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# Performance Appraisal Design In The Grand Mutiara Hotel Housekeeping Division Using BARS Assessment Model

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ABSTRACT IN ENGLISH

Frequently receiving customers complaints makes the Grand Mutiara Hotel decrease in monthly guests number, caused by customer's dissatisfaction with the hotel's facilities and services. It occurs due to the crew's disappointment, especially in the housekeeping division dealing with their working-performance assessment to be an indicator of salary payment. Redesigning the assessment was carried out by paying attention to factors affecting the working performances. The subject of this research was the Grand Mutiara Hotel. This research utilized the BARS (Behavior Anchor Rating Scale) method that was an effort to diagnose and reveal individual behavior to be suitable with the company's objectives. This method aimed to determine which factors influencing the working-performance and delivering the assessing guideline containing clear indicators should be in those factors. Sampling used a purposive random sampling by taking two respondents in each sub-group consisting of housekeeping, security, F&B, engineering, and front office divisions. Further, other samples were coming from supervisors of each sub-group, managers, and HRD. This study indicates five factors affecting the working-performance, such as tangibility, reliability, assurance, responsiveness, and empathy.

## 1. Introduction

The increasing human population, the higher the demand for travel or amusement park, this also affects one of the industries that the hospitality industry participates in providing specialty services. It is becoming strategic for the hospitality business due to the great opportunities for tourists looking to continue their vacation resting place tomorrow. Tourists from outside the city or in the city very well as a temporary shelter as the hotel with comfortable amenities and good service, then, in this case, a lot of hotels in droves to offer services and facilities to the consumers who will stay to the fullest in the hope of giving right image to the public and ensure one of the main attractions as the top choice of places to rest (summarized alerts based on the source: http://www.rei.or.id/newrei/berita-bogor--puncak-masih-diincar-pengembang-*Hotel*.html).

Grand Mutiara hotel is located in Bogor, West Java. It has large meeting room facilities and sufficient land to exercise. This facility is often used by government agencies that usually hold training, workshops, and others. This hotel is often used for official events rather than daily guests or what we know as tourists or ordinary guests.

Housekeeping is a part of the hotel organizational structure that plays a direct role in serving guests. The services provided start from cleaning the room, helping to move guest luggage to the room booked, and helping to move goods to the lobby when leaving the hotel. The problem is in measuring the performance of employees at the hotel.

By the current measurement, the hotel manager only gives a raise or bonus to a diligent employee. Diligent employees are those who obey all the orders given and are always there when called by their superiors.

However, the performance measurement is too subjective. Many employees do not know the indicators used in the performance assessment, so that they are not motivated to improve their performance but instead try to be seen as active by their managers. This condition is detrimental to the company because they always search for workers to replace employees who stop working from the hotel. The loyalty desired by the company ends up bad because competent employees choose to leave because they feel unappreciated, and employee loyalty is only limited to the manager's observation. If the manager is not there, the employees will lower their performance again and relax. Table 1 summarizes the assessment indicators used by the manager, Supervisor, and staff regarding the assessment.

**Table 1 –Assessment Indicators**

| No | Indicators |
|----|------------|
| 1. | Keep the room clean |
| 2. | Nimble in working |
| 3. | Ready around the hotel |
| 4. | Willing to work outside hotel hours |
| 5. | Ready to work even though the job is outside of the job description |

Based on the results of the interview, according to Spv. Housekeeping states that these are five essential points that are always used in assessing employee performance. The assessment will range with a score of 0-100. Based on his explanation, all Supervisors had used the assessment approved by both the operational manager and the General Manager of the Grand Mutiara hotel. For each highest assessment, the employee will be appointed as a coordinator to lead the other employees. Usually, the coordination of employees only consists of 2 people, and the validity period is only for one month, provided that there are employees who are better than him.

The existing assessment was conducted as follows: Give a rating of 0-100 of the 5 points available; The average of the assessments is calculated as the final result; If the appraisal is more than 75, it is said that the employee is entitled to a salary increase. If the assessment reaches more than 85, then two people with the most outstanding value will be taken and appointed as coordination employees; If there are employees with a score of 60-74, the employee will not experience an increase or decrease. However, if the score is less than 60, the employee will only be given a penalty in the form of a warning; The wage deduction system can only be seen from the number of truants in work or exceeding the permits given. The permit limit is only given for three days in 1 month. If you exceed the permissible limit, it will be deducted according to the hotel's policy. Sick leave is an exception so that if an employee is sick for more than three days or more than ten days, then salary deductions will not be made. If the employee is declared sick and has to rest for more than ten days, the employee will be rested until the situation recovers. With a record of the salary received, it will be deducted according to company policy.

