**CHAPTER I**

**Introduction**

This chapter focuses on giving introductory explanation of the research. It presents the background of the study, the identification of the problem, research question, limitation of the study, the objective of the study, the significance of the study.

* 1. **Background**

Tourism as a factor of economic development and tourism as a factor in the location of industry and the development play an important role. Tourism is a very promising business, which at currently tourism is growing very rapidly. Tourism is a service industry that handles services ranging from transportation, residence, food and beverage, and other relevant services. Tourism as a business service industry is very influential to the development of a country.

Many countries depends a lot of the tourist industry as a source of tax and revenue for companies that sell services to tourists. In indonesia there are a lot of beautiful places which can be tourist destination chosen. One of the factors that favor the development of tourism in Indonesia is because Indonesia has so much tourism potential.

Hotel is one of tourism development in Bandung, there are several factors that support the development of hotel such as good service that could attract the attention of guests, good service that is able to make guests feel comfortable, and good service that gives satisfaction to guests. Beside that, there are many interesting Hotel in Bandung that can be selected by guest, so each hotel should provide a very good service which is able to give satisfaction to guests.

The success of a company depends on the quality of then Human Resource, The power of company is employees, employee has important role in company, they are helping the development of company, and than the relationship is really important too, because employee can not work by themselves, they need help from other employee, so it means it is very important for the employees to maintain good relations among employees like work relationship of department, because relationship among the employee is has influence to the quality of work, and also has influence to development of company.

To achieve good service, many things that must be considered by employees, one of which is to maintain good relations with other employees, because it will affect to the performance of work for each employees. Employees have to work together and establish a good relationship, if they establish a good relationship then it would be good for the company, and vice versa. There are the effects of employee relationship, depending on the relationship, harmony would bring good effect, and disharmony would bring adverse effects.

The general balance every hotel employee must meet the following requirements:

1. Willing to help others people
2. Have the knowledge, skills and behavior in accordance with their job.
3. Have a sense and responsibility towards the company
4. Having a career awareness that his work is very dependent on the presence of guests in hotel

And than, the above requirements need to be met not only for the success of a business carried on but also for employee career development themselves. In broader terms of employees can be explained as follows:  Personal hygiene, regarding the field of job knowledge, on time, personality, attitudes Toward Guest, memory, honesty, general knowledge.

Talk about the employees is certainly also going to talk about the department. Each department has employees that must meet requirements set by the company and these different according to the function of each department. Cooperation among employees is an important thing that affects to the quality of work in the hotel. So, the relationship that the writer means is work relationship like department relationship.

Bandung is one of favorite tourist destinations, in Bandung tourist can visit place that give them unforgettable experience. To support the passage of the tourism business, the hotel is a very important thing that must be prepared. The hotel will support the absolute necessity needed by tourists.

Many of tourists choose Bandung as a tourist destination, they come to Bandung to visit place that make them enjoy. To make their trip goes well they need residence to stay like the hotel. All of the guests certainly expect good service that can provide comfort to them. It is the duty of all employees to provide good service appropriate with desired by guests.

Mercure is one of developing hotel, and it is still new hotel in Bandung, there are new strategy, new rule, new system, and of course certainly a lot of new employees too in there, therefore, the writer think needs to find out about employee relationship in Mercure hotel Bandung especially department relationship, and need to know what that influence of the quality of work. Whether the employee in Mercure hotel Bandung is able to work together or not?

* 1. **Identification of the Problem**

Based on the background, the author need to simplify and clarify the purpose of the research with the title “The Influence Relationship to the Quality of Employees Work in Mercure Hotel Bandung” because the employees’ relationships are very influential in the development of a company, there is the effects of their relationships. Then that would be the formulation of the problem is “to what extent employees relationships at the Mercure Hotel Bandung?” whether it is good or bad and “What are the influences of employee’s relationship with the quality of work in Mercure Hotel Bandung?

**1.3 Research Problem**

This research necessitates finding the answer to some problems. Based on the background above, the major questions to be addressed are as follows:

1. How is the department relationship in Mercure Hotel Bandung?
2. What is the influence of employee relationship that affect to the quality of employee work in Mercure Hotel Bandung?

**1.4 Limitation of the Study**

It will be hard to get the data if there is not limitation in the study. In this case the writer gives the limitation moreover about an analysis of the Influence of the other fields. It would be better if it focused on the Influence of employee’s relationship with the quality of work in Mercure Hotel Bandung. The writer defines a problem only for three departments in hotel Mercure, there are Front Office department (Receptionist), Housekeeping department and Food and Beverage department, this third department interrelated and very important role in a company, especially in a hotel.

**1.5 Objectives of the Study**

In the order to make this research appropriate with target, it needs clear and direst intention. Based on the question formulated above, the objectives of the study are:

1. To know the actual employees relationships in Mercure Hotel Bandung.
2. To know and to identify what are the influences of employee’s relationship with the quality of work in Mercure Hotel Bandung.

**1.6 Significances of the Study**

Generally, the significances of the study are to expand the knowledge of the readers. From statement above, the writer thought that significances are important to improve her works. Then there are some significances of the study, as follows:

A. For the student

* This paper can give knowledge about the influence of Employees Relationship on improving employee’s performance for students who want to investigate more about this thing.

B. For the public

* This paper can be a reference for other agencies and institution involved in development of tourism businesses like Mercure hotel business.
* This paper can be used to add a library collection and information for English Department Pasundan University student.
* This paper can be used as consideration by the other agencies that involved in development of tourism businesses, especially the hotel business.

**CHAPTER II**

**Theoretical Foundation**

This chapter focuses on giving theoretical foundation of the research. The theoretical foundation is aimed to give direction how the research should be conducted. This chapter includes definition of hotel, definition of relationship, definition of human resource, definition of employee, definition of organization, definition of quality.

**2.1 Definition of Hotel**

According to Dimyati (1992:30) “The hotel is one part of the tourism industry as a sales business services, including the accommodation of a commercial nature by providing facilities that sells. Hotel is a business that is highly complex services management (multi-complex) and all facilities are provided to the public. Hotels word comes from the Latin, namely "Hospitium" means a living room are in one place. After experiencing a long analogy, the word "Hospitium" is changed to "Hostel", and over time people get used to eliminate the letter "S" to "Hotel".

According to Endar (1996:8) [the sense of the hotel](http://translate.googleusercontent.com/translate_c?depth=1&hl=en&prev=search&rurl=translate.google.co.id&sl=id&u=http://jenishotel.info/pengertian-hotel&usg=ALkJrhj6FBgj7Sbd_4-ZvXGswtTpCcF5ig) is “a commercially run buildings to provide accommodation facilities to the general public with facilities such as lodging services, service luggage, food and beverage service, use of facilities furnishings and ornaments in the city and clothes washing services.”

