

Model of trainee recruitment for f&b service at keP restaurant of the k.u ubud bali during new normal

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Abstract: The purpose of this study was to determine the trainee recruitment model used by HRD of the company. This research was analyzed using descriptive analysis technique with a qualitative approach. The data collected in this study was conducted through direct observation and in-depth interviews with informants. This study determines the informants intentionally based on the data collection needs of this study. Informants in this study were Senior Admin HRD and Supervisor. The results of the research show that the hotel does not yet have a recruitment model that becomes a standard procedure and assessment. The recruitment model as a result of this research comes in the form of a rubric that can be applied by HRD in the next trainee recruitment during the new normal period.

Keywords: hotel trainee; model of recruitment;

Introduction

During the new normal era in pandemic, tourism industry in Bali started to work slowly since the situation is not effective for travelers to travel. In the progress of tourism in Bali, lot of affected aspects has started to find its own path as well, for example education. It is either public and private school or universities should run their annual academic's calendar, which is Internship. At the same time, Bali vigorously promoting the open of tourism in the middle of pandemic. Grown slowly, now days there are a bunch of domestic tourists travel to Bali for freshen their mind after few months of locked down. Staycation, is a new trend that is currently happening and that is encourage hotels to promoting their hotels more and more. It is also the reason many universities guerrilla to help their students in order to find a workplace for internship.

One of the goals of these students is Ubud. a village that is famous for its art, nature, and the wisdom of its people, there are so many hotels, guest houses, villas, and various other types of accommodation that can spoil the interest of visiting tourists. Through the world famous travel's site, tripadvisor, thousands of reviews are directed to this village as a suitable village as a short getaway destination during a pandemic. The K.

Resort Ubud Bali is ranked 1 as Best Luxury Hotel by tripadvisor with more than two thousand (2,000) reviews on the site. Given this, many students are competing to come and submit applications to be able to carry out their internship in all departments that are needed. One of them is, Food and Beverage Service department at KeP Restaurant, The K. Resort Ubud Bali.

Considered to be a target for some students, the Human Resource Department at The K. Resort Ubud Bali certainly has to work harder to be able to select trainee candidates who can be accepted with the standards that hotels need. The existing workload will certainly affect the effectiveness of the number and quality of trainees who are accepted later. However, the researchers found a problem during this issue, namely the number of trainees at the KeP Restaurant is quite a lot when compared to the workload received, so that trainees only work for four (4) hours when hotel occupancy is down, and vice versa. for eight (8) hours when occupancy is high.

Tikjanto (2018) mentions that the starting point of the hotel is also characterized by the presence of humans who began to travel along the desert in groups or commonly known as a caravan, a word in Persian. In the course taken by the caravan, they facilitated caravanserais, which means a resting area that provides supplies such as bathrooms, where to eat and rest, no place to care for the animal that mounts the caravan for a while. It can be said that it is the beginning of the accommodation business. Several experts also gave an understanding of the hotel. Suwithi (in Wibowo, 2017) explains that hotels based on size or class are distinguished by the number of stars. The size or class criteria are generally based on the number, area, and room facilities provided. According to Sulastiyono (in Wibowo, 2017) Hotels are divided into several departments, including hotel front office, hotel housekeeping, food and beverage, marketing and sales department, accounting department, human resources department, engineering department, and security department.

According to Gregoire (2010) that we have two definitions of restaurant and divided as Onsite Foodservice meaning, restaurant is a place operationally selling foods to support main activities and mostly it is not profitable, however the second definition is Commercial Foodservice which means restaurant operationally selling food as the top priority and seeking for profit out of it. Atmodjo (2005) explains a restaurant is a place or building commercially organized that carries out good services to all customers by foods or beverages and the main purpose is looking for profite and satisfaction from the customers. A restaurant is a place where transactions of food and beverages are happening and served with good services. In order to further clarify the discussion about restaurants, there are several classifications of the division of restaurants as Commercial Foodservice (Gregoire, 2010), including limited service and menu, full service restaurant, casual dining restaurant, and fine dining restaurant.

