

## **Employee Performance in Star Hotels in UBUD Tourism Area Bali**

Ni Putu Ratna Sari

*Tourism Faculty, University of Udayana, Bali, Indonesia*

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### **Abstract**

Basically, employee performance is the result of a complex process, both derived from the employee's self (internal factor) and the strategic efforts of the company. Good performance is certainly an expectation for all companies and is ultimately expected to improve overall company performance. The research objectives are: (1) analyzing employee characteristics, (2) analyzing employee performance, and (3) and analyzing the relationship between employee characteristics and performance in star hotels in the tourism area of Ubud. Determination of respondents used *proportional stratified random sampling* method with a total sample of 240 employees, which spread across 14 star hotels. The results show that the average performance score is 3.99 and the standard deviation is 0.72, which indicates that the performance of employees in star hotels in Ubud tourism area is high. Performance with indicators of work discipline is the highest at 4.11. The results of cross tabulation between characteristics and performance indicate that the percentage of female sex has a higher performance accounting for 61.36%. The highest performance is in the age of 41-50 years (70.18%), married (64.20%) and those who have number of dependents up to 6 people accounting for 100%. Diploma graduates have the highest work performance, accounting for 68.52%, while level of *the middle manager also has* the highest performance accounting for 64.52%. High performance is shown by workers who have working life of > 10 years with permanent employee status (64.37% ) and who get wages > 9 million per month (71.43%)

**Keywords:** Employee Performance, Characteristics, Cross Table, Star Hotels, Ubud Tourism Area.

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Date of Submission: 01-08-2021

Date of Acceptance: 15-08-2021

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### **I. INTRODUCTION**

Human resource development is important because labor is an important asset, therefore maintaining competence (human resources) is important for hotel management. Simamora (2004) states that performance appraisal as a process used by organizations to evaluate the implementation of individual employee work and evaluating performance is very important, because employee performance will directly affect the overall performance of the organization. Basically, employee performance is the result of a complex process, both derived from the employee's self (internal factor) and the strategic efforts of the company. Good performance is certainly an expectation for all companies and because the performance of employees is ultimately expected to improve the overall performance of the company. The role of employees as a booster-industry in the hospitality services business, makes them very important to be empowered. Therefore it needs attention because they are the ones who spend time, thought and energy for the company's operations. Employees also have feelings, needs and expectations that can affect worker performance, dedication, and loyalty, as well as love for work. This situation makes workers an asset that must be improved in performance. In order to achieve it, the industry must be able to create conditions that can encourage and enable workers to develop and improve their abilities and skills optimally. This appreciation of employees is important to do in order that they remain loyal and can perform high. The form of award can be given through appropriate wages, position promotion, skill development, giving the best employee, therefore employees will remain motivated to produce good performance for the continuity of their work. If the performance is good, of course it will impact on the results that will be obtained later such as high service charges, bonuses and other things.

The existence of a number of star hotels in the tourism area of Ubud, makes a great opportunity for local people to get a job there. There are 21 star hotels and the majority of workers are from local communities. The life of local workers who work in the tourism area of Ubud is certainly also inseparable from the procedures of community life that are thick culture, ranging from *ngayah* for traditional events and for religious ceremonies. This is certainly a challenge for local communities working in the tourism industry to stay economically in the midst of attachments to customs and also to play the role of hotel workers. Star hotels certainly have a number of work regulations that require workers to be able to work in full discipline with regulations that bind employees. The role of hotel management in accommodating the conditions prevailing in

the lives of the local community makes it a challenge for the workers themselves. Workers can still carry out all religious activities and other social activities, but still must provide good performance for the company. Based on these problems, therefore this research is important to do. Based on the background of the problem, this study aims to:

- 1) Analyze the characteristics of employees that work in star hotels in the tourism area of Ubud.
- 2) Analyze employee performance in star hotels in the tourism area of Ubud.
- 3) Analyze between the relationship of characteristics and employee performance in star hotels in the tourism area of Ubud.

