ANALYSIS OF WORKLOAD ON EMPLOYEE PERFORMANCE IN THE FRONT OFFICE DEPARTMENT AT THE APURVA KEMPINSKI BALI

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ABSTRACT

Purpose: This study aims to determine whether or not there is and how much influence workload has on employee performance at the Front Office Department at The Apurva Kempinski Bali.

Methods: This research is quantitative, with data collection methods obtained through observation, interviews, and questionnaires. This study uses 50 respondents with the technique of proportional stratified random sampling. The data were analyzed using quantitative techniques, namely simple linear regression analysis.

Results and discussion: The results of this study indicate that there is a negative and significant influence of workload on employee performance, and the magnitude of the effect of workload on employee performance is 31.1%. Along with hotel development in Bali, competition between accommodations to attract tourists is inevitable. One of the strategies used to win the match is providing quality services resulting from employee performance.

Implication: In the Apurva Kempinski Bali, especially in the Front Office Department, employee performance is still not optimal because employees are laid off during the pandemic, which requires employees to work multitasking, which increases the workload of employees.

Keywords: Workload, employee performance, front office.

INTRODUCTION

A hotel is a company managed by its owner by providing food, beverages, and room facilities to travel people who can pay a reasonable amount for the services received without any special agreement (Sulastiyono, 2011, p. 5). The hotel has several types based on the star that can adjust to the needs of tourists when traveling from one star to five stars, with different facilities offered for each style.

One of the five-star hotels in Bali, The Apurva Kempinski Bali, is located on Jalan Raya Nusa Dua Selatan, Sawangan, Bali, and has a total of 475 rooms, which are divided into several types of rooms, including Grand Deluxe Room, Suite Room and Villa.

There are several departments to support management and operational activities, one of which is the Front office department, which is a department as an image of the company because it gives guests the first to last impression and can directly interact with guests. The front office department is the department that is located at the front of the hotel and is the first place guests will go. Almost all activities in the front office department are directly related to guests, starting from before arrival, upon arrival, when the guest stays at the hotel until the guest leaves the hotel (Wiwin, 2017).

To provide maximum service to guests, the management provides training to guest employees to be able to provide five-star service and compete with the development of hotels in Bali.

However, during the COVID-19 pandemic, many employees were laid off, especially daily workers and outsourcing workers who required employees to support departments that were experiencing a shortage of employees. This occurs at certain times, such as weekends and national holidays, as well as events held at hotels where guest visits have increased; this, of course, increases the workload of employees due to reduced workloads but increased duties and responsibilities. Workload is a burden received or borne by workers in completing their work at a particular time by using the skills and potential of the workforce (Permatasari, 2017).

In addition to reducing employees, based on observations of increased workloads, employees are also caused by the fact that there are still some employees who do not carry out their duties and responsibilities correctly and on time, such as employees who are not in their work sections and employees who are late at rest in which the work section and late breaks are predetermined to avoid a lack of employees, Which is in charge of. This causes an increase in the workload of other employees because they have to fill in sections not filled by employees who are supposed to fill or get assignments in that section. It also affects delays in work handovers, which, of course will affect the workload of employees who require working longer and multitasking. at work which will reduce the employee's performance. The following are guest reviews and guest ratings on Tiket.com

Table 1. Guest Review and Guest Comment

No.	Guest Reviews	Guest Rating
1.	"The check-in process takes a long time when upgrading rooms and the rooms are not clean enough."	2.2 / 5
2.	Long check-in process and slow luggage delivery, but good hotel facilities and food	3.6 / 5
3.	"Lack of receptionist and slow staff friendliness karyawan response"	1.8 / 5

(Source: Tiket.com website. Data Processed, 2021)

Based on Table 1. above, it can be seen that guest reviews from guests stated that the check-in process took a long time and the delay in sending guest goods to the room and the lack of guest friendliness and a less high rating. This indicates a decrease in employee performance. Performance is a result achieved by a person in carrying out the task or burden of responsibility according to the sizes and standards that apply to each organization (Syafrina, 2017). Performance is employee's work achievement/achievement in activities or activities that have been previously planned both the quality and quantity achieved in carrying out their work duties in accordance with the responsibilities given to them within a certain period of time (Yuliati, 2015).

So the assignment of duties and responsibilities to employees must be considered in order to maximize employee performance.

The results of previous research, the first research by Rolos Jeky KR (2018) with the title "The Effect of Workload on Employee Performance at PT. Branch Jiwasraya Insurance Manado City". The equation of this research with the research to be carried out is the research method and the variables to be studied. The difference lies in the location of the research. The second study by Khasifah Fikratunil (2015) with the title "The Effect of Work Discipline, Workload and Work Environment on Employee Performance".

The difference from the research being carried out is in the analytical technique used and the similarity with the research being carried out, namely in the similarity of the workload variable. The third research by Asamani James Avoka (2015) with the title "The Influence of Workload Levels on Performance in Rural Hospital". The similarity of this research with the research being studied is the workload variable and the difference from this research is in the research method that uses quantitative descriptive analysis. The fourth research by Hassan Zubair (2017) with the title "Impact Of Job Stress On Employee Performance". The similarity of the research conducted is the independent variable and the dependent variable which contains workload and employee performance variables and the analytical tool, namely SPSS and the difference is in the analytical technique used. The fifth research by Suardani Luh (2016) with the title "The Relationship Between Workload and Job Satisfaction of Nurses in the ER Room RUSD Buleleng Regency".