Arief (2005) explains Food & Beverage is the part in charge of processing, producing and serving food and beverages for hotel needs, both in rooms, restaurants, employee meals and so on. According to Soekresno and Pendit (1998), Food & Beverage is a business sector that is part of a business such as a hotel that is responsible for the needs, because in its services it provides food and beverage and other related needs of a hotel or is managed commercially. Food and beverage as part of the hotel in charge of processing, producing and serving food and beverages for the needs of hotel guests is very demanding on the abilities and skills of employees in carrying out their job responsibilities. Restaurant and bar staff who have a polite and pleasant demeanor will make a good impression on the food service department at the hotel where they work. The behavior of each waiter will reflect what is in the hotel. This is because the service sector is a field that involves human relations. According to Mertayasa (2012) there are several requirements as a restaurant/bar clerk that must be followed, such as cleanliness, nails and hands, body cleanliness, hair, teeth, feet, hospitality and courtesy, personal good looks, and personal health.

Recruitment is the earliest and most important process for reaching the future of an organization. Recruitment can be defined as a series of activities to find human resources who are full of motivation, skills, skills and insights needed to cover the deficiencies identified in staffing planning (Sudiro, 2011). Recruitment plays an important role in finding resources in any organization, where the quality of these resources depends on the effectiveness of these uses (Gamage, 2014). Enforcement of this recruitment activity requires accuracy, communication skills, appearance, insight, and attitude so that the selected resources can enter the criteria sought by the organization, which in the case of this study is a hotel. Budiantoro (2009) and Aghmiya and Budiantoro (2019) explains that recruitment can only be called effective if the organization gets as many applicants as possible in accordance with the qualifications of the organization from various sources, then later it will make it easier for the organization to filter the right resources. If the recruitment process does not take place effectively, the selection will be considered difficult due to a lack of comparison (Carless, 2007).

Sembiring (2010) mentioned that training is one way to develop the abilities and expertise of employees so that they can adapt and understand technology that is constantly evolving from time to time. According to Husnan (2008) the purpose of employee development is to improve the effectiveness of employees' work in achieving predetermined work results. Training is needed both for new employees, with the aim that these employees can adjust to their work. According to (Prawesti & Widodo, 2020) if a new employee can carry out his duties well, then he will be able to contribute his abilities to be able to improve performance in the part where he is placed, which will ultimately improve organizational performance.

Previous Research from the country of Greece by Alexandra-Paraskevi et al (2018) entitled "Hotel Recruitment and Selection Practices: The Case of the Greek Hotel Industry." The research conducted reveals that the implementation of the selection system through resumes and interviews is very influential on the selection of prospective hotel workers. This indicates that these hotels are looking for prospective workers who have the same abilities, knowledge, and profiles. However, based on this research, there are not many hotels in Greece that use agencies to recruit prospective workers because they require a large enough budget. Internal recruitment methods such as promotions and transfers between hotels are used more frequently because they want to keep existing talents because they need such loyal traits. The difference from this research is the authors used quantitative design research method and the similarity is they used questionnaires to collect data.

Research by Sow Hup Chan and Oi Mei Kuok (2011) with title of the research "A Study of Human Resources Recruitment, Selection and Retention Issues in the Hospitality and Tourism Industry in Macau." This study found that resumes and recruitment interviews were the most frequently used selection and assessment methods. The inventory of attitudes, interests, values, and preferences is of the utmost importance during the substantive stage. Its main hotel companies also value oral communication skills and listening skills. The research here shows that job applicants should craft their resume to meet hotel expectations, project the appropriate attitudes and interests for the position, and demonstrate their communication skills during a job interview. Salary is the main reason for employees to quit their jobs. Macau hoteliers have difficulty retaining their workforce, and they are willing to recruit staff without the experience needed to meet their recruitment needs.