## II. LITERATUR REVIEW

Muindi F. (2015) states that one of the behavioral theories of organizations that is responsible for performance is the theory of expectations. In addition, there have been a number of studies over the past few years that have shown that expectation theory is useful for predicting job performance (Galbraith and Cummings, 1967). According to this theory, expectations, valence, and roles play a role together to determine effort and performance. Hope shows that there will be intrinsic or extrinsic prizes, and the value of the prize determines the effort. **Hope theory** or expectancy theory (*expectancy theory of motivation*) was stated by Victor Vroom in 1964. Vroom places more emphasis on factors of *outcomes*, rather than *needs* as proposed by Maslow and Herzberg. There are three main assumptions of Vroom in the theory of hope. The assumptions are as follows:

- 1) Every individual believes that if he behaves in a certain way, he will get certain things. This is called an outcome expectancy (*outcome expectancy*) as a subjective judgment of a person on the possibility that a certain outcome will emerge from that person's actions.
- 2) Every result has a value, or attraction for a particular person. This is called valence (*valence*) as the value that people give to an expected outcome.
- 3) Each outcome is related to a perception about how difficult it is to achieve that result. This is called as effort expansion (*effort expansion*) that one's effort will result in achieving a certain goal.

This theory states that the power that motivates a person to work actively in doing his work depends on the reciprocal relationship between what is desired and needed from the results of the work. *Expectancy Theory* assumes that a person has the desire to produce a work at a certain time depending on the specific goals of the person and also the person's understanding of the value of a work achievement as a tool to achieve that goal.

Nawawi (2006: 63) says that performance is something that is achieved, the achievements shown, and the ability to work. Performance is said to be high if a work target can be completed at the right time or does not exceed the time limit provided. Performance is said to be low if completed beyond the time limit provided or completely unresolved. Hasibuan (2006: 94) also states that performance is the result of work achieved by someone in carrying out tasks assigned to him based on skills, experience, seriousness and time. Performance are a combination of three important factors, namely the ability and interest of a worker, ability and acceptance of the explanations of delegate assignment and the role and level of motivation of workers.

Suyadi (1999) argues that performance is defined as the work results that can be achieved by a person or group of people in the organization, in accordance with their respective authority and responsibility in order to achieve the objectives of the organization legally, not violating the law and in accordance with morals and ethics. Measuring work performance is measured by several indicators, those are:

- 1) Effectiveness. Effectiveness is stated as if group goals can be achieved with needs planned.
- 2) Responsibility. Responsibility is an integral part or as a result of ownership as authority.
- 3) Discipline, is obeying the laws and applicable rules. Employee discipline is the obedient employees in respecting the employment agreement with the company where he works.

4) Initiative. Related to thinking power, creativity in the form of an idea related to company goals. The nature of the initiative should get the attention or response of the company and the good boss. In other words, employee initiative is a driving force of progress that will ultimately affect employee performance.

Robbins, (2006: 260) also explains about indicators for measuring worker's performance in individuals. There are five indicators, those are:

- 1) Quality, measured by employee perceptions of the quality of work produced and the task's perfection of the skills and abilities of employees.
- 2) Quantity is the amount that is produced, expressed in terms such as number of units, number of cycles of activities completed.
- 3) Timeliness is the level of activity completed at the beginning of the stated time, seen in terms of coordination with output results and maximizing the time available for other activities.
- 4) Effectiveness is the level of use of organizational resources (energy, money, technology, raw materials) maximized in order to increase the results of each unit in the use of resources.

5) Independence is the level of an employee who will later be able to carry out his work function independently and can show work commitment and work responsibility towards his company.

According to Simamora (2004) performance assessment is a process used by organizations to evaluate the work implementation of individual employee. Performance appraisal becomes very important, because employee performance will directly affect the overall performance of the organization. Research on performance shows that employee performance is influenced by individual factors, organizational factors and psychological factors. Individual factors are characteristics attached in an individual, such as the level of education, competence and commitment. Organizational factors are characteristics attached in organizations, such as leadership style, internal control and organizational structure or decentralization. Psychological factors are psychological factors such as motivation, *locusofcontrol* or the ability to control oneself and the desire to always be ahead. Factors that influence employee performance need to be identified to create working conditions that are in line with employee characteristics so that employee performance can be improved

Three factors that affect the performance of employees or employees according to Simanjuntak (2005), first individual factors. Individual factors are the ability and skills to do work. A person's competence is influenced by several factors that can be grouped into two groups, namely the ability and work skills as well as motivation and work ethic. The second factor is the factor of organizational support. In carrying out its duties, employees need the support of the organization where they work. The support is in the form of organizing, providing work facilities and infrastructure, the comfort of the work environment, as well as conditions and terms of work. Organizational is intended to give clarity to everyone about the goals to be achieved and what must be done to achieve these goals. Everyone needs to have and understand clear job descriptions and assignments. The third factor is management support, company performance and the performance of each person is also very dependent on managerial management of management or leadership, both by building a safe and harmonious industrial work and relations system, as well as developing employee competencies, as well as motivating all employees to work optimally.