* + 1. **Definition of Employee**

Employees certainly will not be separated from the employee's performance, and each company will always assess employee performance. Employees are the power of the company, because without their participation, activities of the company will not materialize. Employee is really has influence to the growth of hotel, they help sell the product in accordance with the standard operational procedures and the hotel will develop properly. It is mean that employee should do best performance to get the maximum result, to get positive values and to get high appraisal.

According to Hasibuan (2007) “Employee is the seller of services (mind or power) and receives compensation in the amount predetermined.”

According to Simamora (1995:327) *“Kinerja karyawan adalah tingkat terhadap mana para karyawan mencapai persyaratan-persyaratan pekerjaan. Penilaian Kinerja Karyawan, Yang dimaksud dengan sistem penilaian kinerja ialah proses yang mengukur kinerja karyawan. Ada beberapa faktor yang mempengaruhi penilaian kinerja karyawan adalah :*

*1.karakteristik situasi,*

*2.deskripsi pekerjaan, spesifikasi pekerjaan dan standar kinerja pekerjaan,*

*3.tujuan-tujuan penilaian kinerja,*

*4.sikap para karyawan dan manajer terhadap evaluas.*

Employee have to work maximum to get maximum appraisal too, to work optimally employees can not work alone, but also to be able to work together. Some important things that can be used as a benchmark by employees to improve the quality of work: Characteristics of the situation, job descriptions, job specifications and performance standards of employee work, performance evaluation purposes, the attitude of the employees and managers of the evaluation.

**2.1.2 Definition of Management or Department**

According to Stoner "Management is a process of planning, organizing, directing, and monitoring efforts of the members of the organization and the use of resources-resources other organizations in order to achieve organizational goals that have been set."

From the definition of management above it can be concluded that management is a process of working to achieve the goals that have been set previously to effectively and efficiently by using people through the functions of planning, organizing, directing and controlling the use of resources-resources that are available.

There are three main reasons why management is needed:   
1. To achieve the objectives

2.To maintain a balance between the objectives of conflicting  
3. To achieve efficiency and effectiveness of the organizations work (teamwork).

**2.1.1.1 Definition of Human Resource**

According to Newman (1998:4), “Human Resources Department (HRD) is the process by which organizations ensure the effective use of their associates in the pursuit of  
both organizational and individual goals.”

Human resources department refers to the policies and practices one need to carry out the people or human resources aspects of a department job, human resource department is a department that related to all of employees in a company. As a department that related with all of employee human resource department has some role like counseling, service and control role to the other department.

According toHandoko (1996) states that the “Human resource is the pulled, selection, development, maintenance, use of human resources to achieve a good cause individuals and organizations objective. Personnel management needed to improve the effectiveness of human resources within the organization, the purpose is to give the organization an effective job. To achieve this objective, studies on the management personalia shows how should companies get, develop, evaluate and maintain employees in the amount (quantity) and type (quality) are fixed.”

There is standardizing the questions that Human Resource Department can ask to applicants: “To increase reliability and avoid discrimination, ask the same questions of all applicants for a particular job. Keep careful notes, record facts, impressions, and any relevant information, including what was told to the applicant.” Torrington D. & Hall, L. (1995)

**2.1.1.2 Definition of Front Office**

According to Bagyono (2006:21) “The front office is a department at the hotel that is located on the front. Precisely is not too far from the front door or the hotel lobby. This area is the busiest place in the hotel. With the location of the front of the Front Office including the departments most easily searched and viewed by guests.”

It is means that front office is the center of the hotel, where the front office must relate directly to the guests, and always crowded visited by the guests. Front office is a place to ask information directly in hotel.

**2.1.1.3 Definition of Housekeeping**

According to Djohan, T.M (1993) “Housekeeping is one part that is inside the hotel which deal with matters relating to beauty, neatness, cleanliness, completeness entire rooms also all other common areas so that all guests and employees can feel safe and comfortable in the hotel.”

**2.1.1.4 Definition of Food and Beverage**

According to Pendit (1998:4) Food and Beverage “Part of the hotel that takes care of and responsible to the needs of food and beverage services and other related needs, to guests that staying or not staying at the hotel and managed commercially and professionally.”

It is mean that food and beverage department would be responsible for the needs of guests eating and drinking, not only for guests that staying but also for all of guest that come.

**2.2** **Profile of Mercure**

Mercure Bandung Setiabudi is a four star hotel and is one of the hotels in Accor management, Accor is one of the largest multinational hospitality company in France, Accor company was founded in 1967 and headquartered in Evry, France. The company owns, operates and opens approximately 4,200 hotels on five continents, from dealing with the budget and economy lodging to luxury accommodation in the tourist areas.

Pullman, MGallery, Grand Mercure, The Sabel, Novotel, Suit Hotel, Mercure, Adagio, Ibis, Ibis Style, Ibis budged, HotelIF1, Accor Thalassa, Orbis is several Accor hotels. Today, Accor became French hotel with a span of prices from low, medium to high throughout Paris and the rest of the world. In Bandung there are Ibis Hotel, Ibis Styles Bandung Braga, Ibis budged, Ibis Bandung Pasteur, Novotel Bandung, Bandung Setiabudi well as Mercure, where the hotel has its advantages and uniqueness of each.

As one of the Accor, Mercure certainly has brand or name that guarantees quality. Mercure also stands in several cities in Indonesia; one in Bandung is located at Jl. Setiabudi No. 269-275 Bandung. Mercure Grand Opening on December 1, 2014, the owner of Mercure Bandung Setiabudi is PT. TALAGASARI HOTEL.

**2.2.1 Facilities of Mercure Hotel Bandung**

Mercure hotel Bandung is a new hotel in Bandung that provides services and facilities to ensure the comfort of guests. A newly built hotel consisting of 205 modern-designed rooms with the touch of traditional accent. Feel the soothing air breeze and a picturesque view of the city at Mercure hotel Bandung. Mercure hotel Bandung is strategically located; close to the tourist spots is a favorite of tourists in Bandung like Tangkuban Perahu Volcano. About 7 KM from Toll Pasteur, near from Husein Sastranegara International Airport only about 25 minutes by car, and close to shopping centers such as Paris Van Java Mall and Cihamplas Walk Mall.

**2.2.2 Room Type**

The rooms in Mercure Hotel are divided into some categories, and from the categories it divided too into some types, the categories and types are:

|  |  |  |
| --- | --- | --- |
| **Room Category Name** | **Room Type Description** | Amount |
| Superior | Superior Double | 18 |
| Superior Twin | 55 |
| Deluxe | Deluxe Double | 20 |
| Deluxe Twin | 43 |
| Deluxe Pool Acces | Deluxe Queen with Pool Side | 2 |
| Deluxe Twin with Pool Side | 6 |
| Privilege Room | Priviledge room twin | 39 |
| Priviledge room double | 16 |
| Junior Suite | Junior Suite | 5 |
| Executive Suite | Executive Suite | 1 |
| **TOTAL** |  | **205** |

**2.2.3**  **Meeting Room**

Besides Grand Ballroom or Ballroom I,II,III that has a very large size commonly used for big events like weddings, big events with large capacity, meeting rooms have nearly the same size.