Bako (2014) in their research entitled "Recruitment and Selection Procedures and Their Relatives Effectiveness on Employees' Performance in the Hospitality Industry in Ogun State." It was concluded that there was no significant relationship between recruitment, selection, and employee job performance. However, this study still has an alternative hypothesis which states that there is a relationship between recruitment, selection, and has a positive impact on customer satisfaction. This study also emphasizes that it is necessary to hold an objective recruitment and selection of employees in order to have employees who are knowledgeable and highly skilled according to the specified standards. The similarity from this research is, authors used questionnaires and the population of this research is employees of the hotel. The difference is this research only used one data collective method.

Method

The types of data used in this study are the quantitative data is the number of trainees at KeP Restaurant and qualitative data such as the history of the establishment of the hotel and the management, facilities, and considerations of trainee recruitment at KeP Restaurant. This study used interview with an intentionally chosen two informants, they were the Senior Admin HRD of The K.Resort Ubud Bali and Supervisor of KeP Restaurant. Those two were chosen because they already presented the data needed.

Results and Discussion

In the interview process with Mr. IPE Binawa as Senior Admin HRD of The K. Resort Ubud Bali, he explained that “educational background is very important in the assessment of recruitment trainees at The K. Resort Ubud Bali.” Other matters of concern are the domicile of the trainee candidates to be recruited. From the other side, researchers who have made in-depth observations at KeP Restaurant and also all departments at The K. Resort Ubud Bali, researchers can draw the results of the following analysis that will be presented in the form of a picture of the recruitment model in this new normal period.

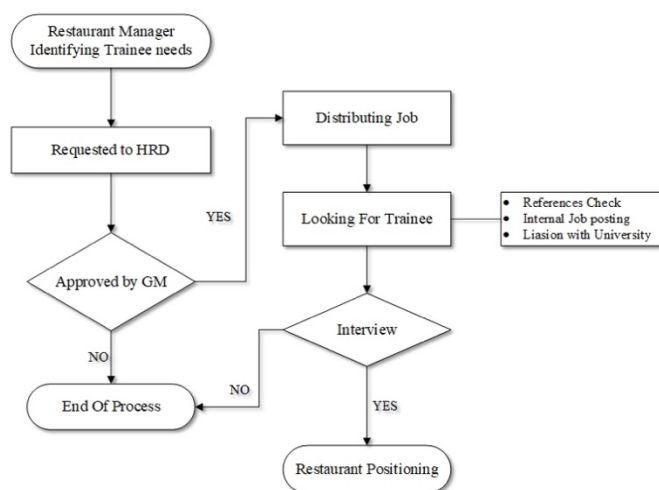


Figure 1 Model for Trainee Recruitment of F&B Service of KeP Restaurant

The writer observed there is not any guidelines in order to recruiting trainee of restaurant other than Standard Operational Procedure by Pramana Experiences on the Figure above, the first step Head of Department which in this thesis is Restaurant Manager will be identifying the trainee needs for operational during new normal. The request will be coming through Human Resources Department and forwarded to General Manager for approval, this process will decide the number of required trainees. If the request is approved, Human Resources Department could start looking for trainees. Reference Check which in the first point refers to the educational background of each candidate who applies through the collection of Curriculum Vitae. HRD will prioritize trainees who are currently studying in college, the minimum is Diploma-I. Internal Job Posting means a system where HRD will announce vacancies to the public in the area where The K. Resort Ubud is located through its staff. It was conveyed that in addition to the things already mentioned, security and health reasons in the new normal era during this pandemic were also an indirect consideration. The K. Resort Ubud Bali, which is under the auspices of the Pramana Experience management, has a partnership with one of the tourism and hospitality universities in Bali. This collaboration is for the benefit of both parties, the hotel and the university. Based on a direct observation, the recruitment process for F&B Service trainee is only through Interview with Human Resources Department. The evaluation will be done together with Human Resources Department and Restaurant Manager as the HOD, the final step is finally the recruited trainee will be announced by Restaurant Manager.