According to Nitisemito (2001), there are various employee performance factors. Those are compensation which are given, proper work placement, training and promotion, sense of security in the future, relationships with colleagues, relationships with leaders. From several factors above, it can be concluded that there are many factors that influence employee performance. The importance of internal factors includes: intellectual ability, work discipline, job satisfaction and employee motivation. External factors include: leadership style, work environment, compensation and management systems which are available in the company. These factors should be considered by the leaders, therefore employee performance can be optimal.

According to Gibson, (2008) the factors that influence performance are factors of individual variables consisting of abilities and skills, background, and demographics. The factors that influence the second performance are factors of psychological variables which consist of perception, attitude, personality, motivation, work satisfaction and work stress. While the third factor that influences performance is an organizational factor consisting of leadership, compensation, conflict, power, organizational structure, design work, design organization, and career.

Based on the opinions of several experts, it can be concluded that employee performance is the ability to achieve job requirements, where a work target can be completed at the right time or not exceeding the time limit provided, therefore the goal will be in accordance with the morals and ethics of the company. Explanation from some experts can be said that performance plays an important role in an organization. Make employees eager to work, therefore all tasks can be completed quickly and on time. Therefore, the performance of employees can contribute positively to the company. Based on performance theory, this study uses performance measurements of individual employee as many as 6 (six) indicators which are a combination of Robbins, (2006: 260) and Suyadi, (1999: 27), namely quality of work, quantity of work, timeliness, effectiveness, responsibility and work discipline.

Study of The Kotur Bhargava R, Anbazhagan (2014) suggests that the performance shown by employees due to their educational qualifications. The general trend is that with increasing educational qualifications, employee performance will decline. However, those who only have higher secondary education have better performance than those who only complete secondary education. Other findings also showed that employee performance gradually increased along with their work experience and after working for 20 years, performance declined again. This might happen because employees lose interest in their work because they have been doing work for a long time and they feel bored at workplace.

Other findings from Kotur Bhargava R, Anbazhagan (2014) based on cross tabulation and statistical tests that male and female employees show different levels of performance in their work, female workers are more productive than male workers. This study also shows that employee performance generally varies with age, employee performance generally increases up to the age of 45 years. And after the age of 45 years, employee performance gradually decreases. The study from Beyhan (2008) actually states that age, gender and

marital status have no influence on employee performance, only education has a significant influence on improving employee performance.

### III. RESEARCH METHOD

This research is located in star hotels in the tourism area of Ubud. The research population consisted of workers working in star hotels in tourism area of Ubud accounting for 2,365, spread over 14 hotels as research samples. Those are Amandari Hotel, Four Season Sayan, Mandapa A Ritz Carlton, Kupu-Kupu Barong, Maya Ubud, Puri Kamandalu, Puri Wulandari, Sens Hotel & Spa, The Mansion, The Payogan Villa Resort & Spa, The Semaya Ubud, Desa Visesa, Como Sambhala Estate, and Alila Ubud. This study uses 24 indicators, therefore the number of respondents needed is 240. Whereas the determination of respondents uses sampling method of *proportional stratified random sampling*. Sugiyono (2014) states that it is random sampling according to stratification. After determining sample size, drawing is done in determining the number of workers used as research samples. The random retrieval procedure can be done in several ways, one of which is the lottery method. The method of data collection is done by observation, interviews, and literature studies. Data collection will be conducted through a questionnaire submitted to each respondent with a measurement scale using a *Likert* scale.