The employee coordinator is responsible for monitoring and being trusted to command other employees if the Supervisor is not present. Besides that, it is a good role model for other employees. This assessment is similar to the Checklist method because the conditions are similar to ranking the lowest to highest ratings to determine the increase or decrease in salary. The two highest people will be the coordinator of employees.

At the beginning of 2019, the company experienced a decrease in guest arrivals each month. Based on guest data at the company, the average number of guest arrivals reaches more than 2,000 guests. However, the lowest number of guests occurred in June 2019, with a total of 1,122 people. Managers often receive consumers' complaints, so the research was done by giving questionnaires and conducting in-depth interviews by asking some questions. This questionnaire aims to find out how deep the housekeeping employees are regarding the performance appraisal indicators at work. The questionnaire is distributed and filled in by Housekeeping staff.
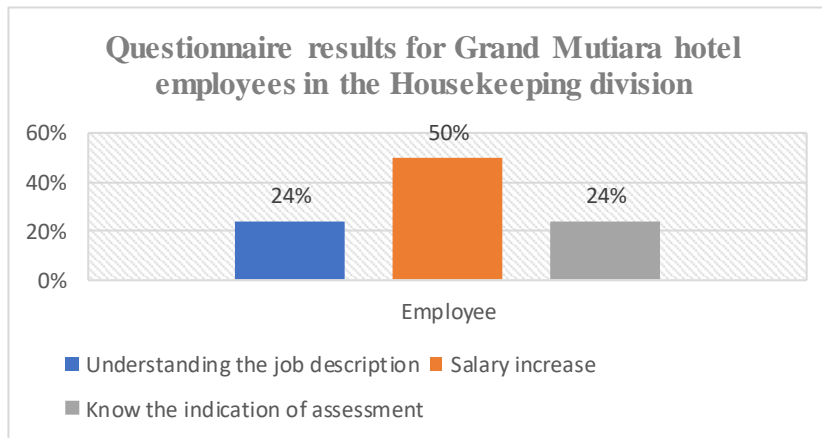
**Fig. 1 – Questionnaire results for Grand Mutiara Hotel employees in the Housekeeping division**

Figure 1 describes three essential points from the results of the questionnaire distributed to 30 hotel employees. It was found that 24% of people understand their job description and know the assessment indicators, 50% of people have experienced a salary increase. From the interview, it is said that employees who know the assessment indicators only give an assumption based on their experience that the company's assessment is not transparent. Understanding the job description is only 24% of people, meaning that the indicators provided as benchmarks for work are not clear because there are no targets achieved in the completion of each point in the job description. If the data is linked to employees who have experienced a salary increase, 50% of people who have experienced a salary increase are due to complete the tasks and points expected by the boss. So that in addition to understanding work, employees can read the situation that the boss expects correctly. If a conclusion is drawn, the existing assessment is unknown to the employee and is subjective.

**Table 2 – Strengths and Weaknesses of Existing Assessment**

| Advantages | Deficiency |
|---|---|
| 1. Ratings are easy to calculate | 1. Assessment does not detailed |
| | 2. The absence of guidelines in determining what kind of attitude and how much value is given for that attitude |
| | 3. The assessment is only known by superiors |

As seen in Table 2, to improve employee performance at the Grand Mutiara hotel, the job appraisal system can be redesigned with the aim that competent employees can be appreciated and enthusiastic in working with good loyalty to the company. Good employee performance will impact customer satisfaction and raise the hotel's rating to be one of the recommended facilities as a good resting place in the peak area of Bogor.

The performance appraisal system serves three basic functions to provide adequate feedback to each employee on his job performance, serve as a basis for modifying or changing behavior towards more effective work habits, and provide managers with data on which to base promotion, transfer, and compensation decisions. The use of performance appraisals is the center of all efforts to manage subordinates effectively. To date, a great deal of hard work has been put into developing a clear, stimulating, and fair performance appraisal system. Perhaps in any business area, performance appraisals or critical appraisals of this sales force field are essential because salespeople are particularly susceptible to role conflict and role ambiguity. This high potential for conflict and ambiguity can lead to direct and indirect performance-related issues (Cocanougher & Ivancevich, 1975), as Increased work-related tension and anxiety; Physical damage, such as coronary disease; The turnover rate becomes higher and results in increased recruitment and training costs.