There are the names of meeting rooms that has same size, which is used to important meetings such as training meeting. The meeting rooms can use by the staff or guests of Mercure hotel Bandung:

* Wastukencana
* Siliwangi
* Agrabinta
* Mandalayang
* Mandalagiri

From the name of meeting room in Mercure hotel Bandung, it is very clearly describes that not only take priority of International side but also take on the traditional side, especially about the kingdom history of West Java. As one of the hotels in Bandung, one of the themes that used by Mercure hotel is indeed traditional themes. Mercure hotel would like to show the traditional side so that visitors feel the real atmosphere of Bandung.

**2.2.4 Restaurant**

Mercure hotel Bandung also has two restaurants, namely Jing Paradise Restaurant and Hardy's Restaurants; Jing Paradise provides Chinese food menus with typical restaurant service like Chinese Restaurant. Guests can taste the flavors of Asia and enjoy Chinese cuisine with a modern style. While in Hardy's restaurant guests can enjoy traditional and western food. Guests can enjoy with a wide selection of local and international flavors, breakfast buffet, a la carte menu for lunch and dinner are served to guests.

**2.2.5 Recreations and Leisure Facilities**

Mercure Bandung Setiabudi also has a swimming pool, So'ren Lounge and Bar, Fitness Center, Spa and Sauna and Kid's Club that needed by guests.

**2.2 Definition of Relationship**

According to Haryani (1995) “in general, the benefit of the most fundamental to the existence of the healthy human relationships in an organization is to improve the productivity of the organization's personnel. Moreover, the purpose of human relations in the organization can actually prevent the onset of the conflict, especially interpersonal conflicts or interpersonal conflicts at the office can usually constitute the continuity of the activities of the organization.”

The purpose of interpersonal relationships (Human Relations) is the mutual satisfaction occurs between involved in communication; means of communication interaction goes well without any obstacles. In carrying out the process of human communication interactions trying to mutual understanding, mutual feeling, mutually aware of each other's needs both biologically and psychologically. Human relations can occur in situations and conditions as well as an assortment of various fields of life, but the goal is the satisfaction shared among communicators.

For the hotels to provide a good service, employees need to work together with other employees in order to obtain information that is supposed to be obtained in the company, and then the employee should do a good relationship, like department relationship it is really has effect to the quality of they work. It is really omportan

**2.3 Definition of Quality**

According to Robert (2001) “states that the worldwide quality revolution has permanently been changing the way people do business. In the past, the quality is limited to technical matters, but now is the process of improving a dynamic, ongoing, and involves all businesses.

Robert (2001) adds that quality has a cumulative nature. Entities quality is not a stand-alone, but covers the totality of all the characteristics of a product or service that makes the product or service is superior and better. Quality according to ISO (International Organization for Standardization) is:

a. Healthy condition for the purpose or use;

b. Alignment with the specification;

c. The freedom of any shortcomings;

d. Customer satisfaction;

e. Credibility;

f. Pride has.

To improve the quality of work of course employees should have a good working performance, performance is defined as the record of outcomes produced on a specified job function or activity during time period. It is means that employee should do best performance to get the maximum result, to get positive values and to get high appraisal.

**CHAPTER III**

**Research Design**

This chapter focuses on research method applied in the study. It is an overview of the research design, the object of the study, the technique of collecting the data, the technique of analyzing the data, and population and sample.

*“Penelitian sangat bermanfaat bagi mahasiswa, tujuan dan manfaat penelitian bagi mahasiswa adalah untuk membentuk jati diri mahasiswa itu sendiri.”* Lee. (1999).

Research is an academic activity that forms the identity of student’s, and institutions. The study was conducted to develop knowledge. Lauritzen (1996).

**3.1 Research Design**

The research design is used to analyze and identify the subject matter of this study in order to make the easy and successful. The approaching method that is used by the writer is descriptive, where in this method the writer describe the situation of the phenomenon, not looking for or explaining the relationship, testing the hypothesis or making a prediction. Rakhmat (1998).

*“Penelitian kualitatif adalah penelitian yang didasarkan pada pengumpulan, analisis, dan interpretasi data berbentuk narasi serta visual untuk memperoleh pemahaman mendalam dari fenomena tertentu yang diminati.”* Gay, L.R., Mills, J.E., Airasian, P. (2006)

The descriptive analysis is used to describe clearly about everything that will be analyzed. The research design in descriptive analysis is flexible with unpredictable previous steps and results. The research design is used to analyze and identify the subject matter of this study in order to make the writer easy and successful.

In research design, the writer used three steps of collecting data. The first one is preparation. In this step, the writer prepares some questions about the subject which relates to the study. The second one is implementation; the writer went to Mercure hotel Bandung directly and observed everything which relates with this study. The last one is reportation, the writer would report the data which has been collected in final paper form.

The writer used qualitative method researching of the Influence of employee’s relationship on the quality of work in Mercure Hotel Bandung, because this method is related to the data in the formal a descriptive. Qualitative method is useful in looking for informing, the selection of criteria and indicator, highlighting and any limitation or complexities and hence assisting in the research too. This method is not researching for something or making prediction. It is only describes the situation.

According to Satori and Komariah (2012) *”Penelitian kualitatif adalah penelitian yang menekankan pada kualitas atau hal yang terpenting dari sifat suatu barang/jasa.”*It means that qualitative research gives meaning to the quality and standing of facts that are going on.

The writer use qualitative methods in order to get more explanation and information about the Influence of Employees Relationship on the Quality of Work in Mercure Hotel Bandung. It is very suitable with the subject of the study because the writer did the observation at Mercure Hotel Bandung.

**3.2 Technique of Collecting Data**

To collect the data, the writer used some techniques in order to make easier in analyzing and identifying the data:

1. Field Research

Research is a method of collecting the data by direct observation in the company; see the activity in Mercure Hotel Bandung. This method is forms which are completed and returned by respondents.

1. Interview

Interview Human Resource Manager in Mercure hotel Bandung, asked about employee in Mercure, because Human Resource Manager is someone who know well about employee in there.

1. Questionnaire

The data collected by using questionnaire or checklist of the object under study and know the problem of the objects being studies. The writer would like to give questionnaire to 20 staff in Mercure hotel from 3 departments.

