

The Effect of Job Training on Employee Performance at Novotel Bali Benoa Hotel

Arlinda Gautama Tunggadi^{1*}, Ni Luh Ketut Sri Sulistyawati², I Gusti Ayu Putu Wita Indrayani³, Ni Luh Gde Sri Sadjuni⁴

¹⁻⁴ Hospitality Management Study Program Bali Tourism Polytechnic

*Corresponding Email: arlinda.pelita@gmail.com

Abstract: The hospitality industry requires employees who possess adequate knowledge, skills, and competencies to deliver high-quality service consistent with a hotel's operational standards. This study aims to examine the effect of job training on employee performance at Novotel Bali Benoa, a five-star hotel affiliated with the Accor network. Preliminary observation identified a systemic decline in performance, reflected in falling Guest Satisfaction Survey scores (from 89% to 84% within a year), unmet internal Performance Appraisal targets across all assessed aspects, and a widening gap between targeted and actual training attendance (an average decline of 16.8% from 2024 to 2025). A quantitative survey approach was applied to 62 employees selected through proportionate stratified random sampling from a population of 160, using a four-point Likert-scale questionnaire. Data were analyzed with simple linear regression using SPSS Statistics Version 26. Classical assumption tests confirmed the residuals were normally distributed and free of heteroscedasticity. The results show that job training has a positive and significant effect on employee performance, with a regression coefficient of 0.836, a t-value of 13.800, and a significance value of 0.000 ($p < 0.05$). The coefficient of determination (R^2) of 0.750 indicates that job training explains 75% of the variance in employee performance, while the remaining 25% is explained by other factors outside the model. The study concludes that more effective job training implementation is associated with higher employee performance and recommends that hotel management conduct regular training needs analysis and strengthen both hard-skill and soft-skill training modules.

Keywords: job training, employee performance, hospitality industry, hotel management, employee training.

INTRODUCTION

The tourism industry is one of the economic sectors with a major contribution to global and national economic growth. The hospitality industry is an important part of the tourism ecosystem as it provides accommodation and services for both domestic and international tourists. The growth of the hospitality industry in Bali has caused the level of competition between hotels to be higher, so every hotel is required to provide quality service to maintain guest satisfaction and loyalty. The quality of service in the service industry such as hospitality is not only determined by the facilities, but also by the quality of the human resources (HR) who provide services to guests, in line with the view that service quality is an important factor in creating customer satisfaction and a company's competitive advantage, and that human resources are the main assets of the organization that determine the effectiveness of achieving the company's goals.

The quality of human resources is reflected in the results of the work, and professional performance reflects the behavior that supports the achievement of organizational goals. Employee performance is defined as the results of work achieved by individuals in carrying out their duties according to the standards set by the organization (Sinambela, 2023). In the hospitality industry, performance is not only measured quantitatively, but also qualitatively such as hospitality, accuracy, and speed of service. Optimal performance is essential for a five-star hotel like Novotel Bali Benoa to maintain guest loyalty and international brand reputation under the Accor network. However, initial observations found that there was a phenomenon of declining employee performance that required serious attention from management.

This phenomenon is clearly seen from the Guest Satisfaction Survey (GSS) data for the 2025 period. The guest satisfaction score targeted by Accor management of 90% has not been achieved consistently, even tending to decline from 89% in January–March to only 84% in October–December 2025 with a gap that widened from –1.00 to –6.00. The decline was

reinforced by guest reviews on the TripAdvisor digital platform that noted specific complaints related to staff performance. Because customer satisfaction is formed based on the evaluation of the service performance received, a decrease in the GSS score can be an indication that employee performance in serving guests has not been optimal.