One of the main advantages resulting from the strict development procedure followed in a sequence of five steps and the significant involvement in using BARS as appraisers (supervisors) or as appraisers (subordinates). BARS (Behavior Anchor Rating Scale) attempts to diagnose and reveal individual behavior to suit company goals. Involvement in the development process has many potential benefits. As such, both the reviewer and the raters must understand the language and description, creating a clearer assessment form. This can give realistic judgments for each dimension being evaluated rather than simply checking the figures at the standard level.

This increased realism and specificity are assumed to minimize error, slack, and central tendency. For performance appraisals to effectively change employee behavior, raters need to know what behavior is considered desired by the information generated. So that it can be related to incidents that occur in employee work activities.

Suppose the BARS is understood by both grading and rating. In that case, performance evaluation can be maintained as a realistic means of developing or improving rating skills and setting the training program's basis. Grading skills will be developed and defined in terms of studying job behavior. A training program that focuses on effective behavioral assessment can result in improved assessor's assessment skills.

## 2. Theoretical Framework

## 2.1 Critical Success Factor (CSF)

The Critical Success Factor (CSF) approach identifies as a finite number of areas satisfactory results will ensure successful competitive performance for an individual, department, or organization. CSFs are some of the key areas things need to get right for the business to thrive and achieve the manager's goals (Chow & Cao, 2008).

As such, the critical success factors are for any business. The limited number of areas the results, if satisfactory, will ensure successful competitive performance for the organization. If the results in this area are inadequate, the organization's effort for the period will be less than specified (Leidecker & Bruno, 1984). Factors that are supported by previous scientist's opinions are five dimensions as benchmarks in seeing the factors that affect employee performance (Oluseyi & Adebayo, 2013). Table 3 is an explanation of the factors.

**Table 3 – Method Comparison**

| No | Factors | Explain |
|----|---------|---------|
| 1. | Tangibility | The appearance of physical facilities, equipment, and personnel. |
| 2. | Reliability | The ability to perform the promised services reliably and accurately. |
| 3. | Responsiveness | Availability to help customers and provide prompt service. |
| 4. | Assurance | Employee's knowledge and courtesy and their ability to inspire confidence and confidence. |
| 5. | Empathy | The level of individual attention that a company gives to its customers. |

Source : (Oluseyi & Adebayo, 2013)

And the SOP that has been linked based on research and using a customer questionnaire information system obtained knowledge of customer needs and wants consistently in meeting and exceeding expectations. By providing basic services, the company meets expectations by developing a holistic view of service, being responsive, empathetic, courteous, competent, and able to exceed customer expectations (Ongori, Iravo, & Munene, 2013).

In addition, there are other factors that can influence, such as a long service life enhancement, which is a stable factor that increases sensitivity to service. For example, pressure from customers for service providers to complete repairs. Temporary service enhancers while making the need for service responsiveness more acute and thereby increasing the acceptable level of service. For example, emergency or slow service before.

The perceived service alternative is the availability of alternative service providers and is expected to increase adequate service. Predicted service is an estimate of the level of service a customer anticipates. Defines an explicit service promise as; "personal and non-personal statements made to customers by the organization" and a promise of service implied as; "cues other than explicit promises that lead to conclusions about what the service will be and will be like."

Examples of explicit service promises are advertisements, personal sales personnel communications, and contracts, and examples of implicit service promises are prices and physical evidence associated with services (Dion & Javalgi, 1998). Other examples are related to factors, such as intangibility, the inseparability of production and consumption, heterogeneity, and perishability. (Parasuraman & Zeithaml, 1985).

## 2.2 Purposive Sampling

The purposive sampling technique, also called judgment sampling, is a deliberate choice of an informant because of the informant's qualities. Simply put, researchers decided to find people who can and are willing to provide information based on knowledge or experience (Tongco, 2007).