**3.3 Technique of Analysis Data**

Data will be obtained after observing, interview Human Resource Manager at Mercure Hotel Bandung then the information will be collect. Give questionnaire to the staff about employee’s relationship, and about the influence of employee relationship with their work quality. After that, the result of the questionnaire would be transcribed. The writer eliminated unnecessary data. After that, the writer would classify the important things and make conclusions so easily to understand by researchers and the readers.

**3.4 Population and Sample**

According to Soenarto (1987)*“Sampel adalah suatu bagian yang dipilih dengan cara tertentu untuk mewakili keseluruhan kelompok populasi.”* It means that sample can be choosing with certain ways to represent the entire population group in observation.

The research will be conducted at Mercure Hotel Bandung. Population of this research is staff of Mercure hotel Bandung. These investigate use interview and questionnaire as the sample. In order to know what they think about employees relationship, and what they think about the influence of employee relationship with their work quality.

The writer will take 20 samples (staff) from three department in hotel Mercure. Part of the sample is selected to represent the people in the department are interconnected only. The interconnected departments like Front Office (receptionist), Housekeeping and Food and Beverage. There are seven questionnaires for front office department, seven questionnaires for housekeeping, and six questionnaires for food and beverage department.

**CHAPTER IV**

**Data Analysis and Findings**

This chapter presents the research findings and discussions of the study. There are Mercure hotel profile data analysis, questionnaire, and interview and the research result of the influence of employee’s relationship with the quality of work in Mercure Hotel.

**4.1 Data Analysis**

After the writer collected the data from some questionnaire, interview, and observation in Mercure Hotel Bandung, the writer got the data for her research. The research is about The Influence Relationship to the Quality of Employees Work in Mercure Hotel Bandung.

To get the data, the writer interview Human Resource Manager, and gives questionnaire to 20 respondents, the respondents were the employees of Mercure who were from three different department, they were Front Office, Housekeeping, and Food and Beverage. From three departments the writer took 10 samples of women and 10 samples of men.

The writer use whole technique *(Menyeluruh)* in give questionnaire, where from twenty employee were given questions must answer twenty same questions. The questionnaire that was answered by the employees is contained in the attachment. The writer include the results of the questionnaire in the attachment.

After collecting the data the writer categorized the data into several parts to be analyzed, here is the analyzing

In analyzing the data, the writer uses this formula bellow:

|  |
| --- |
| P=f/Nx100% |

|  |
| --- |
| P= Percentage  F= Frequency ( Sample’s result that answered the questionnaire)  N= Total of respondents ( Total Sample for questionnaire (20) peoples) |

This formula is used to find out the percentage of the respondent’s answer and then make the conclusion from the data which got from the percentage above. Here are below the categorizing of the data.

Example analyzing the data, how to get the percentage:

P(?)=f/Nx100%.

1 of 20 samples is 5%

**For example**: if employees who chose SS is 13 people from total of sample are 20. So, the way to count is 13 X 5%= 65%. 65% is P (Percentage for SS)

People who chose S is 9 people from total of sample are 20. 9 X 5%= 45%, it’s mean that 45% is P or Percentage for S.

**4.1.1 Categorizing Based on Questionnaire.**

The data is collected by using questionnaire. Questionnaire distributed to 20 employees of Mercure Hotel. The list of questionnaire answer from respondents can be seen at the appendices of this paper. The writer gives four choices there are: SS (*Sangat Setuju*). S (*Setuju*), R (*Netral*), TS (*Tidak Setuju*), STS (*Sangat Tidak Setuju*).

There are the descriptions of the options:

* SS = *Sangat Setuju,* if staff answer “SS” it is mean that they really agree with the statement in the questionnaire, it is just like totally agree.
* S = *Setuju*, if staff answer “S” it is mean that they agree or only agree with the statement.
* R = *Netral*, it is mean that staff choose to neutral, just like free.
* TS = *Tidak Setuju*, it is mean that staff disagree with the statement.
* STS = *Sangat Tidak Setuju*, it is mean that staff really disagree or can not accept the statement.

Category #: Questionnaire

1. *Setiap karyawan mampu menjaga kerukunan antar sesama karyawan*

(SS-S-R-TS-STS)

Answer: SS = 14 (70%)

S = 6 (20%)

N = 0 (0%)

TS = 0 (0%)

STS = 0 (0%)

From the questionnaire above it is explained that mostly of the employee is able to maintain harmony among fellow employees: They are 14 employees (70%) who chose SS, 6 employees (30%) who chose S, (0%) for N, (0%) for TS, and (0%) for STS. So, the result is more of employees who totally agree with statement about maintain harmony among the other employees.

1. *Setiap karyawan selalu menjaga hubungan yang baik dengan sesama karyawan*

(SS-S-R-TS-STS)

Answer: SS = 17 (85%)

S = 3 (15%)

N = 0 (0%)

TS = 0 (0%)

STS = 0 (0%)

From the questionnaire about employee always keep a good relationship with other employees are: 17 employees (85%) who chose SS, 3 employees (15%) who chose S, (0%) for N, (0%) for TS, and (0%) for STS. It is mean that more of employees totally agree with statement to keep good relationship with the other employees.

1. *Setiap karyawan menghormati perbedan latar belakang budaya masing-masing*

(SS-S-R-TS-STS)

Answer: SS = 4(20%)

S = 12 (60%)

N = 0 (0%)

TS = 4 (20%)

STS = 0 (0%)

From the questionnaire about respecting in background and culture differences are: 4 employees (20%) who chose SS, 12 employees (60%) who chose S, (0%) for N, 4 employees (20%) who chose TS, and (0%) for STS. So, the result is more of employees only agree with this statement.

1. *Setiap karyawan mampu memberikan informasi yang mudah dimengerti mengenai pekerjaan*

SS-S-R-TS-STS)

Answer: SS = 12 (60%)

S = 5 (25%)

N = 0 (0%)

TS = 3 (15%)

STS = 0 (0%)

From the questionnaire about each employee is able to provide easily understandable information about the job are: 12 employees (60%) who chose SS, 5 employees (25%) who chose S, (0%) for N, 3 employees (15%) who chose TS, and (0%) for STS. It is mean that more of employees totally agree with statement that each employee is able to provide easily understandable information.

1. *Saya senantiasa menerapkan prinsip kerja sama dalam setiap pekerjaan*

SS-S-R-TS-STS)

Answer: SS = 2 (10%)

S = 13 (65%)

N = 0 (0%)

TS = 5 (25%)

STS = 0 (0%)

From the questionnaire above it is explained that mostly of the employee’s time work principle: 2 employees (10%) who chose SS, 13 employees (65%) who chose S, (0%) for N, 5 employees (25%) who chose TS, and (0%) for STS. It is mean that more of employees only agree with statement about employee’s time work principle.