Validity and reliability testing shows that the research instrument is declared valid because the correlation coefficient value exceeds 0.3 and the reliability value is more than 0.6. Furthermore, the analytical tool was used in processing data with quantitative descriptive

### IV. RESULT AND DISCUSSION

#### Characteristics of Employees

The number of respondents in this study was 240 people, consisting of local workers working in star hotels in the Ubud Tourism Area. The following are the characteristics of respondents based on gender, age, marital status, and number of dependents which can be seen in Table 1 below:

**Table 1**  
**Characteristics of Respondents by Gender, Age, Marital Status, Amount of Dependents and Education**

Variable	Classification	Total (persons)	Percentage (%)
Sex	Man	152	63.33
	Woman	88	36.67
	Total (N)	240	100.00
Age	15-20 years old	12	5.00
	21-30 years old	95	39.58
	31-40 years old	63	26.25
	41-50 years old	57	23.75
	>51 years old	13	5.42
	Total (N)	240	100.00
Marital Status	Married	176	73.33
	Not Married	64	26.67
	Total (N)	240	100.00
The Number of Dependents	0	60	25.00
	1	56	23.33
	2	88	36.67
	3	31	12.92
	4	4	1.67
	5	0	0.00
	6	1	0.42
	Total (N)	240	100.00

Education	Junior High School	11	4.58
	Senior/Vocational High School	92	38.33
	Diploma	108	45.00
	Bachelor	29	12.08
	Total (N)	240	100.00

Table 1 shows that the dominant respondents are men accounting for 63.33%. Women are only 36.67%. When viewed from the number of workers who work in hotels in general, most workers are male because they require a lot of labors for night shift. Therefore men are more needed than women. Based on age, it shows that the workers aged 21-30 years is the highest, accounting for 39.58%, then 31-40 years old is accounting for 39.58%, and the age 41-50 years is accounting for 23.75%. This shows that respondents are mostly laborers who are still productive for working age.

Table 1 shows that the dominant respondents were married accounting for 73.33% and the remaining were unmarried at 26.67%. In accordance with the age of the respondents, most respondents are 21-30 years old, where this age is the usual age for marriage. Based on the number of family dependents, the results show that the majority of respondents bear a number of 2 dependents accounting for 36.67%. Based on education of respondents, the dominant respondents were Diploma graduates at 45%, then followed by high school / vocational graduates of 38.33%, bachelor degree graduates at 12.08% and the lowest were junior high school graduates at 4.58%. Many Diploma graduates are absorbed in the hotel sector because most of them really need practitioners to fill the operational parts of the hotel. Likewise, senior high school / vocational high school graduates do have tourism majors that can also become practitioners. Bachelor graduates are widely absorbed in non-operational sections such as *backoffice*, the Accounting department and the Personnel Department. Junior High school graduates are usually mostly filled in the *gardener* section that does not really need special skills. Characteristics of respondents based on position level, length of work, employment status and wages can be seen in Table 2 below:

**Table 2: Characteristics of Respondents Based on Position Level, Length of Work, Employment Status and Wages**

Information	Classification	Total (persons)	Percentage (%)
Level Position	MiddleManager	31	12.92
	LowerManager	53	22.08
	Staff	156	65.00
Total (N)		240	100.00
Length of Work	< 1 years old	25	10.42
	1-3 years old	82	34.17
	4-6 years old	26	10.83
	7-9 years old	22	9.17
	>10 years old	85	35.42
Total (N)		240	100.00
Employment Status	Permanent	174	72.50
	Contract	66	27.50
	Total (N)	240	100.00
Wage/Salary	1-3 million	148	61.67
	3-5 million	68	28.33
	5-7 million	10	4.17
	7-9 million	7	2.92
	>9 million	7	2.92
Total (N)		240	100.00

Source : Data of Research Results, 2018

Table 2 shows that the majority of respondents are staff level, accounting for 65%. *Middle manager* level is the least respondents, accounting for 12.92% which consist of manager level. This is because because the number of staff is far greater than the number of *middle managers* in a hotel. Based on the length of work of the respondent, the length of work is greater than 10 years and the lowest of the length of work is 7-9 years. In the range of 7-9 years and > 10 years is workers who are already in the loyal category to the company.

Based on the respondent's dominant employment status, the respondents are permanent laborers, accounting for 72.50% and the rest are employees who are still in contract status, which is 27.50%. Table 2 also shows that the dominant range of respondents has wages in the range of 1-3 million, at 61.67%. Whereas those who have wages of 7- 9 million and > 9 million are respectively 2.92%. The wages that they received already met the Gianyar Regency Minimum Wage of 2018, which amounted to Rp.2.240.766. This wage is still above the 2018 Bali provincial minimum wage at Rp. 2.127.157. Gianyar Regency is ranked third in Minimum Wage acquisition after Badung Regency and Denpasar city

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Respondents' Assessment on the Variables of Employee Performance can be seen in Table 3 below.