## 2.3 BARS Development Method

BARS determine scale point with specific behavior statements describing various performance levels (Cocanougher & Ivancevich, 1975). There are five steps In developing BARS (Informa et al., 2008), such as Critical Incident Technique, qualitative interview procedures that facilitate the investigation of significant events identified by respondents (Gremler, 2004); Performance Dimension, a group of evaluation process models from several dimensions come from the critical incident technique with the purpose to help assess work dimension better (Woehr, 1992); Retranslation, Translation techniques used to develop a scale to measure the target group evaluation, usually with more than 50% vote will determine the changes needed by the company (Kavanagh & Duffy, 1978); Scaling Incident, Point scale Behaviour described in critical incidents about how effective or ineffective the dimensions are, each incident represents the number of agreements among appraisers regarding the level of performance effectiveness determined by the incident. Usually, incidents that have a standard deviation 1.50 or less than 7 point scale and 1.75 or less than a point scale that is maintained for making BARS (Cocanougher & Ivancevich, 1975); Final Instrument, the final BARS instrument consists of a series of vertical scales (one for each dimension) added by incidents that are maintained. These incidents are located along the scale; It depends on the rank specified in the previous scale (Informa et al., 2008).

## 2.4 BARS and other method comparisons

There are some considerations in choosing the appraisal method by comparing the advantages and disadvantages, as seen in Table 4.

**Table 4 – Method Comparison**

| No | Appraisal Method | Advantages and disadvantages |
|---|---|---|
| 1. | BARS | • Data is transparent and easy for employees to understand.<br>• Data is assessed on a scale but specific by adding an explanation about scale level. |
| 2. | Rating Scale | • Data less accurate, so it's not precise in the assessment<br>• Establish work dimensions based on a scale. For example, a scale of 1-5. |
| 3. | Checklist | • Data are less accurate.<br>• Behavior-based checklist. |
| 4. | Ranking | • Establish the order of employees who work best to worst.<br>• It can demotivate employees who get the worst grades. |
| 5. | Paired Comparison | • Comparing two employees on the same activity.<br>• It takes a long time to assess the procedure. |
| 6. | Forced Distribution | • Record all employee's name on the index card and assessments with several different categories and different scales.<br>• It takes a long time to assess the procedure. |
| 7. | Critical Incident | • Make a checklist as a framework for employee evaluation according to critical incidents.<br>• It didn't have a specific scale explanation; the data obtained is less accurate. |

Source : (Manoharan, Muralidharan, & Deshmukh, 2009)

## 2.5 Previous Research

This research's results have a similarity and differences from several previous researchers which establishes four factors that affect performance decreases in the production division: product quality, production time, total production, and employee discipline (Awani, Nugraha, & Puspita 2018). It has some similarities with this research's results. First, Production time and employee discipline have similarities to the assurance. These factors are equally related to time and employee responsibilities while doing a job. For example, a room boy who needs time to clean a room has similarity with production employees who need time to produce goods. The second is that total production has a similarity with reliability, because these two factors explain an employee's ability while doing a job. For example, a room boy's ability to clean a room has similarities with an employee in the production division who can make a certain number of products. The differences are factors empathy, tangibility, and responsiveness.

Research by W. Terry Umbreit in 1986 titled "*Developing behaviorally-anchored scales for evaluating job performance of hotel managers*" was considered to have something in common with this research. This research found factors such as guest complaints, market strategy development, communication with employees, motivated

and modified behavior, responsibility, monitoring operation, product maintenance, and handle personnel responsibilities affect hotel managerial performance (Umbreit, 1986). It has some similarities with the results study from this research. First, Responsibility and motivated behavior with assurance. These factors have something in common: employee attitude in being responsible and motivating themselves to work better. For example: a room boy who understands and follows hotel standards has something in common with hotel assistant responsibilities. Second, Monitoring Operation, Product Maintenance has similarity with tangibility. These factors were influenced by the physical condition of objects and facilities provided by the company. For example: employees who ensure room facilities have similarity with the assistant manager while monitoring and maintaining the quality of products or facilities in the hotel. Third, guest complaints, communication with employees have something in common with responsiveness. These factors have similarities in terms of employees who handle/serve customers well. For example: a room boy attitude while responding to customer requests is similar to an assistant manager attitude while responding to and resolving guest's complaints. While the differences are reliability and empathy. Because these two factors did not have a connection with W. Terry Umbreit's research.

There's also a similar study titled "Evaluating and Motivating Salesmen with the BARS Method" resulting in factors that include gathering information in the long run, the realization of sales expectations, and customer service (Locander & Staples, 1978). Previous research whose Locander et al. did before in 1974 has some similarities with the authors. First, customer service factors are directly proportional to responsive and reliability factors. These three factors explain how employees respond to customer questions and requests, also the ability to serve customers well, e.g., a room boy who responds to customer requests or a salesman who provides services in offering products to customers. Another similarity is about the information gathering factor and a guaranteed factor. Both factors are influenced by employee's knowledge and working comprehension, e.g., gathering information for company evaluation conducts by a salesman or the comprehension of a room boy in following the standards given by the hotel. While the factors that not calculated by William B. Locander (1974) are tangibility and empathy. These two factors are not becoming the causative factor for the assessment of the performance of the samples (salesmen).