This condition was confirmed more objectively through an internal Performance Appraisal assessment of 160 employees on three main aspects set by Accor: Work Quality (target 95, realization 83), Quantity of Work (target 95, realization 89), and Attitude (target 95, realization of 92) all of which are not achieved. The recapitulation of average performance per department during 2024–2025 also shows an even decline; none of the nine departments (Front Office, Housekeeping, FB Service, FB Product, Engineering, Sales & Marketing, Finance, Human Resources, and Revenue and Reservation) will reach the hotel standard of 90 by 2025, with the sharpest declines occurring in frontline operational departments such as Front Office (–2.30) and FB Service (–2.40).

According to organizational behavior studies, the performance of employees who have not reached standards can be influenced by various factors, one of which is the development of employee knowledge and skills, because performance is basically influenced by the willingness and ability of individuals to carry out their work. One of the organization's efforts to improve employee capabilities is through job training, which is a process designed to improve employees' knowledge, skills, and abilities so that they can carry out work according to organizational standards. However, the Training List data for the 2024–2025 period shows a serious obstacle in the implementation of the HR development program: the realization of the presence of all core training programs (Accor Ethic Charter, Guest Experience & Loyalty, How to Clean Guest Room, Guest Telephone Call, Food Safety Training, and Lost & Found Procedure) declined sharply from 2024 to 2025, with an average decline of 16.8% and a gap to the 100% target of more than 35% in some programs such as Guest Experience & Loyalty and Food Safety Training.

This condition is also supported by the policy of transitioning training methods from face-to-face (offline) to digital-based (online). The results of initial interviews with a number of employees indicated that online training was not optimal due to the lack of direct interaction with instructors, technical constraints on the platform, and difficulties in dividing time between operational load and independent completion of training modules, so that training materials tended to be considered administrative fulfillment without in-depth knowledge absorption. This condition shows that there is an empirical gap between the company's ideal standards and the operational reality in the field.

In addition to the empirical gap, this research is also driven by the inconsistency of previous research results. A number of studies have consistently found that job training has a positive and significant effect on employee performance in the hospitality industry, for example at the Santika Cikarang Hotel and NDB Luxury Hotel, where training that is carried out continuously is able to improve the quality of service. However, other findings on Hotel GV Batam and Hotel XYZ show that training does not have a significant effect on employee performance partially, which is often associated with the mismatch of training materials with real needs in the field and less effective delivery methods. Other studies have even shown that the influence of training on performance may not be direct, but rather through mediating variables such as job satisfaction (Lin & Huang, 2020).

This research is based on Organizational Behavior Theory, which views organizational behavior as a field of study that investigates the impact of individuals, groups, and structures on behavior in organizations, with the aim of increasing organizational effectiveness, productivity, and competitiveness. In this perspective, training is seen as a form of structured learning intervention (organizational learning) designed by management to modify individual

work behavior, knowledge, and skills, while performance is a tangible output of these behaviors after responding to the given learning intervention. Managerial intervention through training programs is a key determinant in transforming staff behavior into high-performance behavior and adaptive to operational demands (Trisnaningsih & Ratnawati, 2022), in line with the findings that organizational learning culture through training effectively shapes work behavior and employee psychological satisfaction which contributes significantly to improving job performance (Lin & Huang, 2020).

The employee performance variables in this study were measured through six dimensions as a result of combining the Mangkunegara and Bangun theories, namely Quantity of Work, Quality of Work, Implementation of Tasks, Responsibility, Punctuality, and Attendance (Bangun, 2022); (Mangkunegara, 2021). Job training variables were measured through six dimensions as a result of combining the theory of Mangkunegara and Rivai & Sagala, namely Type of Training, Instructor, Participant, Training Material, Training Method, and Training Objectives (Mangkunegara, 2021); (Rivai & Sagala, 2020). Based on this deductive thinking framework, Job Training (variable X) is positioned as a predictor that is believed to have a positive and significant effect on the recovery and improvement of Employee Performance (variable Y), with the following research hypotheses:

H₀ : Job training does not have a positive and significant effect on employee performance at Novotel Bali Benoa.

H₁ : Job training has a positive and significant effect on employee performance at Novotel Bali Benoa.