Based on the explanation of the Senior Admin HRD of The K. Resort Ubud Bali, it indicated that all trainees accepted in the period December 2020 to May 2021 went through an interview process before officially becoming trainees at The K. Resort Ubud Bali also recruiting trainees from several employees who have been known. This certainly proves a strong commitment in terms of setting standards that are in accordance with Internal Recruitment which is used as a reference by HRD. HRD Senior Admin at The K. Resort Ubud Bali stated in an interview conducted together by the researcher, that “especially in front liner jobs such as restaurants, trainees are really needed with an extraordinary first impression.” This first impression shows the character of a trainee when he later worked at KeP Restaurant. attitude also determines whether the trainee in question can pass the interview test with HRD. The most important indicator mentioned is speaking while looking into the eyes of the other person, which according to the informant greatly affects a trainee's self-confidence and is an example of a very good social attitude. A trainee to be accepted in the Food and Beverage Service department must be able to communicate in English. According to him, “this self-motivation can be shown by trainees from the way they answer questions in the form of cases given during the interview test. About how the trainee does not look stubborn when working in a team, and can accept all new input and learning.”

As an individual who directly goes to the field, understands the real situation at KeP Restaurant during this pandemic, Supervisor of KeP Restaurant stated that “it is indeed rare to see foreign guests coming to visit the main hotel KeP Restaurant on weekdays, but when there are celebrations such as Christmas Eve, New Year's Eve, and the celebration of the holy day of Nyepi, there are many foreign guests staying and visiting KeP Restaurant.”

Table 1 Important Points to Pass Recruitment Test

First Impression	Attitude	Communication	Self-Motivation
Well Grooming (body scent, neat hair, and formally dressed.)	Greetings (the way knocking on the door and walking through the room.)	Fluent in English (basic English communication is very well needed.)	Intention to Learn
Body Language	Speaking with Smile Friendly	Confident while in Conversation	Not Over Assertive

(Source: Proceed data, 2021)

Table 2 Trainee Recruitment Assessment Rubric

General Points	Recruitment Assessment Rubric				
	Outstanding (5)	Very Well (4)	Good (3)	Average (2)	Unsatisfactory (1)
First Impression (30%)	1.Looking very neat and formal. 2.Have a fragrance body aroma and perfectly tidy hair	1. Looking neat and quite formal. 2. Fragrant body aroma but a little less tidy hair	1. Looking less formal but neat. 2. A minim fragrant body aroma and hair is not neat	1.Dressin-g less formal and sloppy. 2. No smell of fragrant body aroma and unkempt hair.	1. Dressing informally and not neatly. 2. Bad body odor and very messy hair.
Attitude (40%)	1. Greeting before and after entering the room. 2. Always smiling and answering questions in a very friendly manner	1. Giving greetings before and after entering the room. 2. Smile only when answering questions quickly.	1. Give greetings as necessary. 2. Smile as necessary and answer questions briefly.	1. Giving greeting. 2. Rarely smiling and in a hurry when answering interview questions.	1. Do not give greetings. 2. Not smiling at all and answering interview questions impolitely.

Communication (15%)	1. Speak in English fluently. 2. Easily communicate with foreigners. 3. Use the right body language	1. Speak English fluently. 2. Slightly understand to communicate with the foreign. 3. Use good body language.	1. It is not too fluent in English. 2. Experiencing difficulties when communicating with the foreign. 3. Use body language sufficiently.	1. Often hesitates to communicate and always stammers. 2. Insufficient use of body language.	1. Always silent and confused when asked to speak English. 2. Not being able to communicate at all. 3. No use of body language.
Self-Motivation (15%)	1. Show effort and enthusiasm to work in a team. 2. Ready to receive suggestion and critics	1. Shows the work in a team effort. 2. Ready to accept opinions but prioritize their own decisions.	1. Shows little effort to work in a team. 2. It seems less ready to accept suggestion 3. Prioritize their own decisions.	1. Lack of effort to work as a team. 2. It does not look ready to receive suggestion. 3. Prioritize their decisions.	1. There is no attempt to work in a team. 2. No attitude show to receive suggestion. 3. Force their own decisions.
SCORE	20	16	12	8	4

(Source: Proceed data, 2021)

Processing the results of interviews with the Human Resources Department, writer have not found a standard or recruitment model that can be used by HRD as a guide to evaluate trainees' performance when conducting interview tests in this new normal era. So based on Table 1 and direct observations made, the author developed the data into assessment rubric.

