

# *Governance of the Optimal Number of Employees for Work Effectiveness in Hotel Operations*

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**Abstract**—Planning for human resource management in hotel operations is always adjusted in carrying out operations. This study aims to examine and determine the governance of the number of employees in each department related to job descriptions and standard operating procedures. This research uses descriptive qualitative. Data collection techniques with direct observation, structured interviews and literature studies. As for the results obtained, the hotel is able to maintain operational continuity, the condition of the hotel's cash flow turnover is maintained properly and the company's profitability is still achieved. Based on the results of the analysis and the description of the discussion, it is concluded that with the management of the optimal number of employees through the agreement on implementing unpaid leave, the company can make efficiency in terms of fixed costs, keep the company from experiencing liquidity difficulties and achieve profitability

**Keywords**—Governance, Work Effectiveness, Hotel.

## I. INTRODUCTION

In the current era of globalization and intense and competitive competition, many hotel managers work extra hard to maintain the continuity of hotel operations. Various strategies have been taken by hotel management, ranging from saving operational costs to making promo packages for room prices and events using meeting rooms/buildings with discounts or special prices which are expected to be able to provide input to cover hotel operational costs first and then profit orientation. In addition, coordination between human resources, from the range and file level (employees) to the management/manager level, must always be created and implemented in every line of daily operations, including the management of employees in each existing department.. Because employees are a factor that requires a very large cost every month from the hotel expenditure side. In addition, human resources (HR) is an important factor in a company that determines the success or failure of a company in achieving its goals [1].

Many problems arise as a result of errors in the management of the number of employees in each department that are not in accordance with existing operational standards, and even seem to be overnumbered. This has an impact on expenses that are not in accordance with existing income, resulting in losses.. From the various problems that arise, this encourages hotel managers to be more oriented towards maximizing the optimal number of employees in each operation, so as to create the expected work effectiveness, one of which is the mutual agreement policy through un-paid leave (leave outside the responsibility of the company for its employees). By implementing the optimal number of employees, it turns out that it is able to provide its own benefits for hotel operations, both in terms of employee effectiveness and the smooth management of cash flow. An open organizational climate encourages employees to express interests and dissatisfaction without fear of retaliation and concern. A climate of openness, however, is only created when all members have a high level of confidence and believe in the fairness of actions [2]. The ability of a workforce to complete a job often depends on the level of knowledge, skills and expertise possessed in

accordance with the work being done. Skill is one of the determining factors for measuring the skills and abilities of an employee in doing work, the longer a worker's skills are honed, the better the productivity produced [3]. Through careful human resource planning, the work effectiveness of the existing workforce can be increased [4].

Judging from previous research, namely the management of employees at Rocky Plaza Ho-tel, Padang city [5], management of employees by reducing the number of working shifts from 3 to 2 shifts, on/off system for employees. This research emphasizes proper management of the optimal number of employees in order to achieve work effectiveness in hotel operations. Of course, this is also followed by specific strategies and tips that are implemented in order to be able to create employees who are multi-skilled through training to improve work skills in the fields that exist in each of its operations. Synergy between employees and leaders is very much needed in implementing the optimal number of employees in each operation of each department in the hotel.

Programs related to business or governance to obtain human resources are carried out with various specific activities such as job analysis, human resource planning, recruitment, selection and placement. After they are trained and then work well, basic human needs must be met to maintain and increase the loyalty of human resources to an organization that is useful for improving performance [6]. This is inseparable from the operational governance implemented in the hotel. Where the hotel is a commercially managed accommodation, provided for everyone to obtain services, lodging, eating and drinking [7]. Where these service activities are carried out every day for 24 hours [8]. In addition, it can also be used as a venue for various kinds of events both small and large. With this hotel, it can help the community in achieving the success of every event that is held [9]. In this case the hotel requires proper management so that targets and objectives are achieved.

The more a target that can be achieved, the more effective the activity will be [10]. Effectiveness means that every job can be carried out effectively using limited resources but the productivity of the desired results can be trusted by consumers who directly enjoy them. Thus, productivity and effectiveness must be carried out in a systematic way, even though effectiveness and productivity are carried out and have different goals [11]. One of the factors that support the increase in work effectiveness is coordination. Because without coordination of tasks and work of each individual employee is not achieved. On that basis it can be stated that presumably on the principle of coordination there must be alignment of activities between parts of the organization as well as alignment of tasks between employees in an effort to achieve work effectiveness [12].

## **II. RESEARCH METHOD**

This study uses qualitative descriptive data analysis techniques, namely explaining and de-scribing data from the results of extracting data sources to obtain information and statements re-lated systematically to the problem under study. Then it is analyzed accurately based on facts or phenomena that occur in the field [13]. Through this research method, the researcher explores directly the object under study, so that problems will be found clearly [14]. While the data collection method in this study is by giving and asking written questions to get more authentic results from sources from several Finance Managers of star hotels around Solo Raya, including The Alana Hotel and Convention Center on Jl. Adi Sucipto, Colomadu - Solo Karanganyar, Hotel Amarello on Jl. Gatot Subroto No 89-103 Solo, Hotel Grand Hap on Jl. Slamet Riyadi No 331 Solo, Fave Hotel on Jl. Adi Sucipto No 60 Solo & Fave Hotel Solo Baru on Jl. Ir. Soekarno, Hamlet I, Madegondo, Kec. Grogol, Sukoharjo Regency, Hotel Lor Inn on Jl. Adi Sucipto No. 47, Kenaiban, Blulukan, Kec. Colomadu, Karanganyar Regency, Hotel Sahid Jaya on Jl. Gajah Mada No. 82 Solo and Solo Paragon Hotel & Residences on Jl. Dr. Soetomo Solo through direct debriefing with the sources mentioned above which were carried out systematically and in accordance with the research objectives.