Based on the description above, the formulation of this research problem is how the effect of job training on employee performance at Novotel Bali Benoa, with the aim of analyzing this influence. This research is expected to make a theoretical contribution to the development of human resource management science in the hospitality industry, especially related to the influence of job training as a single independent variable that has not been analyzed specifically in star hotels in the Bali tourism area as well as practical benefits as a consideration for the management of Novotel Bali Benoa in evaluating and developing a more effective job training program in accordance with needs hotel operations.

METHODS

This study uses a quantitative approach with the research object in the form of Job Training (X) and Employee Performance (Y), carried out at the Novotel Bali Benoa Hotel located on Jalan Pratama, Tanjung Benoa, Nusa Dua, Bali, in the period April to July 2026. The type of data used is interval data obtained from respondents' responses to a 4-point Likert scale questionnaire (1 = Strongly Disagree to 4 = Strongly Agree), with the option of "Neutral" being eliminated to avoid central tendency bias (Sugiyono, 2019). The data source is primary data obtained directly from Novotel Bali Benoa employees through a questionnaire compiled based on indicators of job training and employee performance variables.

The research population is all employees of Novotel Bali Benoa totaling 160 people. The sample size is determined using the Slovin Formula with an error rate of 10%:

$$n = N / (1 + N \cdot e^2) = 160 / (1 + 160 \times 0.10^2) = 160 / 2.6 \approx 61.53, \text{ rounded to } 62 \text{ respondents.}$$

The sampling technique used is Proportionate Stratified Random Sampling so that each department is proportionally represented, with details: Front Office 10 people, Housekeeping 16 people, FB Service 15 people, FB Product 8 people, Engineering 4 people, Sales & Marketing 3 people, Finance 3 people, Human Resources 1 person, and Revenue and Reservation 2 people (total 62 people out of a population of 160). In its implementation, the questionnaires that were successfully collected and processed reached 64 respondents.

The data collection technique used a questionnaire that was filled out independently by the respondents (self-administered questionnaire). Before use, the instrument was tested through a validity test using the Pearson Product Moment correlation (the item was declared valid if r counted $> r$ of the table at a significance level of 5%) and a reliability test using Cronbach's Alpha (declared reliable if the value ≥ 0.70), both with the help of SPSS Statistics Version 26 on the initial 30 respondents.

Data analysis is carried out through several stages. First, the classical assumption test includes the normality test (Kolmogorov-Smirnov, the data is said to be normal if Asymp. Sig. > 0.05) and the heteroscedasticity test (Glejser method, heteroscedasticity does not occur when the significance is > 0.05). Second, simple linear regression analysis with the model:

$$\hat{Y} = a + bX + e$$

where Y = Employee Performance, a = constant, b = regression coefficient, X = Job Training, and e = error. Third, hypothesis testing uses a t -test (partial test) with a significance level of $\alpha = 5\%$, where H_0 is rejected if t is calculated $> t$ table or significance value < 0.05 . Fourth, the determination coefficient (R^2) test to measure the contribution of Job Training variables in explaining variations in Employee Performance, using the determination coefficient interval category from Sugiyono (2019): 0.00–0.199 (very low), 0.20–0.399 (low), 0.40–0.599 (moderate), 0.60–0.799 (strong), and 0.80–1.00 (very strong).

RESULTS AND DISCUSSION

Result

Data Description

Profile of the Research Object

Novotel Bali Benoa is a five-star hotel under the Accor international network that has been in operation since its *soft opening* on July 10, 1996 and *grand opening* on October 21, 1996, located in the Tanjung Benoa area, Badung Regency, Bali. The hotel has 187 rooms with seven types (Deluxe Room, Family Room, Family Suite, Tropical Terrace, Beach Cabana, 1 Bedroom Pool Villa, and 2 Bedroom Pool Villa), as well as supporting facilities in the form of restaurants and bars, spas, fitness center, meeting rooms, swimming pool, and other support services. In carrying out its operations, Novotel Bali Benoa refers to Accor's vision, mission, and values — *Guest Passion, Trust, Respect, Innovation, Sustainable Performance, and Spirit of Conquest* — as service guidelines.