The recruitment model presented is an amalgamation of research results by (Alexandra-Paraskevi Chytiri, Fragkiskos Fillipaio, and Leonidas Chytiris, 2018). The model for trainee recruitment of KeP Restaurant was created by writer because HRD The K. Resort Ubud Bali does not yet have a standard that becomes a benchmark in recruitment and selection practices to make it easier to recruit trainees later. Reference Check which in the first point refers to the educational background of each candidate who applies through the collection of Curriculum Vitae. HRD will prioritize trainees who are currently studying in college, the minimum is Diploma-I. This is because HRD wants to minimize the occurrence of work errors and human errors in working so the hotel will minimize losses in any form.

The bazaar that was held by HOD KeP Restaurant of The K. Resort Ubud Bali facing difficulties because the number of outsider and inhouse guests who visit cannot be predicted due to the lack of the pandemic can be controlled and the proliferation of new virus mutations, new cases of covid-19 infection, so HOD also needs to think about strategies to reduce operational costs, therefore recruiting trainees is a solution to the problems faced by hotels. Despite of the decision of the Minister of Health of the Republic of Indonesia No. HK.01.07/MENKES/328/2020 and No. HK.01.07/MENKES/382/2020 about regulation to prevent Covid-19 where One of the important points explained, it says every person in hotel area have to put 2 meters distances in one to another to prevent the virus spreads. Therefore, General Manager of The K. Resort Ubud Bali before the re-opening of the hotel cut off the work rights of some staffs who do not have a permanent contract and cut the working hours of remains staffs in order to implement these rules. On the same occasion to keep the operations going under control, cover staff shortages, and reduce high hotel costs also eight trainees but worked half day considering the social distancing regulations of 2 meters which must always be set. Also, if there is information that has been received that is not clear to prospective trainees, then the trainees will ask further regarding information on opening trainee vacancies by contacting the contact person, in this case the Human Resources Department. The trainee candidates who have brought their application letter and curriculum vitae will next be scheduled for an interview procession. after bringing the application letter and curriculum vitae. The Human Resources Department then begins to carry out the interview stage procession to select suitable trainees according to the desired department.

Internal Job Posting means a system where HRD will announce vacancies to the public in the area where The K. Resort Ubud is located through its staff. Internal Job Posting is a fairly common practice in many regions, some of which have even set regulations with their respective regional autonomy rights. The reason the hotel prioritizes doing this system is because the hotel requires trainees who really know the hotel well, as well as the area around the hotel. It was conveyed that in addition to the things already mentioned, security and health reasons in the new normal era during this pandemic were also an indirect consideration. The more local trainees who are from the same area of origin as the hotel, the easier it is for HRD and other senior staff to control operational activities at the hotel. Also the liaison with university in this the Pramana Experience has a partnership with one of the tourism and hospitality universities in Bali, namely Elizabeth International where this collaboration is for the benefit of both parties, the hotel and the university.

By using interview during the recruitment process HRD can have more opportunities to be able to do a more detailed approach to character in order to find the right trainee candidates for The K. Resort Ubud Bali. In addition to character, HRD concluded that this system could also help him select trainees who were familiar with hospitality standards. It also said in the research of Sow Hup Chan and Oi Mei Kuok (2011) "A Study of Human Resources Recruitment, Selection, and Retention Issues in the Hospitality and Tourism Industry in Macau." Interview is the most important selection method during the assessment stage of the employee, as they said interview is a very relevant method because interviewer and interviewee can freely interact face to face than other method in the research.