1. *Saya selalu berkonsultasi ketika saya mempunyai masalah dalam pekerjaan*

SS-S-R-TS-STS)

Answer: SS = 0 (0%)

S = 7 (35%)

N = 0 (0%)

TS = 13 (65%)

STS = 0 (0%)

From the questionnaire about employees consult when there are problems at work: (0%) for SS, 7 employees (35%) who chose S, (0%) for N, 13 employees (65%) who chose TS, and (0%) for STS. It is mean that more of employees disagree with this statement that about employees consult when there are problems at work.

1. *Pimpinan mampu memberikan solusi kepada karyawan yang mempunyai masalah*

SS-S-R-TS-STS)

Answer: SS = 6 (30%)

S = 11 (55%)

N = 0 (0%)

TS = 3 (15%)

STS = 0 (0%)

From the questionnaire about solution from the leader to the employees problem are: 6 employees (30%) who chose SS, 11 employees (55%) who chose S, (0%) for N, 3 employees (15%) who chose TS, and (0%) for STS. It is mean that more of employees agree with this statement.

1. *Setiap karyawan mempunyai keinginan untuk menyelesaikan masalah yang sedang terjadi*

SS-S-R-TS-STS)

Answer: SS = 2 (10%)

S = 18 (90%)

N = 0 (0%)

TS = 0 (0%)

STS = 0 (0%)

From the questionnaire about the desire of employees to solve problems are: 2 employees (10%) who chose SS, 18 employees (90%) who chose S, (0%) for N, (0%) for TS, and (0%) for STS. It is mean that more of employees agree with statement about the desire of employees to solve problems.

1. *Pimpinan mampu memberikan motivasi kepada karyawan yang sedang frustasi*

SS-S-R-TS-STS)

Answer: SS = 0 (0%)

S = 14 (70%)

N = 0 (0%)

TS = 6 (30%)

STS = 0 (0%)

From the questionnaire about leader motivation for employees are: (0%) for SS, 14 employees (70%) who chose S, (0%) for N, 6 employees (30%) who chose TS, and (0%) for STS. So, the result is more of employees agree with this statement.

1. *Saya merasa lebih tenang setelah konsultasi*

SS-S-R-TS-STS)

Answer: SS = 1 (5%)

S = 10 (50%)

N = 0 (0%)

TS = 9 (45%)

STS = 0 (0%)

From the questionnaire about employees feelings after consultation: 1 employee (5%) who chose SS, 10 employees (50%) who chose S, (0%) for N, 9 employees (45%) who chose TS, and (0%) for STS. It is mean that half of employees agree with this statement.

1. *Setiap karyawan harus terlibat dalam diskusi kelompok di dalam unit/divisi kerja*

SS-S-R-TS-STS)

Answer: SS = 1 (5%)

S = 12 (60%)

N = 0 (0%)

TS = 7 (35%)

STS = 0 (0%)

From the questionnaire about employees discussion: 1employee (5%) who chose SS, 12 employees (60%) who chose S, (0%) for N, 7 employees (35%) who chose TS, and (0%) for STS. So, the result is more of employees agree with statement about employee’s discussion.

1. *Setiap karyawan mampu mengutarakan pendapatnya dalam diskusi kelompok di dalam unit/divisi kerja*

SS-S-R-TS-STS)

Answer: SS = 1 (5%)

S = 17 (85%)

N = 0 (0%)

TS = 2 (10%)

STS = 0 (0%)

From the questionnaire about employee opinions in group discussions are: 1employee (5%) who chose SS, 17 employees (85%) who chose S, (0%) for N, 2 employees (10%) who chose TS, and (0%) for STS. It is mean that more of employees agree with statement about employee opinions in group discussions.

1. *Diskusi kelompok yang dilakukan harus bersifat tidak resmi / bebas tetapi terarah pada pokok pembahasan*

SS-S-R-TS-STS)

Answer: SS = 0 (0%)

S = 11 (55%)

N = 0 (0%)

TS = 9 (45%)

STS = 0 (0%)

From the questionnaire about the kind or the nature of the discussions are: (0%) for SS, 11 employees (55%) who chose S, (0%) for N, 9 employees (45%) who chose TS, and (0%) for STS. More of employees agree with statement about the kind of the discussions.

1. *Diskusi kelompok yang dilakukan dalam rangka mengambil keputusan yang mufakat*

SS-S-R-TS-STS)

Answer: SS = 1 (5%)

S = 18 (90%)

N = 0 (0%)

TS = 1 (5%)

STS = 0 (0%)

From the questionnaire about the result of discussions are: 1 employee (5%) who chose SS, 18 employees (90%) who chose S, (0%) for N, 1 employee (5%) who chose TS, and (0%) for STS. It is mean that more of employees agree with statement about the result of the discussion.

1. *Diskusi kelompok yang dilakukan merupakan sarana untuk mempererat tali silaturahmi antar karyawan*

SS-S-R-TS-STS)

Answer: SS = 1 (5%)

S = 15 (75%)

N = 0 (0%)

TS = 4 (20%)

STS = 0 (0%)

From the questionnaire about the benefits of discussion are: 1employee (5%) who chose SS, 15 employees (75%) who chose S, (0%) for N, 4 employees (20%) who chose TS, and (0%) for STS. It is mean that more of employees agree with this statement.

1. *Saya mempunyai sikap disiplin yang tinggi dalam bekerja*

SS-S-R-TS-STS)

Answer: SS = 2 (10%)

S = 18 (90%)

N = 0 (0%)

TS = 0 (0%)

STS = 0 (0%)

From the questionnaire about employee attitude (discipline) are: 2 employees (10%) who chose SS, 18 employees (90%) who chose S, (0%) for N, (0%) for TS, and (0%) for STS. It is mean more of employees agree with statement about employee attitude.

1. *Saya selalu menghargai waktu dalam bekerja*

SS-S-R-TS-STS)

Answer: SS = 9 (45%)

S = 11 (55%)

N = 0 (0%)

TS = 0 (0%)

STS = 0 (0%)

From the questionnaire about employee attitude (on time) are: 9 employees (45%) who chose SS, 11 employees (55%) who chose S, (0%) for N, (0%) for TS, and (0%) for STS. It is mean that more of employee agree with this statement.

1. *Saya selalu berusaha bekerja lebih keras dalam melakukan pekerjaan agar mendapatkan hasil yang memuaskan*

SS-S-R-TS-STS)

Answer: SS = 6 (30%)

S = 14 (70%)

N = 0 (0%)

TS = 0 (0%)

STS = 0 (0%)

From the questionnaire about employee attitudes (spirit of employee to improve the work) are: 6 employees (30%) who chose SS, 14 employees (70%) who chose S, (0%) for N, (0%) for TS, and (0%) for STS. It is mean that more of employees agree with statement about employee attitudes, spirit of employee to improve the work, and there is no one who disagree with this statement.