Characteristics of Respondents

Of the 64 respondents whose data were processed, the majority were female (37 people; 57.8%) compared to men (27 people; 42.2%). Based on age, respondents were dominated by the 21–25 years group (19 people; 29.7%), followed by 31–35 years (28.1%) and 26–30 years (26.6%). Based on the latest education, the majority of respondents have a high school/vocational school background (46.9%), followed by D1/D2/D3 (28.1%) and D4/S1 (25.0%). By department, the largest proportion came from Housekeeping (26.6%) and FB Service (25.0%). Based on the working period, the majority of respondents had a working period of 1–3 years (37.5%), followed by 4–6 years (29.7%).

Validity and Reliability Test

With the number of initial respondents of 30 people ($df = 28$) and r table of 0.374 at a significance level of 5%, all 18 items of the Job Training variable statement (Pearson Correlation Value ranged from 0.773–0.949) and all 15 items of the Employee Performance variable statement (ranging from 0.737–0.863) were declared valid. The reliability test resulted in a Cronbach's Alpha value of 0.972 for the Job Training variable and 0.978 for the Employee Performance variable, both far exceeding the 0.70 threshold so that it was declared reliable with excellent internal consistency.

Description of Job Training Variables (X)

Based on the average score category (1.00–1.75 very poor; 1.76–2.50 not good; 2.51–3.25 good; 3.26–4.00 very good), the Job Training variable obtained an overall average of 2.68 (good category). The Training Objective dimension obtained the highest average (2.73), followed by Training Type (2.71), Instructor and Participant (2.70 each), Training Method (2.66), while Training Materials obtained the lowest average (2.58) although it remained in the good category. At the indicator level, "The instructor has the skills that match the training material" and "The training provided improves the quality of my work" obtained the highest score (2.77), while "The training material helps me in carrying out the work" obtained the lowest score (2.52).

Description of Employee Performance Variables (Y)

The Employee Performance variable obtained an overall average of 3.09 (good category). The Punctuality dimension obtained the highest average (3.10), followed by Work Quality and Task Execution (3.09), Quantity of Work (3.08), while Responsibility obtained the lowest average (3.07). The indicators "complete the work quickly without compromising quality", "work results according to company standards", and "complete the work on time" received the highest scores (3.13), while "able to produce the expected work output" received the lowest score (3.05).

Classic Assumption Test

The results of the Kolmogorov-Smirnov normality test showed an Asymp. Sig. (2-tailed) value of 0.200, greater than 0.05, so that the residual data was declared to be normally distributed. The heteroscedasticity test using the Glejser method showed a significance value of the Job Training variable of 0.965 (> 0.05), so that the regression model did not experience symptoms of heteroscedasticity and was suitable for further analysis.

Table 1 Summary of Regression Analysis, t-Test, and Coefficient of Determination Results

Parameters	Value
Constant (a)	-0.260
Job Training Regression Coefficient (b)	0,836
t count	13,800
t table (df = 62; $\alpha = 0.05$)	1,999
Significance (Sig.)	0,000
R (correlation coefficient)	0,866
R Square (R^2)	0,750
Adjusted R Square	0,746

Source: Data processed, 2026

Based on Table 1, a simple linear regression equation is obtained: $Y = -0.260 + 0.836X$. The regression coefficient of 0.836 is positive, indicating that every one unit increase in the Job Training variable will increase Employee Performance by 0.836 units, assuming the other variables are constant. The calculated t-value (13,800) is greater than the table t (1,999), and the significance value (0.000) is smaller than 0.05, so H_0 is rejected and H_1 is accepted: job training has a positive and significant effect on employee performance at Novotel Bali Benoa. The R Square value of 0.750 indicates that job training contributes 75.0% to employee performance in the very strong category according to the determination coefficient interval while the remaining 25.0% is influenced by other factors outside this research model.