**Table 3**  
**Respondents' Assessment on the Variables of Employee Performance**

Indicator	Score Answers					Total	Average	Standard Deviation
	1	2	3	4	5	Score	Average	
Work Quality	0	8	55	110	67	956	3.98	0.80
Work Quantity	0	17	41	113	69	954	3.98	0.86
Punctuality	0	14	54	105	67	945	3.94	0.86
Effectiveness	0	14	58	107	61	935	3.90	0.85
Responsibility	0	11	53	96	80	965	4.02	0.86
Work Discipline	1	12	39	96	92	986	4.11	0.88
Employee Performance							3.99	0.72

The average score on performance assessment shows a result of 3.99 and a standard deviation at 0.72. This shows that the performance of employees in star hotels in the tourism area of Ubud is high. Performance with work discipline indicators shows the highest score at 4.11. This shows that the local workers have been able to obey to all company regulations properly and can adapt their lives outside of work. Employees can adjust to working hours, because working hours can be flexibly exchanged with other colleagues, therefore they do not interfere with their work. Likewise, the adaptation of management with a high standard of work discipline can also be accepted by employees. The score that shows the lowest performance lies in the indicator of effectiveness with a score of 3.90. This indicates that the ability of local workers to use the available resources (energy, costs, technology, raw materials) to the maximum to help increase the level of production of work still needs to be improved again. The use of technological tools still needs better training in order that target work can be achieved well.

The results of the study also showed that the quality and quantity of work had the same rating with a score of 3.98 with a high category. This indicates that the ability of employees to complete work perfectly in accordance with the standards and procedures is in the category of good or high. Similarly, the work quantity indicator gets a high score. This means that the ability of employees to complete several jobs is in accordance with the target. This study supports the performance theory of Robbins, (2006: 260) and Suyadi, (1999: 27) that the quality of work, quantity of work, timeliness, effectiveness, responsibility, and work discipline of employees working in star hotels in the tourism area of Ubud are high.

The results of this study are supported by *Expectancy Theory* which states that the power that motivates a person to work actively in doing his work depends on the reciprocal relationship between what is desired and needed from the work results. This theory states that the power that motivates a person to work actively in doing his work depends on the reciprocal relationship between what is desired and needed from the results of the work. Employees who work in star hotels in the Ubud tourism area get feedback from the work that was done. Fulfillment salaries, benefits such as servicecharge, medical benefits, transportation allowances, old age security and other forms of facilities provided to employees as a result of their work. Simamora (2004) also argues that performance assessment is very important because it will affect the overall performance of the organization. If the employee's performance is high then the employee will also get reciprocity from the work results they do,

like the guests who come that it will be increasingly crowded because of their satisfaction with service, which results in a high service charge, therefore the income that is earned is also high.

Performance can be improved by often holding training both internally at the hotel itself and outside the hotel to improve the skills and knowledge and novelty of the work system. In addition, it is important to establish effective communication with colleagues, and the importance of making *personal communication* directly to subordinates. (Indah, *Assistant HRM* of Kupu-Kupu Barong, interviewed on 23 May 2018)

All activities carried out in an effort to improve performance can be done by self-development such as training, job evaluation, making the SOP (Procedure Standard Operating) that is appropriate. Therefore, it will help improve employee performance (Gusti Ngurah Wahyu Danuarta Yoga, *TheMansion Bali Resort Hotel & Spa*, interviewed on 22<sup>nd</sup> May 2018). Providing bonuses, religious holiday allowance, adequate work equipment including work safety equipment, and uniforms is one of the efforts to improve employee performance. By meeting the needs of employees, they are expected to be able to provide good service to guests who stay at the hotel. (Ni Luh Sri Agustini, *Assistant HRM* of Puri Wulandari Hotel Ubud, interviewed on 16 May 2018)

Based on the results of research of the overall performance theory, the measurement of individual employee performance is 6 (six) indicators which are a combination of Robbins, (2006: 260) and Suyadi, (1999: 27), namely the quality of work, quantity of work, timeliness, effectiveness, responsibility, and work discipline