1. *Saya melakukan penyesuaian dalam bekerja agar setiap pekerjaan dapat diselesaikan dengan baik*

SS-S-R-TS-STS)

Answer: SS = 4 (20%)

S = 16 (80%)

N = 0 (0%)

TS = 0 (0%)

STS = 0 (0%)

From the questionnaire still about employee attitudes are: 4 employees (20%) who chose SS, 16 employees (80%) who chose S, (0%) for N, (0%) for TS, and (0%) for STS. It is mean that more of employees agree with this statement.

1. *Saya selalu bertanggung jawab setiap melakukan tugas*

SS-S-R-TS-STS)

Answer: SS = 13 (65%)

S = 7 (35%)

N = 0 (0%)

TS = 0 (0%)

STS = 0 (0%)

The last questionnaire is about employee responsibilities: 13 employees (65%) who chose SS, 7 employees (35%) who chose S, (0%) for N, (0%) for TS, and (0%) for STS. It is mean that more of employees totally agree with statement about their responsibilities.

From the answers that have been answered by employees Mercure hotel, practically almost all provide answers to agree (S) on a statement that is in the questionnaire. It means that the results of the questionnaire are appropriate with the results or answers from the interview with the human resource manager. That the working relationship or team work is affects to the quality of employee work.

**4.1.2 Categorizing Based on Interview**

The data is collected by interviewed Human Resource Manager of Mercure Hotel. The writer asked 6 questions about employees in Mercure hotel. Name of human Resources Manager is Ibu Iis Nurjanah.

*Data 1: adakah kriteria khusus untuk perekrutan karyawan ?*

*Ibu Iis Nurjanah: Saat interview kami mengusahakan agar calon karyawan menggunakan bahasa inggris, kriteria secara khusus tidak ada, hanya saja karyawan harus memiliki sifat yang mendasar dalam kepribadiannya, sebagai karyawan yang baik, harus memiliki sikap dasar yang dapat membawa keberhasilan perusahaan dan juga bagi karyawan itu sendiri. kriteria umum itu seperti jujur, bisa bekerja sama, berwawasan luas, bersikap hormat atau menghargai rekan kerja, tidak mementingkan diri sendiri, tepat waktu, dan yang terpenting bisa mengendalikan emosi diri.*

From Mrs.Iis Nurjanah answered the specific requirements that must be owned by prospective employees as just experts to speak English, while the rest are general criteria, employees should have a fundamental nature in their personality, as a good employee, should have good attitude that can bring the success of the company and also for the employees themselves. The general criteria such as honest, able to work together, insightful, be respectful or appreciative the others, unselfish, punctual, and most importantly be able to control emotions.

*Data 2: Apakah ada pelayanan khusus dari Department Human Resources terhadap kualitas kerja karyawan?*

*Ibu Iis Nurjanah: Pelayanan khusus mungkin hanya seperti jika ada masalah atau sesuatu terjadi mengenai pekerjaan karyawan bisa menyampaikan keluhan langsung kepada human resource manager, juga bagi karyawan yang berprestasi bisa menjadi “the best employee” di hotel, diberikan penghargaan seperti sertifikat dan hadiah seperti voucher makan di restoran hotel.*

As a human resource manager Mrs.Iis Nurjanah said that the specialized services to improve the quality of employees work, every employee has the right to submit a complaint directly to her and than for employees who have achievements they will give awarded certificates and prizes such as vouchers to eat at the hotel restaurant.

*Data 3: Kiat-kiat apa saja yang dilakukan untuk meningkatkan kualitas kerja karyawan?*

*Ibu Iis Nurjanah: Karyawan biasanya diwajibkan mengikuti training, yang telah dijadwalkan oleh human resource department, sosialisasi serta pertemuan secara general juga bisa diikuti oleh setiap karyawan, kami juga selalu memberikan penghargaan bagi karyawan teladan agar karyawan semakin bersemangat dan bisa meningkatkan kualitas kerjanya.*

*Tujuan khusus Training:*

* *Meningkatkan Kualitas*
* *Produktivitas kerja*
* *Mutu perencanaan tenaga kerja*
* *Semangat/moral kerja*
* *Kesehatan dan keselamatan kerja*
* *Cegah kadaluwarsa pengetahuan dan keterampilan*
* *Pengembangan diri.*

*\**Data from Human Resource Coordinator.

Training, socialization and general staff meetings are a way to improve the quality of employees work. To make employees more enthusiasm to work of course they will give award to employees who have achievements.

*Data 4: Bagaimana hubungan satu department dengan department yang lain (hubungan karyawan) khususnya department front office, housekeeping, food and beverage?*

*Ibu Iis Nurjanah: Sudah pasti ketiga department itu saling berhubungan, koordinasi antara department merupakan hal penting yang harus dilakukan setiap perusahaan. Hubungan antara front office, housekeeping dan food and beverage di hotel Mercure sudah sesuai dengan standart operational prosedur, dimana masing-masing karyawan sudah bisa bekerja sama dan bisa bekerja secara professional.*

As a department that interconnected certainly they have to work just as well, they have to work together as a team work. The third departments (Front Office, Housekeeping, and Food and Beverage) in Mercure hotel is already worked according to standards operational procedure.

*Data 5: Apa pengaruh hubungan kerja tersebut terhadap kualitas kerja karyawan di hotel Mercure ?*

*Ibu Iis Nurjanah: Sangat berpengaruh, bisa dibilang ketiga department itu merupakan inti dari keberhasilan hotel Mercure, dimana jika ketiga department tersebut tidak bekerja sama maka kebutuhan tidak terpenuhi dan kualitas hotel menurun, maka itu akan memberikan pengaruh buruk bagi hotel Mercure. Dengan keberhasilan kerja sama karyawan maka kualitas kerja masing-masing department dan karyawanpun meningkat. Dengan kerja sama yang sesuai dengan standart operational prosedur maka karyawan bisa memenuhi kualitas hotel serta kualitas kerja karyawan itu sendiri.*

It is very influential, it could say that third departments is at the core of the success of the Mercure hotel, wherein if the third department does not cooperate then all the needs are not good and quality will decreased. If the employee can not work together then it would give a bad influence on the Mercure hotel.