Discussion

Job Training

An overall average score of 2.68 in the good category indicates that employees generally have a positive perception of the implementation of the Novotel Bali Benoa training program, which is considered to have helped improve the knowledge, skills, and daily employability of employees. These findings are in line with the view that training is a process that equips employees with the knowledge and competencies necessary to carry out their work effectively, as well as with the finding that planned and ongoing training is able to improve employee competencies in the hospitality industry (Sumerta et al., 2024). The characteristics of the respondents, which are dominated by young operational employees with a working period of 1–3 years, also reflect the importance of training for frontline workers who are directly involved in guest service. However, the dimension of Training Materials obtained the lowest score, indicating that companies still have room to increase the relevance of training materials to real job needs in each department in line with the view that the effectiveness of training will be more optimal if the materials are compiled based on *training needs analysis*.

Employee Performance

An overall average score of 3.09 in the good category shows that Novotel Bali Benoa employees in general have carried out their duties and responsibilities in accordance with the company's operational standards, are able to complete work according to targets, maintain the quality of work results, and utilize work time effectively in line with the view that performance is the result of work execution as shown through quality, quantity, effectiveness, and individual contribution to goals organization. The prominent Punctuality Dimension reflects that discipline and time management have become the strengths of employees, in line with the hospitality industry's demands for fast, precise, and responsive service. On the other hand, the Responsibility dimension obtained the lowest score, indicating that there is still room to strengthen coaching and feedback so that employees' awareness of accepting the consequences of their work increases.

The Effect of Job Training on Employee Performance

The results of regression, t-test, and determination coefficients consistently show that job training has a positive and significant effect on employee performance at Novotel Bali Benoa, with a very strong contribution (75%). These findings reinforce the basic assumption of Organizational Behavior Theory that competency improvement through training programs not only improves individual abilities, but also promotes the formation of productive and goal-oriented organizational work behaviors. The characteristics of the respondents, most of whom are operational employees with training experience before becoming permanent employees, help facilitate the absorption of advanced training programs, thus having an impact on improving the quality of task implementation, punctuality, and achievement of work targets.

These findings are consistent with research on Hotel Santika Cikarang and NDB Luxury Hotel which shows that continuous training can improve the quality of hotel employee service, as well as with the findings that organizational learning culture through training shapes work behavior and job satisfaction that have a significant impact on job performance (Lin & Huang, 2020). However, these results are different from the findings of Hotel GV Batam and Hotel XYZ which concluded that training did not have a significant partial effect on employee performance. These differences indicate that the effect of training on performance is highly dependent on the effectiveness of its implementation, including the suitability of the material with the needs of the job, the method of delivery, the competence of the instructor, and the clarity of the training objectives. At Novotel Bali Benoa, these aspects have generally been implemented well (average dimensions 2.58–2.73), so that job training is able to have a positive and significant influence on improving employee performance, although 25% of performance variations are still influenced by other factors such as leadership, compensation, work

environment, work motivation, job satisfaction, and organizational culture (Cashmere, 2023) which were not included in this research model.

CONCLUSION

Based on the results of simple linear regression analysis, job training was proven to have a positive and significant effect on employee performance at Novotel Bali Benoa, with a t-value of 13.800, significance of 0.000 ($p < 0.05$), and a regression coefficient of 0.836. The job training variable was able to explain the variation in employee performance by 75% ($R^2 = 0.750$), while the remaining 25% was influenced by other factors outside the study model. Thus, the research hypothesis (H_1) is accepted: the better the implementation of job training, the higher the performance of employees at Novotel Bali Benoa. These findings also reinforce the relevance of Organizational Behavior Theory in explaining the relationship between organizational learning interventions and individual performance achievement in the context of the five-star hospitality industry.

