



Analysis of Employee Training Program Implementation in Hotels: Improving Service Quality Through Human Resource Development

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ABSTRACT

Keywords:

Employee Training,
Service Quality,
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This study aims to explore the influence of employee training on service quality at Hotel Lawaka in Ampana City. The method used is a qualitative design with a case study approach, in which data were collected through in-depth interviews, observations, document analysis, and audio-visual documentation. The study's results indicate that employee training at Hotel Lawaka plays a significant role in improving employees' technical skills, professionalism, and work attitudes. Training that involves competent instructors, relevant materials, and interactive methods grounded in hands-on practice enhances service quality and guest satisfaction. Although there are challenges related to employee burnout and limited training, adaptive instructors and tailored training methods that address employees' practical needs have proven effective. This study contributes to the literature on employee training in the hospitality sector and offers practical solutions to improve service quality in hotels with limited resources. The findings also provide recommendations for hotel management to improve employee training programs in a more systematic and structured manner.

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INTRODUCTION

Employee training in the hospitality sector is essential to improving service quality and customer satisfaction (Husna et al., 2024; Hussein et al., 2023). The training aims to improve employee skills and knowledge in the areas of service, communication, and technology adaptation. This study highlights the importance of appropriate training to enhance employee professionalism and performance, consistent with Firdaus' (2025) findings that training can update employee skills and knowledge, contribute to customer satisfaction, and operational efficiency (Firdaus, 2025).

The main problem faced is the lack of effective training, which impacts service quality. Employees do not fully master the necessary communication, foreign language, and service management skills (Mendes et al., 2023; Idris et al., 2025; Najiburrahman et al., 2025). Technical issues such as internet disruptions and power outages also affect service quality, which in turn reduces customer loyalty and hotel performance (Limsawaddiwong et al., 2025). Unstructured training and a lack of communication skills are key issues affecting guest interactions (Cheng et al., 2023). Technical issues also worsen the customer experience and increase management's challenges in improving employee performance (Zohaib, 2024; Munawwaroh et al., 2024).

This study aims to explore the factors influencing training and service delivery at Hotel Lawaka and to find solutions to improve the quality of human resources in the hospitality sector. Previous studies, such as Trenggonowati (2025), discussed the importance of training but focused primarily on large hotels. This study fills this gap by focusing on training in small and medium-sized hotels, given the challenges of limited resources (Mer et al., 2024).

This study offers novelty by focusing on more contextualized training tailored to the specific needs of Hotel Lawaka. This differs from previous studies that focused solely on general training theories. This study aims to provide concrete contributions with applicable recommendations for improving service quality in local hotels facing similar challenges. This study aims to explore the relationship between employee training and service quality and to find solutions for managing effective and sustainable training programs. The results are expected to provide practical recommendations that can improve employee performance and customer satisfaction, which positively impact hotel performance.

In the context of education, employee training in the hospitality sector requires a holistic approach, combining technical skills and character development (Talukder et al., 2024). Continuing education is crucial for increasing employee motivation and preparing them to face industry challenges (Yertas., 2024). This study emphasizes the importance of integrating educational aspects into training programs to create a productive and innovative work environment.

RESEARCH METHOD

This research employed a qualitative design with a case study approach to explore the effectiveness of employee training programs in improving service quality at Hotel Ampana City. This approach was chosen because it allows for an in-depth understanding of the phenomena occurring on the ground, by exploring the experiences, perceptions, and dynamics between the relevant parties. Hotel

Lawaka was chosen as the research location because it represents the characteristics of hotels in the area and is currently undergoing a process of evaluating and improving its service quality. This research is expected to provide relevant insights for improving training programs and HR management in similar hotels.

Data collection techniques in this study included in-depth interviews with business leaders, managers, and employees to explore their perceptions of training and its impact on service quality. In addition, direct observations were conducted to observe interactions between employees and guests and identify technical issues affecting service. Document studies were also used to analyze training reports and service evaluations, while audio-visual documentation helped strengthen the data and maintain the authenticity of the information collected. During the analysis process, the researchers utilized NVivo 12 Plus software for Windows to assist in coding, categorizing, and visualizing research themes to ensure a more systematic, structured, and scientifically accountable analysis.