Since the beginning of the establishment of The K. Resort Ubud Bali, KeP Restaurant has become the target of international tourists. They will compete to make reservations to enjoy a romantic dinner atmosphere at KeP Restaurant. Even though we are currently still in a pandemic period, and the spread of COVID-19 cases is still high, the two departments, both HRD and KeP Restaurant of The K. Resort Ubud Bali, still need trainees who can speak English well in order to participate. handle foreign guests who may still be staying in Bali during the pandemic. Then it was more clearly explained by the Senior Admin of HRD The K. Resort Ubud Bali who also added his explanation, which is where the hotel, especially HRD, he is happier to recruit trainee candidates who are more ready to receive new experiences and lessons than trainee candidates who have mastered the restaurant field. The researcher then asked further about the characters that HRD glanced at, he admitted that he provoked the trainee candidates, during the interview process, to answer all the questions that were raised. HRD claims that if the trainee candidate is rigid and clings to his own concept, HRD will rethink recruiting the trainee.

The educational background is believed by HRD that trainees who are currently university students are more capable of being released and dare to practice lessons from the industry directly and of course have high self-confidence. He also believes that this will bring mutualism between the trainees and the staff at the KeP Restaurant to be able to discuss and provide each other with corrections and suggestions. Even though during the new normal normal era as it is now, by taking into account all the standards, purposes and objectives of holding job on training vacancies, trainees who have been recruited through HRD must be standardized with the image that The K. Resort Ubud Bali has in the public so that in order to maintain the hotel's good name and as a form of proof that The K. Resort Ubud Bali through KeP Restaurant remains prestigious.

The need to accept trainees is a solution that can solve the hotel's internal and external problems. First, by accepting trainees, other considerations arise in the midst of a pandemic. The need to accept trainees is a solution that can solve the hotel's internal and external problems. First, by accepting trainees, the number of which adjusts to the operational needs at KeP Restaurant at this time, is able to fulfill the vacancy of the workforce due to the termination of work rights by several staff in the restaurant. The acceptance of these trainees cannot be normalized like the previous system, trainees recruited in this new normal era can only work for half a day and without getting a lunch break, this is considered by HRD, General Manager, and HOD in reducing the value of hotel costs so as not to booming. The second consideration is that The K. Resort Ubud Bali can survive running operations, especially at KeP Restaurant

which is still open and ready to wait for guests to come to visit, for this reason the General Manager agreed to accept trainees with the consideration that these trainees will also get jobs to undergo on-the-job training. their job training. The amount adjusts to the operational needs at KeP Restaurant at this time, able to meet the vacancy of the workforce due to termination of work rights by several staff in the restaurant. The acceptance of these trainees cannot be normalized like the previous system, trainees recruited in this new normal era can only work for half a day and without getting a lunch break, this is considered by HRD, General Manager, and HOD in reducing the value of hotel costs so as not to booming. The second consideration is that The K. Resort Ubud Bali can survive running operations, especially at KeP Restaurant which is still open and ready to wait for guests to come to visit, for this reason the General Manager agreed to accept trainees with the consideration that these trainees will also get jobs to undergo on-the-job training.

The first impression point is a basic point because this job deals with many people, so many people will give an assessment of their first impression, this first impression will also be a representation of this hotel, so that tourists can have a good impression on the hotel through its employees. First impressive will leave a fairly deep impression so that tourists have good assumptions about employees, which as explained above that this first impression will be something meaningful for the comfort of the tourists, several things that can be a factor that drives the first impressive are face The charming thing, in addition to providing beautiful Balinese views, the charming looks of the employees are also the reason why some tourists can feel at home or last a long time in the restaurant environment, with a beautiful view, the appetite of the tourists will increase, besides body gestures, mimic faces can also be a driving force for increasing first impressions where this will give a good suggestion for tourists in assessing this resort, besides appearance and neatness of dress can also be a motivating factor for tourists to give first impressions to employees, which This will lead to an assessment of how the resort pays attention to the aesthetics of dress which is an attraction for the resort itself.

