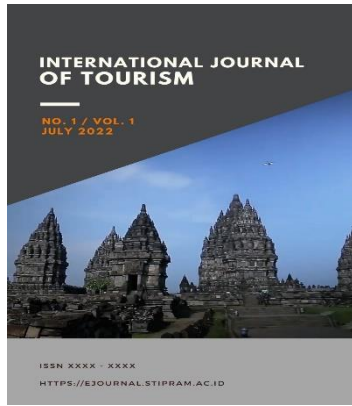


Implementation of Rewards at Pesonna Hotel Malioboro Related to Employee Satisfaction

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Abstract Employee job satisfaction with the company can affect employee performance. Reward is one aspect that can affect the level of employee satisfaction. HRD Pesonna Hotel Malioboro Yogyakarta is the department responsible for implementing rewards for employees.

Purpose: The writing of this article was conducted to determine employee satisfaction with the implementation of giving rewards at Pesonna Hotel Malioboro Yogyakarta.

Research methods: Collecting data in the form of participatory observation, in-depth interviews with resource persons related to the research topic, and literature study.

Results and discussions: The results obtained are that the application of rewards affects employee satisfaction based on four aspects, which consist of: the work itself, salary, promotion, and leadership.

Conclusion: Most employees are satisfied with the application of rewards because there is already an appreciation felt by employees from the company. However, it still needs improvement so that the application of rewards can be maximized.

Keywords: *Reward, Employee Satisfaction, Human Resources Development*

INTRODUCTION

Organizational resources that have an important role in achieving its goals are human resources (Bangun, 2012). According to Mangkunegara (2013), humans always play an active and dominant role in every organization because humans are the planners, actors, and determinants of the realization of organizational goals. Human resources are the main key in a company and determine the success of implementing activities in a company (Wirawan et al, 2017). The hotel, as an organization or company, has a Human Resource Development division which is responsible for taking care of matters relating to human resources, including the provision of rewards. If you want to get a reward, an employee must show good performance, loyalty, and a high level of honesty. In writing this article, the author wants to discuss the application of rewards at Pesonna Hotel Malioboro to increase employee job satisfaction which can affect employee performance. Employee satisfaction with the reward system implemented at Pesonna Hotel Malioboro can improve the employee's performance. The higher the employee's satisfaction with the company, the higher the employee's performance will be.

Hasibuan (2013) said that job satisfaction is an emotional attitude of employees who are pleasant and love their work. This attitude is reflected by discipline, work morale, and work performance. A person's job satisfaction is a form of positive attitude that arises because of feelings of pleasure and respect for his work. The level of employee satisfaction with his

work can vary from one individual to another. The existence of this article is expected to provide information about the satisfaction of Pesonna Hotel Malioboro employees on the application of rewards. When employees feel satisfied, then performance will increase and can be profitable for the company. The hope of writing this article can provide additional knowledge in the field of tourism, especially regarding the application of rewards for employees.

LITERATUR REVIEW

According to Koencoro in Saputra et al (2017), rewards are divided into two types, namely intrinsic rewards and extrinsic rewards. Extrinsic rewards are rewards that arise from outside the individual, including: salaries, employee benefits, bonuses/incentives, interpersonal rewards, and promotions. While intrinsic rewards are rewards that arise within the individual, such as: completion, achievement, and autonomy.

1. Extrinsic Reward

- a. *Salary*: Salary is a form of remuneration in the form of money received by employees as a consequence of their position as an employee who has contributed energy and thoughts in achieving company goals, and can be said to be a fixed fee received by someone from a company. According to Hidayat (2018), rewards for high performance can be given in the form of salary increases for employees.
- b. *Employee Allowance*: Employee benefits can be in the form of facilities provided to employees as a form of company concern. Examples of employee benefits include hospitalization, pension funds, and vacations. In general, this is something that is not related to employee performance, but is based on seniority and attendance records
- c. *Bonus/Incentive*: This is an additional compensation given by the company in addition to the basic salary given every month. Bonuses can be obtained if an employee achieves certain targets or provides performance above the company's standards.

2. Interpersonal Rewards

Interpersonal rewards can be called interpersonal or interpersonal rewards. Managers have the authority to distribute interpersonal rewards such as status and recognition given to employees to motivate employees' work.

3. Position Promotion

Managers as authority holders can make promotional awards an attempt to place the right people in the right jobs. In this case, employees are given the opportunity to develop and improve their positions.

4. Reward Intrinsik

- a. *Completion*: Is the ability to start and complete a job or project. This is very important for some people. When someone succeeds in completing a job, there will be a form of appreciation and a sense of satisfaction for himself.
- b. *Achievement*: It is an appreciation that arises within oneself, which is obtained when a person succeeds in achieving a goal.

- c. *Autonomy*: It is a desire that arises in a person for work that gives the right to make decisions and work without being closely monitored.