## 3. Methodology

### 3.1 Preliminary Study

At this stage, we find problems in the case study. This process includes the background identification, problem formulation, setting research objectives, research benefits, scope, and conceptual models. Background identification is done by a literature study. There is another theory that will be studied regarding BARS. A preliminary study strengthens the data by making a questionnaire on employee satisfaction and understanding of performance appraisals.

### 3.2 Collecting Data

The data that needs to be collected are the organization's vision & mission, task performance, and factors that affect task performance. The methods used in data collection are questionnaires and interviews. A closed questionnaire was used with the answers already available on the questionnaire (Mccaffrey, 2019). The method used in the interview is in-depth interviews, by being directly involved in the daily activities of the informant and giving questions freely without any question guidelines prepared beforehand (Louise & Alison, 1994). And other data is collected by requesting existing documents. Total employees at this time there were 70 employees are not included with the Supervisor and his staff.

Sampling with purposive sampling method is used as a sampling technique to determine who the respondent is and how many samples will be taken from the total population (Kaewyong et al., 2019). Samples were taken based on the researcher's criteria and the company, such as Spv in each division; each Spv appointed two best employee representatives, representatives from HRD. Also, there are several criteria, such as employees who have experienced a salary increase or salary reduction, or a bonus. There were 20 respondents selected, and the respondents consisted of operational managers, HRD, Spv, Housekeeping, and Spv. Front office, Spv. Food and Beverage, Spv. Engineering, Spv. Security, front office staff, room boy, Waiter / s, Engineer, and Security. Besides, observations are made when there is an event/activity done by the hotel, carried out during the New Year's event. The hotel provides facilities and events from outside organizations that have rented several rooms as a venue for the event. The event was conducted by animal lovers who collaborated with Royal Canin products.

### 3.3 Processing Data

The collected data will be processed and made as an assessment index. The data will be processed using the AHP method by determining the weight of the assessment in each assessment category. The data will be designed with the final result using the BARS method. Stages in the work of AHP.

## 3.4 BARS Design

At this stage, the data that has been processed will be analyzed to conclude. The data that will be analyzed are as follows. First, identify CSF (Critical Success Factor). Determine what factors affect performance at the Grand Mutiara Hotel by conducting interviews, questionnaires, and embed activities. Second, Critical Incident Technique. The factors found will be formed into the critical incident technique. Third, Performance Dimensional. Creating an evaluation process model that is grouped from several dimensions found from critical incident techniques. Fourth, Retranslation. Measures the target group's evaluation, with a vote of more than 50%, that will determine the changes the company needs. Fifth, Incident Scaling. Determine the validity of incident data, with a standard deviation of 1.50 or less for the manufacture of BARS. Last, Final Instrument. Create a final BARS Instrument consisting of a series of 1-7 vertical scales tethered by a sustained incident.

## 3.5 The Stage to Making AHP

To make decisions in an organized manner to generate priorities, we need to break down the decision into the following steps: Define the problem and determine the criteria to look for, Attach several criteria by comparing the importance between criteria, Build a set of comparison matrices, Calculating the priority matrix obtained from the comparison to weigh the priority in each criterion, And make sure the data is consistent with the random index in each matrix size that has been determined. After the data is consistent, make an assessment template according to the criteria and weights that have been calculated using AHP calculations.

## 3.6 Analysis of The Results of The Performance Appraisal Design

At this stage, the data that has been processed will be analyzed to conclude. The data are as follows. Analyze CIT, analyze each factor, and the results are critical incidents that occur in each factor; Analyzing Dimensional Performance, the data will be processed and produce several factors that affect Grand Mutiara hotel employee's performance, where each factor has the main and supporting factors. The main factor is a factor that greatly affects employee performance and other factors as supporting factors; Analyze the Retranslation to find out whether these factors must change or not change; Analyze Incident Scaling, the data will be arranged based on a ranking determined from a rating of 1-7, from the points given to the factors that have been determined based on the calculation of standard deviation; Analyzing the Final Instrument, the final stage, will be carried out by combining the results of the Critical Incident Technique, Performance Dimension, Retranslation, and Scaling Incident. All these results will be combined and resulted in the form of a performance appraisal, and will be sorted based on the results that have been found; Analyze existing and proposed Performance Appraisal simulations, in the performance appraisal simulation using BARS, a sample of 3 room boy employees was taken; Managerial Implications, explain how the company uses the performance appraisal method well.