*Data 6: Bagaimana cara / system koordinasi antara ketiga department tersebut (front office, housekeeping, food and beverage)?*

*-Housekeeping dan front office sangat berhubungan, oleh sebab itu hubungan ini menjadi suatu divisi yang disebut Room Division, hubungan kerja tersebut antara lain ; housekeeping mempersiapkan kamar bersih sedangkan front office yang akan menjualnya, front office sebagai central informasi dari tamu kemudian housekeeping sebagai eksekutor di lapangan, dan lain-lain. Oleh sebab itu komunikasi yang baik antara housekeeping dengan front office akan memberikan nilai tambah bagi kepuasan tamu.*

*-Tugas-tugas housekeeping yang berhubungan dengan front office:*

*1.  Mempersipkan dan membersihkan kamar-kamar yang sudah check out secepatnya agar dapat dijual kembali.*

*2. Membuat laporan room discrepancy.*

*3. Menyiapkam semua tipe kamar-kamar.*

*4. Membuat housekeeping report.*

*5. Memasang Extra bed atau baby box dan menginformasikannya ke front office.*

*6. Me-release kamar-kamar yang sudah dibersihkan dengan segera agar dapat kembali dijual.*

*7. Memberitahukan kamar-kamar yang status out of order akibat kerusakan ataupun karena program general cleaning dari housekeeping.*

*8. Melaporkan penemuan barang tamu yang tertinggal di kamar dan mencatatnya pada Lost and Found log book.*

*9.  Melaporkan barang hotel yang hilang dari kamar untuk ditagihkan ke tamu tersebut.*

*-Tugas-tugas front office yang berhubungan dengan housekeeping, mengirimkan data forecast occupancy yaitu daftar kamar-kamar yang sudah dipesan, atau jumlah kamar yang telah dipesan tamu dalam satu periode, dapat berupa pesanan dalam satu hari, mingguan, bulanan, tiga bulanan bahkan data untuk satu tahun.*

*1. Mengirimkan EA rooms atau daftar kamar yang sudah dipesan untuk hari ini.*

*2. Mengirim kamar yang diblok untuk VIP.*

*3. Memberitahukan setiap pergantian kamar.*

*4. Meminta pemasangan extra bed atau baby box.*

*5. Memberikan Kamar xpected departure list pada hari ini.*

*6. Melaporkan complaint tamu tentang kondisi kamar.*

*7. Membantu housekeeping untuk menagih pembayaran barang-barang yang rusak / hilang dari kamar.*

*-Sedangkan housekeeping dengan food and beverage memiliki hubungan dan tugas-tugas seperti :*

*-Food and Beverage :*

*1. Menyediakan makanan dan minuman bagi karyawan HK*

*2. Memasang dinner set untuk kamar suite*

*3. Men set up: wellcome fruite, cockies kedalam kamar VIP*

*4. Mengirim BEO kpd HK*

*5. Meminta bantuan HK utk membersihkan Rest, menambah /mengurangi meja kursi*

*6. Meminta bantuan merubah /membongkar layout dlm Banquet hall.meeting room*

*7. Membuat room service menu utk di kamar*

*8. Membuat flayer mengenai kegiatan yg diselenggarakan F&B serta meminta HK untuk menempatkannya di kamar*

*-Housekeeping :*

*1. menyediakan, merawan dan menyimpan uniform karyawan F&B, linnen supplies  baik untuk keperluan sehari-hari maupun jika ada event*

*2. Memberitahu kpd room service utk prepare kamar yg VIP*

*3. Melaporkan ke room service jika ada barang yg habis dipakai oleh tamu untuk di clear up*

*4. Membantu F&B  Jika ada event , dengan memasang deokrasi, bunga, memasang meja maupun kursi*

*5. Menjaga kebersiha seluruh ruangan F&B outlet kecuali kitchen/pastry.*

*-Sedangkan hubungan front office dan food and beverage lebih kepada jika ada tamu yang memesan makan dari kamar langsung ke receptionist maka front office bisa menghubungi food and beverage department atau restoran langsung untuk memesan atau menyambungkan permintaan tamu.*

*\**Data from Human Resource Coordinator.

Every hotel certainly has a different operational standards, as well as the coordination of work would have been different, the above are data from human resource manager about standard operations the third department at Mercure Hotel. The data it describes the duties and ways of coordination between the departments Front Office, Housekeeping and Food and Beverage.

**4.1.3 Categorizing Based on Observation**

Besides observation when trained, the writer also do several observations to come back to the hotel Mercure. The data is collected by interviewed Human Resource Manager and give questionnaire to the employees of Front Office, Housekeeping and Food and Beverage department in that hotel. The writer asked six questions to Human Resource Manager and give twenty statements to twenty employees who only need to select the answers they think are appropriate to the condition at Mercure hotel.

The writers get more data when conducting training, during which the writer was placed in Human Resource Department. Where in the writerneeded to learn more about the employees, how employees should be and how employees at Mercure hotel. Not enough to collect the data when trained, the writer still need to do observations after that. Things are done when doing observation are: Record the necessary data and customize it with the purpose / function of observation, Conduct a survey of the and continued observation, Meet Human Resource Manager for the interview as evidence amplifier and a reference source (reference), and noted the results of observation.

To continued observation the writer also need to get permission from some head of department like Head of Front Office, Housekeeping, Food and Beverage, and also Human Resource Manager. It is the steps that undertaken by the writer to obtain the necessary data to make observations.

**4.2 Findings**

In this chapter the writer answered the question which related to research problem. Base on the observation the writer directly observation about the Influence Relationship to the Quality of Employees Work in Mercure Hotel Bandung,

After conducted the research, the writer finds the answers of the research problems. In this finding the writer need to describe the result of the research according to the data which is found in observation, interview activities, and also used questionnaire to support the data analysis. The objectives of this research paper were to find out how is the department relationship in Mercure Hotel Bandung, and what the influence of employee relationship is that affect to the quality of employee worked in Mercure Hotel Bandung.

From three categories that the writer used that consist of some data. The writer would to describe the result one by one, from the first category base on questionnaire; there are some data that the writer found to answer the question about the influence relationship to the quality of work.

1. Questionnaires that filled out directly by employees of the Mercure explain the real situation in the hotel. They answer corresponds to what happened in the hotel.
2. Data of the questionnaire is that explained about the influence of cooperation or team work.
3. Data of questionnaire is explained that more of employees agreed with the statement contained in the questionnaire. Where an average of twenty employees agreed with the statement that the cooperation or team work is very important and influential to the quality of work. More of them agreed that the questionnaire same with the fact in Mercure hotel.

The interview result describe that one department relates with other departments, it means that employee relationship really important. From the interview the writer also obtain the data Front Office, Housekeeping, and Food and Beverage job desk or duties, and also the writer obtain the data about interconnected jobs, get the results of how the three of that departments coordinate, and also the writer get the results of how the real situation in Mercure hotel.

The result of the observation shows that the relationship among the employees of Mercure hotel is good. It is in line with the quality of their work. With the good relationship it made a good quality of work.

**CHAPTER V**

**Conclusion and Suggestion**

This chapter reports the conclusions and suggestions of the study. It is composed based on the result of the study related to employee relationship that influence to quality of work. It also presents the suggestion dealing with the improvement of the work relationship in Mercure hotel.

**5.1 Conclusions**

As we know that employee relationship really important and influence to work quality. Employee relationship is one important part of the human resources aspects of a company that will help the development of the company concerned. Employee relationship that will help a company is able to quickly develop a business venture. Employee relationship certainly involves mental and attitude of an employee in terms of loyalty and dedication to the company.