METHODS

This research was conducted at the Front Office Department at The Apurva Kempinski Bali, which is located at Jalan Raya Nusa Dua Selatan, Sawangan, Nusa Dua, Bali. The object of research is how the workload of employees on employee performance at the front office department at The Apurva Kempinski Bali. In this study, two types of data were used, namely data Quantitative data on this research of the number of employees and the results of questionnaires and also qualitative data on this research of hotel documents and interviews. The sources of data in this study are primary data in the form of interviews and questionnaire results given directly to employees and secondary data in the form of scientific journals and books that are relevant to this research. The population in this study amounted to 102 which were processed using the slovin formula and rounded into 50 samples which were divided into several sections. The data collection method used in this research is observation by direct observation, interviews with employees and questionnaires given to respondents. The data analysis technique in this study is quantitative which aims to processing data in the form of numbers using the linear regression method simple to test the extent of the causal effect of the independent variable, namely workload on the dependent variable, namely employee performance with SPSS.26 tools. Before performing a simple linear regression test, several mandatory tests are carried out. First, the research instrument test and the classical assumption test were carried out.

RESULTS AND DISCUSSION
Results

1. Validity Test

The validity test aims to test each question in the research questionnaire. valid data is data that does not differ between the data obtained and the data that occurs in the field. The terms of a questionnaire item are said to be valid if r≥0.3.

Table 2. Validity Test Results

No.	Variable	Question Items	Total Item Correlation	Score	Information
1	Workload	X.1	0.418	0.3	Valid
		X.2	0.558	0.3	Valid
		X.3	0.659	0.3	Valid
		X.4	0.453	0.3	Valid
		X.5	0.569	0.3	Valid
		X.6	0.411	0.3	Valid
		X.7	0.659	0.3	Valid
		X.8	0.485	0.3	Valid
		X.9	0.582	0.3	Valid
		X.10	0.565	0.3	Valid
2	Performance Employees	Y.1	0.465	0.3	Valid
		Y.2	0.336	0.3	Valid
		Y.3	0.509	0.3	Valid
		Y.4	0.582	0.3	Valid
		Y.5	0.315	0.3	Valid
		Y.6	0.482	0.3	Valid
		Y.7	0.687	0.3	Valid
		Y.8	0.691	0.3	Valid
		Y.9	0.671	0.3	Valid
		Y.10	0.338	0.3	Valid

(Source: Results of data processing, 2021)

Based on Table 2. shows that the value of the total item correlation is more significant than 0.3. This shows that all indicators contained in this study are valid.

2. Reliability Test

The reliability test aims to test the consistency of a variable and whether the results will remain consistent if retested. The method used is Cronbach's

Alpha. The variable is said to be reliable if the value of Cronbach's Alpha>0.6

Table 3. Reliability Test Results

Variable	*Cronbach's Alpha*	Information
Workload (X)	0.713	Reliable
Employee Performance (Y)	0.675	Reliable

(Source: Data Processing Results, 2021)

Based on table 3. Each value of Cronbach's Alpha is more significant than 0.6. This shows that all variables are reliable and can be used for research.

2. Classical Assumption Test

The classical assumption test is used to obtain certainty that the regression model has accuracy, and the classical assumption test is a test that must be carried out before using the linear regression model, so in this study, the normality test, linearity test, and heteroscedasticity test were used.

1. Test Normality

The normality test aims to test whether, in the regression model, the dependent variable and the independent variable both usually contribute or not. Using the Kolmogorov Smirnov Test. The assumption of normality is met if the P-value (Sign.)> 0.05.

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandard-ized Residual
N		50
Normal Parameters, b	mean	.0000000
	Std. Deviation	3.20972340
Most Extreme Differences	Absolute	.097
	Positive	.069
	negative	-.097
Test Statistics		.097
Symp. Sig. (2-tailed)		.200c,d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

(Source: Data Processing Results, 2021)

Based on Table 4. it can be seen that the Asymp value — Sig. (2-tailed) of 0.200 and more significant than the P-Value of 0.05. Then, the two variables are normally distributed.

2. Linearity Test

The linearity test aims to determine whether two variables have a linear relationship or not significantly. Two variables are said to have a linear relationship if the deviation from the linearity of the ANOVA table of significance is more than 0.05.

Table 5. Linearity Test Results

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.
Employee Performance * Workload	Between Groups	(Combined)	409.167	16	25.573	2,491	.013
		linearity	243.186	1	243.186	23,685	.000
		Deviation from Linearity	165,981	15	11.065	1.078	.411
	Within Groups		338,833	33	10,268		
	Total		748.000	49			

(Source: Data Processing Results, 2021)

Based on table 5. The value of sig. from deviation from linearity of workload is 0.411, which explains a linear relationship between workload and employee performance.