### **Cross Tabulation Between Characteristics and Employee Performance**

Scores for measuring high and low employee performance is done by comparing the average score of each respondent with the average performance of employees. If the average employee performance of each respondent is greater than 3.99 then the performance is said to be high. If the average employee performance of each respondent is smaller than 3.99, the performance is said to be low. Table 4 illustrates the relationship between gender, age and marital status on employee performance

**Table 4**  
**Relationship Between Gender and Employee Performance**

No	Employee Performance	Sex		
		Man	Woman	Total
1	High	91 59.87%	54 61.36%	145
2	Low	61 40.13%	34 38.64%	95
Total		152	88	240

**Relationship Between Age and Employee Performance**

No	Employee Performance	Age					Total
		15-20 years old	21-30 years old	31-40 years old	41-50 years old	>51 years old	
1	High	7 58.33%	55 57.89%	37 58.73%	40 70.18%	6 46.15%	145
2	Low	5 41.67%	40 42.11%	26 41.27%	17 29.82%	7 53.85%	95
Total		12	95	63	57	13	240

**Relationship between Marital Status and Employee Performance**

No	Employee Performance	Marital Status		
		Married	Unmarried	Total
1	High	113 64.20%	32 50.00%	145

2	Low	63 35.80%	32 50.00%	95
Total		176	64	240

Table 4 shows that employees who work in the Ubud tourism area have high performance. Men and women have high performance. However, the percentage of female sex has a higher performance at 61.36% compared to men accounting for 59.87%. This difference is because women usually have a more thorough and detailed nature in terms of work. Even more than 50% of the workers have high performance at the age of 15-20 years, 21-30 years, and 31-40 years. But the highest performance happened at the age of 41-50 years at 70.18%. But this data found that there was a decrease in employee performance accounting for 53.85%, at age > 51 years old. Therefore, it can be concluded that the older employees can lead to decrease performance. This happened because with increasing age the ability of employees to work especially in terms of speed, strength and accuracy usually tends to decrease over time. Likewise, work routines and lack of intellectual stimulation also influence the decline in employee performance.

Dominant of high performance is owned by married workers accounting for 64.20% and unmarried at 50%. This indicates that with the marital status of the employee has a greater responsibility, therefore it must show better or higher performance to be able to keep working as a hotel employee. Besides, the existence of the hotel where they work is in their neighborhood. Therefore, they have a moral responsibility to advance the workplace company. This is not in line with the study of Beyhan 2008 which states that age, gender and marital status do not affect performance improvement.

Table 5 shows that the high performance shown by workers who have a number of dependents 1 - 6 people is above 50%. However, the highest number of dependents is up to 6 people at 100%. Then followed by those who have a family dependent of 2 people at 71.59%. This is of course accompanied by their greater dependence, therefore they will show high performance in order not to be fired from the company where they work. Diploma graduates have the highest work performance accounting for 68.52%, followed by bachelor degrees graduates at 62.07%. Workers with junior high school graduates have a low performance at 72.73%. This proves that employees with high education can certainly produce high performance. This happened because the higher the level of education of a person, the higher the logic of thinking and the level of self-confidence of employees. Therefore, employees in carrying out their work activities will be more systematic that will have a positive impact on their performance. This is supported by the study of Beyhan (2008) which states that education has the strongest influence on performance

High performance is shown by workers who have working life of > 10 years and < 1 year at 64%. Then followed by a 7-9 year of working life at 63.64%. Workers who have just worked 1 year will surely show good performance in their company, for the continuity of their employment contract. While those who work more than 10 years are familiar with the standard of work that has been set by the hotel, therefore they can still work according to work standards. This is due to the higher *jobdesk* of employees, therefore employees are more proficient in their work activities. The relationship between the number of dependents, education and working life can be seen in Table 5

**Table 5**  
**Relationship between Dependents, Education and Duration of Work**  
**With Employee Performance**

No.	Employee Performance	Number of Dependents						Total
		0 person	1 person	2 persons	3 persons	4 persons	6 persons	
1	High	26 43.33%	33 58.93%	63 71.59%	20 64.52%	2 50.00%	1 100.00%	145
2	Low	34 56.67%	23 41.07%	25 28.41%	11 35.48%	2 50.00%	0 0.00%	95
Total		60	56	88	31	4	1	240

  