The success of a company depends on the quality of then Human Resource, The power of company is employees, employee has important role in company, they are helping the development of company, and than the relationship is really important too, because employee can not work by themselves, they need help from other employee, so it means it is very important for the employees to maintain good relations among employees like work relationship of department, because relationship among the employee is has influence to the quality of work, and also has influence to development of company.

The better employee relationship which is owned by an employee it will be reflected on the employee’s performance is. Good work must be based on good motivation anyway. Conversely, if the employee relationship is not well established, it will culminate in the work carelessly, and may threaten the sustainability of the business venture that the managed.

In this research, the writer try to answered two question, How is the department relationship in Mercure Hotel Bandung? And what is the influence of employee relationship that affect to the quality of employee work in Mercure Hotel Bandung? Because the writer thinks that relationship is really important and it has effect and influence to the quality of work.

In this research, the writer employed qualitative research method and applied descriptive research. The writer gives 20 questionnaires to the staffs from three departments, and also interviewed Human Resource Manager in Mercure hotel. Where the results of the questionnaires describes the state of department relations contained in Mercure, and the purpose of the interview to explain the results of employee relationship that influence to the quality of work. It means that the questionnaire describes about employee work relationship, and the interview describes about the quality of employee work.

In observation the writer sees the activity in Mercure hotel Bandung and from that the writer sees the real situation in the hotel especially in Human Resource Department, Front Office, Housekeeping and Food and Beverage Department. The writer sees that employee work with standard operational procedure in Mercure hotel.

From questionnaire the writer get the answer corresponds to what happened in the hotel. Data of the questionnaire is that explained about the influence of cooperation or team work. Data of questionnaire is explained that more of employees agreed with the statement contained in the questionnaire. Where almost of twenty employees agreed with the statement that the cooperation or team work is very important and influential to the quality of work.

The interview result describe that one department relates with other departments, it means that employee relationship really important. From the interview the writer also obtain the data Front Office, Housekeeping, and Food and Beverage job desk or duties, and also the writer obtain the data about interconnected jobs, get the results of how the three of that departments coordinate, and also the writer get the results of how the real situation in Mercure hotel.

The result of the observation, questionnaire, and interview shows that the relationship among the employees of Mercure hotel is good. It is in line with the quality of their work. With the good relationship it made a good quality of work.

**5.2 Suggestion**

From results of observations conducted, the writer expects that this study will give contribution for the readers, and also the writer need to give suggestion to the staff in hotel Mercure.

* For the Staff

1. The staffs need to know that employee relationship is really important and influence to quality of work, it means that they need to do the best for work together and need to prepare to team work in every situations.
2. The staffs in Mercure hotel keep maintaining a good working relationship.
3. To the leader give more motivation to employee.

* For the other researcher

1. This paper can give knowledge about the influence of Employees Relationship on improving employee’s performance.
2. This paper can be a reference for other agencies and institution involved in development of tourism businesses like Mercure hotel business.
3. The reader should learn about how to work together, need to know what the influence of employee relationship to the quality of work before start to work in one of company especially in hotel.
4. The reader should be more selective in choosing job, should ready to work together, team work will influence to your quality of work.
5. Hopefully, the next researcher may follow up this analysis by exploring the influence relationship to the quality of employees work.

**Bibliography**

Admin. (2012). Definition of Employee. Available at

[http://definisipengertian.com/2012/pengertian-definisi-karyawan-menurut-para- ahli/](http://definisipengertian.com/2012/pengertian-definisi-karyawan-menurut-para-%20ahli/).

Accessed on Augustus 04,2015. 14.43 WIB.

Anwar Prabu Mangkunegara.(2002). *Manajement Sumber Daya Manusia*

*Perusahaan.* Bandung: PT. Remaja Rosda Karya.

Ardi. F. (2014). *Pengertian Hotel.* Available at

<http://jenishotel.info/pengertian-hotel>. Accessed on Augustus 04, 2015. 14.35

WIB.

Christian, Robert. (2001). *Leadership.* London*,* United Kingdom.

Denni Bagus. (1998). *Management Sumber Daya Manusia*. Available at

<http://jurnal-sdm.blogspot.co.id/2009/07/manajemen-sumber-daya-manusia-fungsi.html>.

Accessed on Augustus 04, 2015. 14.38 WIB.

ePenaku.com. (2014). *Pengertian Front Office.* Available at

<https://sumarnork.wordpress.com/hotelier/front-office-departement/>. Accessed

on October 24, 2015.16.27 WIB.

Gay, L.R., Mills, J.E., Airasian, P. (2006). *Educational Research: Competencies and*

*Applications*, New Jersey.

Handoko, T Hani. (1996). *Manajement Personalia dan Sumber Daya Manusia*. Edisi

2, Yogyakarta.

Hasibuan.(2002). *Management Sumber Daya Manusia*. Edisi Revisi. Jakarta:

PT. Bumi Aksara.

Hikmat,Robi.(2010).*DefinitionOfHotel.*Available at

<http://robihikmat.blogspot.co.id/2010/05/bab-ii-uraian-umum-2.html>. Accessed

on Augustus 10, 2015. 14.35 WIB.

Lauritzen, F. (1996). *“Education and Emplyment”,* in Emplyment and Growth in the

Knowledge, Copenhagen.

Lee, A. (1999). *Forget in Fire: Narrative of Trauma in PhD Supervision Pedagogy.*

Southern Review.

Leony. (2015). *Pengertian Food and Beverage*. Available at

<http://ilmuhotel.com/pengertian-fb-service/>. Accessed on October 24, 2015. 16.28 WIB.

Rakhmat. J. (2006). *Retorika Modern: Pendekatan Praktis.* Edisi terbaru.

PT Remaja Rosdakarya.

Roy Jetro. (2012). Definisi Housekeeping. Availavle at

<http://roijetro.blogspot.co.id/2012/09/pengertian-housekeeping.html>. Accessed on October

24, 2015. 16.24 WIB.

Satori, Djam’andanKomariah. Aan. (2012). *Metodologi Penelitian Kalitatif.*

Bandung: Alfabeta.

Stoner James. (1996), *Manajemen Human Resource*, Edisi Bahasa Indonesia, Jakarta:

PT. Prenhallindo

Torrington, D. & L. Hall. (1995). *Personnel Management: HRM in Action*, London,

Prentice Hall.

Wisnuwardhani, Dian. (2012). *Hubungan Interpersonal*: *Definisi Relationship*.

Salemba Humanika.

Wandhi.(2002). *Teori Kinerja.* Available at

<https://wandhie.wordpress.com/teori-kinerja/>. Accessed on Augustus 10, 2015.

15.22 WIB.