## 3.7 Giving Conclusion

This stage provides conclusions from the data that has been collected, processed, and analyzed. The conclusion is given to consider the initial objectives in designing employee performance appraisals using the BARS method. The suggestions are addressed to the companies under study and also suggestions for further research.

## 4. Result and Discussion

## 4.1 Critical Success Factor Collection

Interviews and embed activities were conducted with the operational Manager, HRD, supervisor dan staff from each subgroup (Housekeeping, Front Office, Food and Beverage, Engineering, Security). There are reasons why five factors consist of tangibility, reliability, assurance, responsiveness, and empathy, affect employee's performance. Table 5 explains company target identification in the Housekeeping section.

**Table 5 – CSF Selection of Housekeeping Division's**

| | Critical Success Factor | Strategic Objectives | Performance Indicator |
|---|---|---|---|
| Tangibility | Maintain room cleanliness with proper equipment according to standards. | Follow the tidiness standard that has been determined. | Do not revoke or reduce the equipment for cleaning the room |
| Reliability | Responsive for checking the room's cleanliness and tidiness. | Giving best services for customers | There is good feedback received from customers. |

| Assurance | Employees who can complete their duties properly according to the job description. | Follow the work guidance that has been determined. | Work completed according to their respective duties. |
| Responsiveness | Fulfilling customer requests. | Perceptive in responding customers. | Serving customer demand well. |
| Empathy | Attitude, behavior, and communication between employees and customers are done well. Fulfilling the needs of customers and being friendly when chatting with customers. | Meet the needs of customers and are friendly when conversing with customers. | There is good feedback received from customers. |

**Table 6 – Important factors**

| Factors | Explanation |
|---|---|
| Tangibility | The appearance of physical facilities, equipment, and personal. |
| Reliability | Ability to perform services excellently. |
| Responsiveness | Ready to help customers and giving service quickly. |
| Assurance | Knowledge, employee politeness, and ability to inspire. Self-confidence also make employees responsible for the results of their performance |
| Empathy | The personal attention that the company gives to its customers. |

Table 5 shows the reasons why these six factors become important for the housekeeping division. These reasons come from interviews and embed activities.

## 4.2 Critical Incident Technique Establishment

Table 7 will explain the critical incident techniques obtained from critical success factors and follow-up interviews.

**Table 7 – Critical Incident Technique**

| Factor | Critical Incident |
|---|---|
| Tangibility | 1. Lack of facilities that available in the room or did not meet hotel standards. |
| Reliability | 1. Room cleanliness is not based on hotel standards. |
| | 2. There are several parts of the room that has been found less clean |
| Assurance | 1. Employees unable to complete their duties properly. |
| | 2. Arriving late |
| | 3. exceeds the break time limit. |
| Responsiveness | 1. Slow response to handling customer demand. |
| Empathy | 1. Communication and bad attitude towards customers. |

Table 7 is the critical incident in the housekeeping division that affect employee performance degradation.

## 4.3 Performance Dimension

Based on Table 5, there are five factors that affect employee performance. These five factors each have indicators described in Table 8.

**Table 8 – Performance dimension**

| Tangibility | Reliability | Assurance | Responsiveness | Empathy |
|---|---|---|---|---|
| 1. Availability of Room facilities. | 1. Room always clean<br><br>2. Cleanliness according to standards. | 1. Employees who are able to complete their duties properly<br><br>2. Arrive on time<br>3. Did not exceed the break time limit. | 1. Responsive in handling customer demand. | 1. Attitude, behavior, and communication between employees and customers are done well. |