Second most valued point by HRD is attitude, he mentioned to build the characters according to standards in The K. Resort Ubud Bali starts from a humble yet open attitude, it is the main reason from HRD give 40% score for this point. Attitude is a picture of the human mindset that is expressed in an action which is the result of a reaction to the interaction of both humans with the environment and humans with humans, attitude can greatly affect the comfort of tourists and employees, where employees will be able to work together. each other, while for tourists it is how employees behave to tourists, according to the interviewee attitude is how to serve tourists and how employees communicate with tourists this is illustrated by how employees talk to tourists whether employees will look tourists in the eye, whether employees will smile when serving participants.

Speaking in English is the basic competency of trainees to be able to communicate with foreign tourists, this ability will greatly help the resort to be more "friendly" with foreign tourists, according to the resource person, if there is no pandemic, many foreign tourists come to the resort, this of course forces the employees to have to work. at least understand what foreign tourists are conveying so as to prevent miss communication. So, it can be concluded that speaking in English is a basic that must be needed in various tourist destinations so that they can communicate with tourists, where Bali is famous for the many foreign tourists who visit. The same previous research by S. H. Chan and O. M. Kuok (2011), good verbal speaking is very much valued during recruitment test. Through their discussion, the interviewer expects the trainee candidates to have a good basic English communication.

The point of enthusiasm for learning is the point where it is intended so that trainees can develop both mentally and abilities, the spirit of learning according to the resource person is a description of the characteristics possessed by trainees or employees. The depiction of the spirit of learning is judged by how productive and intentional a person is to explore an activity as said by the resource person, the resource person believes that if a person has a productive spirit, then he has a strong intention to learn from mistakes and evaluate it for improvement, this is certainly a problem advantage for the company because employees can evaluate their mistakes and make changes.

In this first stage of carrying out recruitment, it is explained that HOD is the first party who will inform the number of trainees needed for operations in their respective departments. This is because HOD has targeted sales revenue each month. In the case of this study, HOD KeP Restaurant of The K. Resort Ubud Bali applies a bazaar promo every month to meet this target, but because the number of outsider and inhouse guests who visit cannot be predicted due to the lack of the pandemic can be controlled and the proliferation of new virus mutations, new cases of covid-19 infection, so HOD also needs to think about strategies to reduce operational costs, therefore recruiting trainees is a solution to the problems faced by hotels.

Based on the decision of the Minister of Health of the Republic of Indonesia No. HK.01.07/MENKES/328/2020 and No. HK.01.07/MENKES/382/2020, Indonesian Hotel and Restaurant Association delivered a manual book in order to prevent Covid-19. Through this book, it mainly focused the new normal regulation that each hotel in Indonesia should follow, no exception for The K. Resort Ubud Bali. One of the important points explained, it says every person in hotel area have to put 2 meters distances in one to another to prevent the virus spreads. Therefore, General Manager of The K. Resort Ubud Bali before the re-opening of the hotel cut off the work rights of some staffs who do not have a permanent contract and cut the working hours of remains staffs in order to implement these rules. On the same occasion to keep the operations going under control, cover staff shortages, and reduce high hotel costs, General Manager gives his approval to recruit a minimum number of trainees as Head of Department needed, which is eight trainees but worked half day considering the social distancing regulations of 2 meters which must always be set.

After the General Manager gives his approval, the next flow is that Human Resources will open vacancies whose information is disseminated through social media and/or the installation of pamphlets on bulletin boards in the hotel's surroundings and not only that, to speed up the fulfillment of the quota for the number of trainees, Human Resources through hotel staff also took part in disseminating information to their closest relatives and/or acquaintances. If there is information that has been received that is not clear to prospective trainees, then the trainees will ask further regarding information on opening trainee vacancies by contacting the contact person, in this case the Human Resources Department. The trainee candidates who have brought their application letter and curriculum vitae will next be scheduled for an interview procession. after bringing the application letter and curriculum vitae. The Human Resources Department then begins to carry out the interview stage procession to select suitable trainees according to the desired department.

The Human Resources Department explained that it is undeniable that invitations to conduct interviews will take precedence for prospective trainees who are recommendations entrusted by the staff working at Pramana Experience. This shows a belief held by the Human Resources Department that prospective trainees who have relatives recommended by the staff working at Pramana Experience already know more about management and even the hotels under its auspices.

