dependent Variable: Variabel Kinerja

F Test (Simultaneous):

This test can be used to determine the effect of the independent variables (Kaizen culture, training standards, and discipline) together (simultaneously) to the dependent variable (performance). The basis for the decision is as follows:

1. If F-count is greater than F-table or if significant value is less than 0.05 then H_0 is rejected H_a accepted. This means that simultaneously independent variables significantly affect the dependent variable.
2. If F-count is less than F-table or if significant value is more than 0.05 then H_0 is accepted, and H_a is rejected. This means that simultaneously independent variables have no significant effect on the dependent variable.

To test the influence of independent variables together to the dependent variable is done by using the F test. The result of statistical calculation shows the value of F-count = 13,127 > F-table = 2,90 ($df_1 = 4-1 = 3, df_2 = 36-4 = 32, \alpha = 5\%$) and significance of $0.000 < 0.05$. This means that Kaizen culture, training standards, and discipline together have a positive and significant impact on performance (Table 5).

3. Conclusions and Recommendations

1. Training standards have a positive and significant impact on employee performance in the front office division of Hotel Aston Priority Simatupang, South Jakarta.

Table 5. F statistic

Uji Anova (Uji F) pengaruh budaya *kaizen*, standar pelatihan, dan kedisiplinan terhadap kinerja

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	193.506	3	64.502	13.127	.000 ^b
	Residual	157.244	32	4.914		
	Total	350.750	35			

a. Dependent Variable: Variabel Kinerja

b. Predictors: (Constant), Variabel Kedisiplinan, Variabel Budaya Kaizen, Variabel Standar Pelatihan

2. Discipline has a positive and significant impact on employee performance in the front office division of Hotel Aston Priority Simatupang, South Jakarta.
3. Implementation of Kaizen culture has no positive and significant effect on employee performance in the front office division of Hotel Aston Priority Simatupang, South Jakarta.

Based on the results, discussion and conclusions that have been described above, the suggestions that can be made by the author are that companies should implement more training capable to develop potential employees. This is very helpful in raising the standard of ability that employees possess. The company should also not forget an important aspect, which is the appreciation of employees' contribution to the company. Good training is expected to improve self-discipline in employees, so that employee performance in the company can be more efficient and optimal. The Kaizen culture variable does not affect the performance of employees in expecting employees to remain professional in their fields.

This can be attributed to small number of respondents, the questionnaire and the fact that the research was performed in the division of the front office division at the Aston Priority Hotel Simatupang, South Jakarta only. So, the application of this Kaizen culture still cannot be applied. It should also give employees an insight into the Kaizen culture, so employees have a focused view and employees can work better. Discipline applied by the company is considered good enough by employees. Therefore, the company must consistently and continuously implement discipline. Hopefully, if the discipline that is imparted by the company can be done consistently, this will produce the best employees in the Front Office division in their respective fields.

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