Figure 2 has been determined from several factors. The main factors are responsiveness with seven voices, tangibility with four voices, empathy with four voices, reliability with three voices, and assurance with two voices.
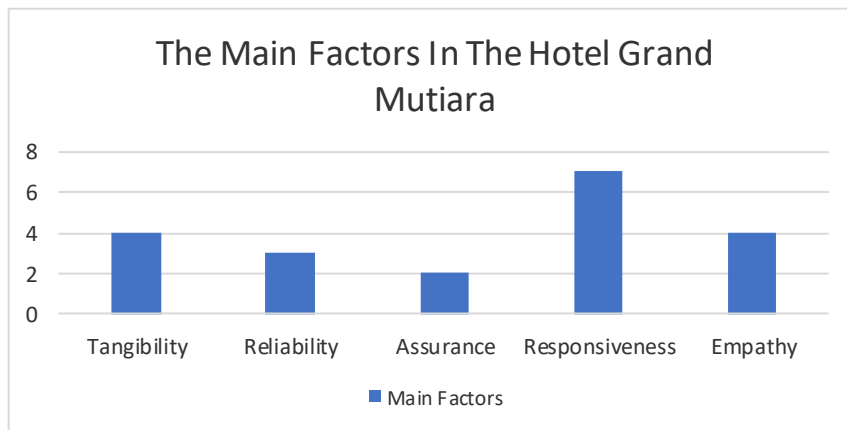


**Fig. 2 – Main Factors**

## 4.4 Retranslation

At this stage, interviews are conducted again to determine whether these factors have changed or not, and interviews will be conducted by the Operations Manager, HRD, Spv, Housekeeping, Spv. Front office, Spv. Food and Beverage, Spv. Engineering, Spv. Security, front office staff, room boy, Waiter / s, Engineer, and Security.
The final vote stated that there was no change because it had the most votes, with 65% of 20 people stating there was no need for a change in those factors.

## 4.5 Scaling Incident

The results obtained from the relocation (retranslation) obtained the result of the decision that the factors obtained did not change. With the most votes is 65%. In conclusion, there are five factors, such as Tangibility, Reliability, Assurance, Responsiveness, and Empathy. After that, the questionnaire results have been given to the Operational Manager, HRD, Spv, Housekeeping, Spv. Front office, Spv. Food and Beverage, Spv. Engineering, Spv. Security, front office staff, room boy, Waiter / s, Engineer, and Security. From the data above, it will be arranged based on the ranking determined from ratings 1-7, which has the following explanation: 1 = Extremely Poor, 2 = Poor, 3 = Below Average, 4 = Average, 5 = Above Average, 6 = Good, 7 = Extremely Good. From the points above given to the factors determined based on the calculation of the standard deviation.
Based on standard deviation, The result is 0.378. It is smaller than 1.50, so it can be concluded that the calculation results are declared valid.

## 4.6 Final Instrument

The last stage results were obtained in the form of a performance appraisal for the Grand Mutiara hotel.

**Table 9 – Final Instrument**

| Variable | Rating Scale | Category |
|---|---|---|
| 1) Tangibility<br>2) Reliability<br>3) Assurance<br>4) Responsiveness<br>5) Empathy | 7<br><br>6 | Always exceeding and fulfill all the tasks given, both fulfilling the main tasks and customer demands, which are carried out neatly, thoroughly, and carefully. Always prioritizing work and ready every time if there are any obstacles occurred. Following SOP or standards that have been given by the company. Able to help other divisions in handling jobs that would require more energy. |
| | 5<br><br>4 | Only doing the job given according to the request (no attention, attitude, or improvisation to exceed expectations). Sometimes able to fulfill/meet customer demand. Do not help without being asked first. Sometimes following SOP/hotel standards while cleaning/checking the room and hotel environment. |
| | 3<br><br>2<br><br>1 | Not exceeding expectations, sometimes neglected while completing works given. Sometimes ignoring customer demand or being not polite to customers. Didn't follow the hotel standard at all. |

Based on table 9, On Scale 6 and 7 indicate that employees show improved performance. Meanwhile, scales 1 and 2 indicate that employees show a decrease in performance. This final instrument's results are guidelines to help employee appraisal compatible with the employee's work performance.

## 4.7 Performance Appraisal Template

Table 10 is an appraisal template for the housekeeping division based on the five factors, indicators, and critical incidents that occurred. With a rating range of 1-7.

**Table 10 – Performance Appraisal Template**

| Factor | Indicator | Point | Rating 1 | 2 | 3 | 4 | 5 | 6 | 7 | Average | Factor's Value |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Tangibility | Availability of Room facilities | 15% | | | | | | | | | |
| Reliability | Room Cleanliness | 17% | | | | | | | | | |
| Assurance | Punctuality while cleaning the room | 13% | | | | | | | | | |
| | Understand and follow the standard or hotel rules. | 20% | | | | | | | | | |
| Responsiveness | Responding to customer requests well | 29% | | | | | | | | | |
| Empathy | Behavior and good communication between employees and customers | 6% | | | | | | | | | |
| | TOTAL | | | | | | | | | | |

The next step in completing the appraisal design is to conduct an assessment using the BARS method by using an assessment guide in Table 11.