Based on the description above, it can be concluded that the reward consists of extrinsic rewards and intrinsic rewards. Extrinsic rewards are rewards that arise from outside the employee which consist of salary rewards, allowances, and bonuses or incentives, interpersonal rewards and promotions. Meanwhile, intrinsic reward is a reward that arises from a person. Intrinsic rewards consist of completion, achievement, and autonomy. The theories regarding the types of rewards above are used by the author in writing this article

5. Employee satisfaction

Every employee has a different job satisfaction standard. According to Affandi (2018), there are five indicators of job satisfaction as the work itself, salary, promotion, supervision, and colleague. Meanwhile, according to Hasibuan (2014) indicators of job satisfaction consist of loyalty, capability, honesty, creativity, leadership, salary level, indirect job satisfaction and work environment.

Employees are company resources that have an important influence in achieving company goals. Giving rewards for employees of Pesonna Hotel Malioboro Yogyakarta can be done by HRD to increase employee satisfaction. When employees are satisfied, the company's goals can be easily achieved because employees will have a positive influence on the company, for example by improving performance, loyalty, and work discipline. According to Musa (2017), the application of good rewards can improve employee performance and employee motivation.

Pesonna Hotel Malioboro employees certainly have different experiences in receiving rewards. Employees with Supervisor level and above can get rewards in the form of credit allowance, meanwhile employees with levels below supervisor can take part in the best employee selection which is conducted every three months. Differences in the experience of getting rewards allow for different feelings and influences received by employees and by hotel management. HRD Pesonna Hotel Malioboro Yogyakarta applies rewards based on company regulations and policies from the General Manager as the head of the company. The application of maximum rewards will have a positive influence on employees because it affects employee satisfaction with the company. However, employees of Pesonna Hotel Malioboro Yogyakarta have the right to judge whether the application of rewards is appropriate or not.

RESEARCH METHODS

The author uses previous scientific works as reference material in writing this article. So that the discussion can be more accurate because it is based on previous studies. Participatory observation is an observation in which the author participates in ongoing activities. In writing this article, the author made participatory observations when conducting street vendors at Pesonna Hotel Malioboro Yogyakarta. The author plays an active role and is directly involved in activities carried out by the HRD division and sees the application of rewards for employees of Pesonna Hotel Malioboro Yogyakarta. When carrying out the observation process, the

author follows what is done by the resource person, so that the data obtained can be accurate and factual.

Interviews were conducted with several resource persons consisting of employee representatives from each department and HRD staff at Pesonna Hotel Malioboro Yogyakarta. Interview activities were carried out directly by the author. Interviews were used to strengthen and clarify data regarding employee satisfaction with the application of rewards at Pesonna Hotel Malioboro Yogyakarta.

RESULT AND DISCUSSIONS

In this section, the author will discuss the effect of applying rewards on employee satisfaction at Pesonna Hotel Malioboro based on satisfaction indicators consisting of salary, promotion, work itself, and leadership.

1. Salary

Employees at Pesonna Hotel Malioboro get a salary in the form of a monthly basic salary with a fixed amount and a service salary whose amount adjusts to hotel income. HRD is a department that has the right to determine the nominal salary that can be received by employees based on the agreed work contract. Salary increases can be given to employees who have worked at Pesonna Hotel Malioboro for at least one year or given to employees who have performed very well. There are employees who feel very satisfied when they get a salary increase even though they have recently joined as employees at Pesonna Hotel Malioboro Yogyakarta. "Before I got promoted, when I was working for a few months, Mr. GM already gave me a raise. I think the application of rewards here has been very satisfying" (interview with FO, April 2021).

Giving salaries to employees can increase employee satisfaction with their work. When the salary received is in accordance with the energy that has been given to the company, there will be satisfaction felt by employees. Employees of Pesonna Hotel Malioboro Yogyakarta feel happy when the hotel is crowded with visitors and has a high number of occupancy. This is because it can increase the amount of hotel income which can affect the amount of service salaries earned by employees.

Based on the observations made by the author, there are employees who get a salary increase in February 2021. The employee is one of the candidates for the HK Supervisor, but was not selected. As a form of appreciation for HRD Pesonna Hotel Malioboro Yogyakarta, the employee was given a salary increase. Giving a salary increase as a form of gratitude for the performance that has been given. The employee actually has the potential to become a HK Supervisor, but because only one candidate can become a HK Supervisor, the reward received is a salary increase.

2. Job Promotion

Based on the promotion aspect, employees at Pesonna Hotel Malioboro Yogyakarta have the opportunity to get a promotion if they have good performance, there are opportunities or vacant positions, and there is an order from the GM to provide promotions for employees. While the results of observations and interviews, there are employees who are satisfied with the promotions received. The employee started with a career in a position in charge of the

minibar, then got the opportunity to work in a restaurant as a cashier assistant, then increased to a waitress. “

When I first worked here, I became casual on call. After that pulled to work here but in the minibar. After that I was given the opportunity to learn cashier and was targeted by my superiors to be able to do it. I got the opportunity to work in a restaurant when there was a chance because one of the staff was on maternity leave. From there, I continued to be assessed and eventually became a waitress, staying here and feeling at home until now” (Interview with waitress, April 2021).