3. Test Heteroscedasticity

The heteroscedasticity test aims to determine whether, in the regression model, there is an inequality of variance from the residuals between one observation and another. Using the Glesjer method. If the significance level is above 0.05, then the model regression, there is no heteroscedasticity.

Table 6. Heteroscedasticity Test Results

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.122	1,607		-.076	.940
Workload	.094	.054	.244	1,741	.088
a. Dependent Variable: RES2					

(Source: Data Processing Results, 2021)

Based on Table 6. the results of the heteroscedasticity test show that the significance value obtained is 0.088> 0.05, which means that in the regression model, there is no heteroscedasticity.

3. Simple Linear Regression Test

Simple linear regression analysis aims to determine whether or not there is an influence between the workload variable (X) and employee performance (Y). It shows the direction of influence between the independent variable and the dependent variable with the formula below.

$$Y = a + bX$$

Table 7. Simple Linear Regression Test Results

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	58,779	2,984		19,697	.000
Workload	-.483	.101	-.570	-4,809	.000
a. Dependent Variable: Employee Performance					

(Source: Data Processing Results, 2021)

Based on table 7. It can be seen that the effect of the workload variable on employee performance in this study is as follows:

$$Y = 58.779 – 0.483X$$

B1 = The value of the constant is 58,779 (a). This means that if X is 0, performance

employees are worth 58,779. The value of the regression coefficient of the X variable is -0.483 (b), which shows that the workload hurts employee performance; if the X variable increases by 1 unit, then the Y variable will decrease by -0.483, meaning that if the workload increases, the employee's performance will decrease. Vice versa, if the workload decreases, the employee's performance will increase.

4. Hypothesis Test
1. T . test
The t-test or t-test is used to test the effect of the independent variable on the dependent variable. The t-test, in this case, is used to determine whether the workload has a significant effect or not on employee performance. Testing using level 0.05 significance. The criteria for decision making is if t count > from t table and the significance value is less than 0.05

Table 8. Hypothesis Test Results

Coefficients					
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	58,779	2,984		19,697	.000
	Workload	-.483	.101	-.570	-4,809	.000
a. Dependent Variable: Employee Performance						

(Source: Data Processing Results, 2021)

OnTable 8. The value of t arithmetic > from the t table is -4.809, and the value of the t table is 5%, which is 1.677, the value of Sig. Lower than 0.05, then Ho: Accepted, which explains that the workload has a significant effect on employee performance.

5. Coefficient of Determination
aims to determine the magnitude of the effect of workload on the performance of employees. The higher the value, the greater the ability of the independent variable to affect the dependent variable. With the following formula. R^2

Table 9. Results of the Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.570a	.325	.311	3,243
a. Predictors: (Constant), Workload				

(Source: Data Processing Results, 2021)

In Table 9. it is known that the Adjusted R Square value is 0.311. Then, the effect of workload on employee performance is 31.1%.

Discussion
Based on the results of data processing carried out using the SPSS (Statistical Package For The Social Sciences) version 26 program, the following discussion was obtained:
1. The Effect of Workload on Employee Performance at the Front Office Department at The Apurva Kempinski Bali.

To find out whether there is an effect of workload on employee performance in the front office department at The Apurva Kempinski Bali, a simple linear regression test and hypothesis testing was carried out. Based on the results of data processing that has been discussed in the linear regression test uji, In simple terms, the value of Y = 58.779 – 0.483X, which means that the workload hurts employee performance in the front office department. This shows that with an increase in the workload of employees, employee performance will automatically decrease, and vice versa. If the workload decreases, the performance will decrease, and employees will increase.

Based on the results of the hypothesis test, namely the T-test, the value of the t count is -4,809, which is greater than the t table, which is 1,677, and the significance value is 0,00, which is lower than 0,05, which means Ho: accepted (workload has a significant effect on employee performance is accepted).

2. The Great Effect of Workload on Employee Performance in the Front Office Department at The Apurva Kempinski Bali.

To determine the effect of workload on employee performance in the front office department at The Apurva Kempinski Bali, the coefficient test is carried out determination. Based on the results of the test data, the coefficient of determination obtained the value of determination of 31.1%, which means the workload has an effect of 31.1% on employee performance, and the remaining 68.9% is influenced by other factors not examined by researchers.

In addition, other factors that can affect employee performance based on research conducted by (Supihati, 2014) 4 factors can affect performance
employees include:
1. Education And Training
Education and training have a significant effect on employee performance.
2. Motivation
Motivation has a significant effect on employee performance
3. Incentives
Incentives have a significant effect on employee performance.
4. Work Environment
The work environment has a significant effect on employee performance.

CONCLUSION

Based on data analysis and discussion of research that has been done, the following conclusions can be drawn: (1) There is a significant effect of workload on employee performance at the front office department at The Apurva Kempinski Bali, and workload hurts employee performance, which means that if the workload given to employees increases, employee performance will decrease and vice versa if the workload increases given according to the employee's performance will increase. (2) The influence of workload on employee performance at the front office department at The Apurva Kempinski Bali is 31.1%, and the remaining 68.9% can be
influenced by other factors such as education and training, motivation, incentives, and work environment.

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