**Table 11 – Assessment Guide**

| Factor | Indicator | Critical Incidents | Score |
|---|---|---|---|
| Tangibility | Availability of Room facilities | • Does not complement the availability of room facilities. | 1-2 |
| | | • Provides excessive room facilities. | 3-5 |
| | | • Availability of complete facilities according to standards. | 6-7 |

| | | | |
|---|---|---|---|
| Reliability | Room Cleanliness | • Not cleaning and not tidying up the room. | 1-2 |
| | | • Only clean the room in certain parts. | 3-5 |
| | | • Clean room with clean and tidy according to standard. | 6-7 |
| | Punctuality while cleaning the room | • More than 30 minutes in cleaning the room. | 1-2 |
| | | • 10-20 minutes of cleaning time. | 3-5 |
| | | • No later than 5-10 minutes in cleaning the room. | 6-7 |
| Assurance | Understand and follow the standard or hotel rules | • Not able to do the task given according to the description properly and correctly. | 1-2 |
| | | • Able to follow the job according to the description, even if not wholly. | 3-5 |
| | | • Able to fulfill job descriptions and even flexibility in helping with tasks in other divisions. | 6-7 |
| Responsiveness | Responding to customer requests well | • Not able to fulfill the demands of customers properly. | 1-2 |
| | | • Only able to fulfill a few requests from customers. | 3-5 |
| | | • Able to complete all requests from customers properly and thoroughly. | 6-7 |
| Empathy | Behavior and good communication between employees and customers | • Poor communication and show bad attitude towards customers. Cannot meet customer needs properly. | 1-2 |
| | | • Communicate well but sometimes ignorant and do not respond to questions from customers. Can meet customer needs even if not prompt, such as daily replacement of mineral water and new towels to meet customer needs, but only one of them is given directly to the customer. | 3-5 |
| | | • Communicating well, being friendly to customers, and able to meet customer needs well. | 6-7 |

**Table 12 – Assessment Guide**

| Employee | *Performance Appraisal* Existing | *Performance Appraisal* BARS |
|---|---|---|
| A | 81,38 | 63,7 |
| B | 80,77 | 61,5 |
| C | 79,94 | 61,3 |
| Average | 80,69 | 62,2 |

The results in table 12, the assessment of the existing Performance Appraisal with an average value of 80.69 while the BARS Performance Appraisal with an average value of 62.2. So if it is seen that the BARS Performance Appraisal has a smaller value than the existing assessment, this shows that the respondent can know the more detailed things that are happening and need attention to the company. Giving weight to each factor will significantly facilitate employees in prioritizing work if a double job occurs, such as an employee who is caught having to clean a room occupied by consumers. Still, at the same time, some consumers need room service. So it can be seen if the

weight of cleaning the room's punctuality is 15% while customer satisfaction is 29%. Then, employees can prioritize customer requests first and then complete other tasks, such as cleaning the room.

Based on AHP calculation, tangibility got 15% point, reliability with 17% point, assurance got 13 % and 20% point, responsiveness got 29% point, and empathy got 6% points. This template is the final result of the appraisal design using the BARS method. Tables 5 and 6 are interrelated in conducting an appraisal, table 5 as guidance for assessment, and table 6 is a format for evaluating employee performance.

## 4.8 Managerial Implication

Based on the study results, the BARS method's assessment design could assess the work capabilities by identifying all the factors that affect the performance and determining the value in each factor. There are assessment guides on a scale from 1 to 7, "1" indicates a decrease in performance, and "7" indicates an increase in performance. If the score is multiplied according to the value, the full mark is 100%. Thus, the managers, supervisors, and staff can use the BARS performance appraisal as an assessment using the author's template. For further use of the BARS method, the company is necessary to conduct socialization among the employees by informing them about the score's value.

## 5. Conclusion

Five factors affect the performance of Grand Mutiara hotel employees. The main factor that significantly affects employee performance is responsive. While the others, such as tangibility, assurance, reliability, and empathy, are just supporting factors. This assessment design is useful for assessing employee's ability to work according to standards given by the hotel. Despite the value in each indicator, employees can make their work priority easier.

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## Disclaimer

The authors whose names are written certify that they have no conflict of interest.

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