Pesonna Hotel Malioboro Yogyakarta gives its employees the opportunity first when there is a vacant position. So that employees have the opportunity to tiered careers. In the process of getting a promotion, there are employees who must first go through a selection with other candidates. Meanwhile, there are also employees who do not require a selection process because they are the sole candidate.

When the author made observations, there were Public Relations employees who got promotions to become Cluster Public Relations Managers. The promotion is given because the company leadership wants to provide opportunities for Public Relations to have a career path. There is no selection process in the promotion because there is only one candidate. The position as Cluster Public Relations means that the employee works at Pesonna Hotel Malioboro and Pesonna Hotel Tugu Yogyakarta. The employee has greater responsibility than before because he has to work in two hotels.

3. The work

Work done or completed by employees can affect employee satisfaction. The purpose of the work carried out is all work that has been stated in the job description and is an obligation that must be fulfilled by every employee. The effect that arises when this reward is implemented is that employees feel motivated to improve their performance. Employees who are satisfied with their work and feel comfortable will have high loyalty to the company.

“There's a lot of pressure here, but that's what makes me want to keep learning and improving my performance. The name of the work is indeed a lot of challenges, but in fact until now I still feel at home to work here”. (Interview with pastry staff FnB Product, April 2021).

The results of interviews conducted by the author, prove that employees feel satisfied and comfortable with their work. Prior to joining Pesonna Hotel Malioboro Yogyakarta, HRD will ask what the prospective employee's expectations are and will ask the reason for applying for the position. Expectations of prospective employees are conveyed by the Human Resource Coordinator in the interview with the following quote:

“If you pay attention when I interview prospective staff, I will definitely ask why he wants to work in the position he has chosen and what his imagination will be if he is accepted into that position. I really want to know what was on their mind when they wanted to join here” (Interview with HRC, April 2021).

The questions given by HRD are a form of observation from HRD related to the expectations of prospective employees on the work that will be carried out when working at Pesonna Hotel Malioboro Yogyakarta. When an employee joins, HRD will explain the employee's duties in general and the Head of Department (HOD) will explain the duties of

employees in his department in more detail. Newly accepted employees at Pesonna Hotel Malioboro Yogyakarta will take part in inductions from both HRD and HOD. HRD will introduce the employee to other employees and introduce the hotel environment. After conducting the induction, HRD will submit the employee to the HOD to be given an explanation regarding the description of the work to be done. This stage is an important part because it can provide an overview and direction for new employees towards the work they are responsible.

4. Leadership

Leadership is one of the rewards that can be felt by every employee. Pesonna Hotel Malioboro Yogyakarta has a General Manager who in this case is the highest leader in the scope of Pesonna Hotel Malioboro Yogyakarta. The General Manager of Pesonna Hotel Malioboro Yogyakarta experienced a change in August 2020. When the author made observations and interviews, there were employees who compared the way the current GM works with the previous one. This is because at present some employees are still in a period of adaptation to the new GM way of working.

Decisions that employees will make must go through GM's prior approval. Even for small decisions such as the position of placing the certificate frame and the position of placing the charity box in the Hotel Mushola. This is less effective, because some employees should also have that authority. For HRD, when making decisions related to employees, they must also seek approval from the GM. For example, HRD wants to buy gifts for sick employees, or wants to give rewards to employees, then they must go through the GM's approval first. It also applies if HRD wants to provide punishment for employees. When GM does not support it, then HRD cannot give punishment, because employees will be more submissive to GM as the company's leader. Leadership in this way is less effective, because everything depends on the GM.

Based on the discussion about the application of rewards based on the four indicators above, it can be concluded that at Pesonna Hotel Malioboro Yogyakarta there has been an application of rewards that affect employee satisfaction. Employee satisfaction based on salary and promotion factors shows that employees feel happy and appreciated when they get a salary increase and get a promotion. Meanwhile, the influence on the job indicators itself can provide good employee satisfaction when employees understand the tasks that must be done. The fourth indicator, namely the leadership at Pesonna Hotel Malioboro Yogyakarta is still dominated by the General Manager as the head of the company. Based on the results of the discussion above, it can be concluded that the four indicators have an influence in increasing employee satisfaction at Pesonna Hotel Malioboro Yogyakarta. Meanwhile, related to other indicators in employee satisfaction which include supervision, co-workers, loyalty, indirect job satisfaction, ability, honesty, and creativity cannot be used in this analysis due to limited data owned by the authors in the field. It is hoped that the writing of the next article can analyze other indicators in depth and with the right method, so as to be able to provide results that can be used as material for company evaluation, especially in the application of rewards.

CONCLUSION

Based on four indicators of employee satisfaction with the application of rewards, namely: salary, promotion, work itself, and leadership. The author concludes that the application of rewards has an influence on employee satisfaction at Pesonna Hotel Malioboro Yogyakarta.

The author hopes that the application of rewards at Pesonna Hotel Malioboro Yogyakarta can be further maximized so that employee performance can also increase along with increased levels of satisfaction. The author also hopes that communication between HRD and GM can be improved so that it is easier to provide rewards for employees.

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