## **III. RESULTS AND DISCUSSION**

The management process related to managing the optimal number of employees through unpaid leave is carried out based on an agreement and is carried out by lower, middle and top management. This agreement is a form of commitment to the company including liking and will-ingness to work together for the company's progress in achieving its goals [15]. In this process through the process of planning, organizing, coordinating and overseeing activities to achieve goals efficiently and effectively from the company goals that have been set. From the results of this study obtained through stages:

### **1. Planning Process**

Based on the results of interviews and questions and answers to sources from several Fi-nance Managers of star hotels in Solo Raya, that the number of human resources can be kept to a minimum by adjusting the occupancy forecast and adjusting it to the available cash flow.

## 2. Organizing Process

Implementation of hard work, smart work and sincere work as well as a schedule that adjusts to events and hotel occupancy. With the implementation of employee multi-tasking in all sections. From the performance evaluation, the multi tasking system is very useful and is the right choice.

## 3. Actuating Process

Optimizing the number of human resources according to occupancy is able to help reduce expenses in accordance with the revenue earned so that companies can still carry out their obligations to employees and stakeholders on time even though they cannot be full. Provide in-house training / work motivation training, team building, skill improvement by the head of department and human resources manager in creating work effectiveness related to optimizing the number of employees in each job description.

## 4. Controlling Process

PengoptimalanThe condition of a pattern of strict and inherent supervision and coordination across department heads so that event forecast updates and day-by-day occupancy are monitored to prepare human resources according to needs. the number of human resources in accordance with occupancy is very helpful in reducing expenses in accordance with the revenue earned so that companies can still carry out obligations to employees and stakeholders on time even though they cannot be full.

Tabel 1: Realization of revenue comparison with cost elements from implementing UL (Unpaid Leave)

Comparison	2020 vs 2021 ( % )	2021 vs 2022 ( % )
<b>Total Sales</b>	38	78
<b>Payroll &amp; Related Expenses</b>	63	81
<b>Maintenance</b>	49	67
<b>Energy Cost</b>	52	94
<b>GOP</b>	16	44

Source: Results of data processing of hotel respondents in Solo Raya (2022)

Based on the table above, it can be seen that there has been a decrease in costs from each comparison between 2020 vs 2021 and 2021 vs 2022, namely costs incurred by management management taking policy steps, one of which is implementing UL (unpaid leave) with the agreement between employees and hotel management.. This is also a policy that is considered quite helpful in addressing the decline in revenue from the results of the comparison above. So that with this reduction in costs, hotel operations can still be maintained with GOP (Gross Operating Profit) achievements as proof that hotels are still making a profit even though there has been a decrease in the amount of achievement.

The management condition for the optimal number of employees encourages hotel managers to continuously synergize between existing departments. Various effective steps have been taken to maintain operations by not terminating employment with employees, one of which is through a joint agreement between the manager/management and employees with the implementation of Unpaid Leave through the process of planning, organizing, coordinating and supervising various activities related to daily operations. An organization can run effectively if management functions such as planning (planning), organizing (organizing), directing (actuating) and controlling (controlling) if all of that functions properly, and its supporting elements are available and meet the requirements [16]. One of the efforts that must be made to achieve this goal is to have human resources who have the ability and expertise in each field. Human resource management provides thoughts that are always influenced on how to manage people in the organization so that they are able to support the achievement of the goals expected by the organization [17].



Figure 1. Discussion on governance of the optimal number of employees from representatives of several hotels



Figure 2. Explanation of effective employee governance to hotel operations hotel

With this governance, it is able to make a good and effective contribution in maintaining operations and even being able to achieve profits;

#### 1. Planning Process

With human resource planning that is adjusted to the occupancy forecast and available cash flow, a balance and suitability will be created between income and the amount of costs incurred and is able to stabilize the course of its daily operations.

#### 2. Organizing Process

By looking at the potential performance of employees who can be batler (functioned to help assigned to other departments), for example, accounting can be seconded to the front desk, so there is no reduction in employees, there is only a reduction in the number of working days. With the implementation of employee multi-tasking in all sections, the impact that arises is the emergence of concern for the company and empathy for fellow employees and it is more effective because by optimizing the number of employees it will increase employee insight and expertise. In this condition, the implementation of multi-tasking will greatly ease hotel operations, especially in terms of payroll costs.

#### 3. Actuating Process

Optimizing the number of human resources according to occupancy is able to assist in optimizing the management between income and the amount of expenditure, so as to be able to maintain a balance in managing cash flow which is always well maintained.

#### 4. Controlling Process

In the controlling process that is always intertwined and conditioned between existing departments and is always carried out

continuously so that the company / hotel is still able to run operations, and costs such as maintenance can still be covered. The pattern of strict and inherent supervision and coordination across department heads so that event forecast updates and day-by-day occupancy are monitored to prepare human resources according to needs.

#### IV. CONCLUSIONS

Based on the results of the research and the description of the discussion several conclusions can be drawn, including:

It is endeavored that there will be no termination of employment, but with optimal planning for the number of employees in each operation through reduced working hours / unpaid leave with an agreement between employees and management. Increasing human resources by enriching skills, exploring potential and increasing employee productivity through multi-tasking. So one person can be given a job in several related fields, so the results can be more effective.

Optimizing employees through training - training, internal training held by management and taking competency tests conducted by LSP (Professional Certification Institute) in order to broaden employee insight and competence. The pattern of supervision in implementing the optimal number of employees in accordance with hotel operations is very helpful in reducing expenses in accordance with the revenue earned so that the company can still run its operations.

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