Conclusions

Ensuring hotel operations can run in the midst of a pandemic is indeed very difficult, there are many things that concern all individuals at the hotel, especially The K. Resort Ubud Bali. This five-star hotel that has become global because its restaurant is open based on the regulations of the new era, the new normal era. At the same time, to recover business losses and to rebuild the positive image in the mind-set of the guests it is essential to initiate strong marketing and promotional campaigns by promoting flexible services' as a strategic tool to attract potential customers in The K. Resort Ubud Bali and achieve the effectiveness of the resource management strategy, it is necessary to know the considerations used by Human Resource Dept of KeP Restaurant in recruiting the trainee of Food and Beverage Service and analyse the most important point to pass the recruitment. The data analysis technique used in this research is descriptive qualitative sourced from interviews and questionnaires to several Trainees in the service section of KeP Restaurant, Human Resource, and Restaurant Manager.

Through this research, the researcher brings a recruitment model which is a combination of recruitment and selection practices, which would be very good if it could be applied by

hotels and used as a reference for recruiting trainees later. The simple model of combining the two is, starting from the collection of application forms where HRD can learn details that can be considered in inviting trainees to the next stage, the interview test. In addition, researchers can also conclude that the important points that enable trainees to pass the interview stage have been adjusted during the Covid-19 pandemic. First Impression is very influential on the skills and character of a trainee. Looking beautiful in the eyes is the key for someone who works in front liners, as an additional point in the assessment is a good attitude during interviews, communicates in English very fluently, and has self-motivation that shows if the trainee is ready to accept suggestions, reprimands, and new learning. This assessment is then used as a standard for operational sustainability that can be maintained very well even in the midst of the new normal era.

KeP Restaurant as one of the facilities at The K. Resort Ubud Bali which is always visited by guests, both staying guests and outsiders is certainly the center of attention of the entire hotel. The number of activities that occur requires staff who work in restaurants to be more active and innovative at work, even if they are trainees. Not only intelligence in the form of hard skills, but soft skills such as being quick to respond when you see a guest in trouble and immediately helping him is something that should be considered normal as a hotelier, especially in the restaurant sector. In this case, the author hopes that the Human Resources Department will go through the interview process before accepting trainees to consider it more seriously. Through this research, the researcher suggests that in the middle of the interview procession, questions are asked to trainees in the form of cases that often occur in restaurants which will then be answered in the form of solutions by the trainees, at least the Human Resources Department can assess the actions and thoughts of the trainees. In this way, the Human Resources Department will be able to accept more reliable trainees.

In carrying out on the job training activities, research suggests to hotels to maximize trainees in the future, it would be better if recruiting trainees in small numbers but fully employed, which is eight hours of work. During the pandemic, The K. Resort Ubud Bali cut trainees' working days and hours when compared to trainees in previous periods. This cutting of working hours aims to reduce costs considering the difficulty of guests arriving since the Covid-19 virus attacked. Researchers while undergoing on the job training at KeP Restaurant in the Food and Beverage Service section observed that this was not effective enough to implement. Often trainees, including researchers, are asked to extend because of the large number of guests who arrive after the trainee's working hours are over, but at the same time several times the restaurant staff gets reprimanded for having too many personal charges in the restaurant and this can disturb the view of guests. So with this imbalance, the researcher suggests the hotel through the Human Resources Department which is approved by the General Manager to cut the number of trainees but provide the opportunity to work full hours.

This study also suggests to trainees who have or will undergo on the job training activities or work in the hotel industry, especially in front liners such as restaurants, to be more confident in serving guests using English. Working as a trainee at KeP Restaurant, which is the number 2 best restaurant in the world according to tripadvisor, requires trainees to be able to communicate in English. Even in a pandemic atmosphere, researchers often see restaurants crowded with foreign guests, the lack of trainees in the restaurant who can confidently speak English has sacrificed some staff to stay longer until they finish serving the foreign guests. In addition to the trainees, the researcher also suggested to the Human Resources Department for more in-depth interviews in English.

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