No.	Employee Performance	Education
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		Junior School	High School	Senior/ Vocational High School	Diploma	Bachelor Degree	Total
1	High	3		50	74	18	145
		27.27%		54.35%	68.52%	62.07%	
2	Low	8		42	34	11	95
		72.73%		45.65%	31.48%	37.93%	
Total		11		92	108	29	240

  

No	Employee Performance	Working Period					Total
		< 1 years	1-3 years	4-6 years	7-9 years	>10 years	
1	High	16	47	13	14	55	145
		64.00%	57.32%	50.00%	63.64%	64.71%	
2	Low	9	35	13	8	30	95
		36.00%	42.68%	50.00%	36.36%	35.29%	
Total		25	82	26	22	85	240

Table 6 shows that permanent employees have high performance at 64.37% higher than employees with contract employment status. This indicates that all employees are equally able to work according to the standards set by their companies without considering their employment status. Contract employees show high performance because they hope the employment contract can be extended even to become a permanent employee. *Middle manager*, *low manager*, and staff workers have high performance. Especially at *middle manager* level, the high performance indicated by the percentage at 64.52%, then followed by *low manager* (62.26%) and staff (58.97%). This is related to the duties and responsibilities at the *middle manager* level which consists of managers of each department and *low manager* level consisting of supervisors who do have full responsibility for the continuity of a department, therefore at this level it requires precision and accuracy in all aspects work given to his subordinates. Whatever amount of wages they receive can still have high performance. But the results of the study stated that the higher wages received by employee performance also increased. This is proved by the highest percentage of performance found in workers who get wages > 9 million per month accounting for 71.43%. This is supported by Muindi (2005) which states that in expectation theory that motivates a person to work actively in doing his work depends on the reciprocal relationship between what is desired and needed from the results of the work. Wages as one of the motivations of employees to work is a result of the reciprocal relationships that employees get.

**Table 6**  
**Relationship between Job Status, Position Level, and Wages with Employee Performance**

No.	Employee Performance	Job Status		
		Permanent	Contract	Total
1	High	112	33	145
		64.37%	50.00%	
2	Low	62	33	95
		35.63%	50.00%	
Total		174	66	240

  

No	Employee Performance	Position Level
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		Middle Manager	Low Manager	Staff	Total
1	High	20	33	92	145
		64.52%	62.26%	58.97%	
2	Low	11	20	64	95
		35.48%	37.74%	41.03%	
Total		31	53	156	240

No	Employee Performance	Salary					Total
		1-3 million	3-5 million	5-7 million	7-9 million	>9 million	
1	High	88	42	6	4	5	145
		59.46%	61.76%	60.00%	57.14%	71.3%	
2	Low	60	26	4	3	2	95
		40.54%	38.24%	40.00%	42.86%	28.57%	
Total		148	68	10	7	7	240

### V. CONCLUSIONS

Based on the results and discussion, it can be concluded as follows:

- 1) The characteristics of hotel employees based on gender of respondents are dominantly male accounting for 63.33%, 21-30 years old accounts for 39.58%. Then those aged 31-40 years account for 39.58%, and 23,75% at the age of 41-50 years. The marital status of the dominant respondents is married accounting for 73.33%. Based on the number of family dependents, the majority of respondents bear a number of 2 dependents, accounting for 36.67%. Education of dominant respondents are Diploma graduates making up 45%, most of them are staff levels, at 65%, length of work is more than 10 years which is the highest. The dominant of permanent workers account for 72.50%, meanwhile wages / salaries in the range of 1-3 million account for 61.67%.
- 2) The performance of employees in star hotels in Ubud tourism area is high, which is indicated by the average score of 3.99 and the standard deviation of 0.72.
- 3) The relationship of characteristics to employee performance shows that high performance is owned by women, accounting for 61.36%, those who aged 41-50 years making up 70.18%, married accounting for 64.20%. High performance is shown by workers who have a number of dependents up to 6 people, accounting for 100%, diploma graduates at 68.52%, *middle manager* level at 64.52%, length of work is > 10 years accounting for 64.71%. Permanent employees still have high performance accounting for 64.37% and the highest performance is found in workers who get wages > 9 million per month accounting for 71.43%.

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Ni Putu Ratna Sari. “Employee Performance in Star Hotels in UBUD Tourism Area Bali.” *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 26(08), 2021, pp. 04-14.