Based on these findings, the management of Novotel Bali Benoa is advised to continue to develop job training programs to be more planned, sustainable, and tailored to the needs of each department, including conducting regular training needs analysis so that the training materials are more relevant to the competencies needed considering the dimensions of the Training Materials obtained the lowest score in this study. In addition to strengthening hard skills, hotels are also advised to develop soft skills such as communication, service excellence, teamwork, leadership, and the ability to handle guest complaints, accompanied by periodic evaluation of the effectiveness of each training program through the assessment of results and participant feedback. For the next researcher, it is recommended to add other variables that have the potential to affect employee performance such as work motivation, leadership, work environment, compensation, job satisfaction, organizational culture, or work discipline considering that the 25% variation in employee performance in this study has not been explained by the model, as well as expand the research object to other hotels with different characteristics so that the research results have a wider level of generalization.

STATEMENT OF APPRECIATION

The author would like to thank the management and Human Resources Department of Hotel Novotel Bali Benoa for the data support and access provided during the research process, as well as to the supervisor of the Hospitality Management Study Program, Bali Tourism Polytechnic, for the guidance provided in the preparation of this research.

DAFTAR PUSTAKA

- Bangun, W. (2022). *Employee performance appraisal standards*. Publisher of the University of Indonesia.
- Bangun, W. (2023). *Employee performance concept*. Publisher of the University of Indonesia.
- Cashmere. (2020). *Human resource management*. RajaGrafindo Persada.
- Cashmere. (2023). *Factors that affect performance*. RajaGrafindo Persada.
- Edy, S. (2021). *Introduction to Job Training*. Andi Publisher.
- Fakhri, M., et al. (2024). The effect of training and competency on employee engagement and performance in Tugu Bali Hotel. *Journal of Applied Research in Management and Accounting (JARMA)*, 6(1), 14–38.
- Ghozali, I. (2018). *Application of multivariate analysis with SPSS 25 program* (9th ed.). Publishing Agency of Diponegoro University.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., de Vet, H. C. W., & van der Beek, A. J.

- (2011). Conceptual frameworks of individual work performance: A systematic review. *Journal of Occupational and Environmental Medicine*, 53(8), 856–866.
- Lin, C.-Y., & Huang, C.-K. (2020). Employee turnover intentions and job performance from a planned change: The effects of an organizational learning culture and job satisfaction. *International Journal of Manpower*, 42(3), 409–423. <https://doi.org/10.1108/IJM-08-2019-0381>
- Mangkunegara, A. P. (2021). *Corporate human resource management*. Teenager Rosdakarya.
- Novotel Bali Benoa. (2025). *Hotel description*. <https://www.novotelbalibenoa.com/>
- Putranto, D., Astuti, M. T., Sopyan, A., Setyawati, B. D., & Banundoyo, A. (2023). Motivation, training, and discipline on employee performance in star-rated hotels in Bogor City. *East Asian Journal of Multidisciplinary Research*, 2(8), 3437–3450.
- Ramli, A. H., Soelton, M., & Khotimah, N. (2020). *Definition of employee performance*. Prenada Media Publisher.
- Rivai, V., & Sagala, E. J. (2020). *Dimensions of job training*. RajaGrafindo Persada.
- Sinambela, L. P. (2023). *Employee performance*. Publisher RajaGrafindo Persada.
- Singh, A., & Ansari, A. I. (2024). *Role of training and development in employee motivation: Tourism and hospitality sector*. IGI Global.
- Sugiyono. (2019). *METODE PENELITIAN KUANTITATIF*. DAN R&D.
- Sumerta, I. K. E., Wijayanti, A. A. R., & Pramana, I. N. A. (2024). The influence of organizational culture and training on employee performance in The Kana Kuta Bali. *Journal of Hotel Service Management*, 8(2), 23–37. <https://doi.org/10.37484/jmph.080202>
- Trisnarningsih, D. I., & Ratnawati, I. (2022). Facing the Industrial Revolution 4.0: The Influence of Training Programs and Work Climate on Employee Performance. *Diponegoro Journal of Management*, 11(1), 1–13.