RESULT AND DISCUSSION

The results of the study, conducted through interviews with six informants working at Hotel Ampana City, are shown in the following Table 1,

Table.1 Informant Classification

Age	Gender	Position	Length of Service
30 years	Female	<i>Accounting & Receptionist</i>	8 years
21 years	Male	<i>House keeping</i>	2 years
43 years	Female	<i>Receptionist</i>	8 years
24 years	Male	<i>House keeping & Receptonist</i>	3 years
24 years	Female	Hotel Visitor	-
22 years	Female	Hotel Visitor	-

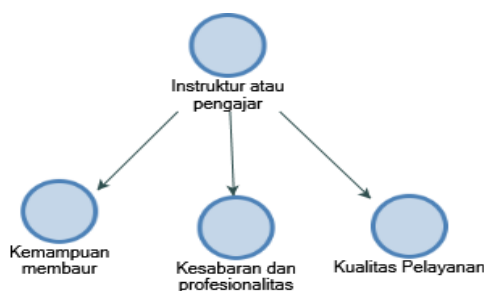
The analysis shows that employee training at Hotel Lawaka focuses on improving professionalism, skills, and service quality. Words such as method, instructor, and participant illustrate the relationship between the training, the stakeholders, and its benefits in daily work, emphasizing the role of training in improving competence and service quality.

Instructors or Teachers

In this study, instructors or teachers at Hotel Lawaka play a crucial role in improving service quality through employee training. Instructors or teachers here are defined as individuals responsible for transferring hospitality-related knowledge and skills to employees. Instructors not only provide training

materials but also create a conducive learning environment for participants. The instructor's ability to interact with, be patient with, and be professional in dealing with diverse participant personalities is a crucial factor influencing the success of the training. Furthermore, the instructor's ability to demonstrate and teach practical skills also determines the training's impact on the quality of service provided by hotel employees.

Figure 2. Instructors and Teachers



Based on interviews and observations, instructors at Hotel Lawaka were able to create a comfortable and interactive training environment, making the material easy to understand and maintaining participants' attention. Instructors were able to adapt to the diverse backgrounds of participants, although some informants felt that instructors needed to be more patient, especially when dealing with participants with limited knowledge. Despite initial challenges, participants felt more confident and proficient after several months. These findings suggest that instructor qualities, including social skills, patience, and professionalism, significantly influence training success and service quality improvement. The observed pattern suggests that instructors who were able to adapt and demonstrate patience helped participants overcome initial difficulties and apply learned skills, which contributed to improved service quality at the hotel.

Training Participants

Training participants at Hotel Lawaka are employees selected by management based on the hotel's needs and human resource development goals. The operational definition includes a limited number of participants for efficiency, interactive teaching methods to promote engagement, and the opportunity for employees with diverse backgrounds and experience to participate without specific requirements. This approach ensures inclusive training while improving skills and knowledge for better job performance.

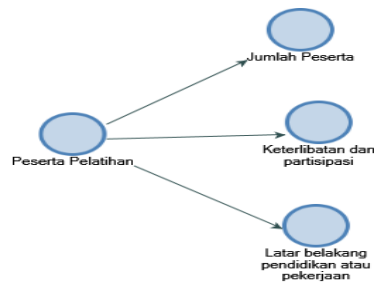


Figure 3. Training Participants

Based on interviews and observations, Hotel Lawaka's training involves a limited number of participants selected by management for focus and effectiveness. Interactive methods, like games and group discussions, enhance participant engagement and understanding, aligning with Rahmadani (2020). This approach allows for intense interaction and personalized attention, improving employee skills and competencies. The pattern shows that inclusive training, regardless of background, boosts skills. Management's involvement in offering training to all employees fosters equitable human resource development and supports improved work quality at Hotel Lawaka.

Training materials

The training materials at Hotel Lawaka are designed to improve the skills and knowledge of employees in the hospitality industry. The materials are presented in a simple and easy-to-understand manner, using clear language and relevant examples. The materials' relevance to employees' job challenges and their relevance to daily tasks, such as customer service and hotel operations, ensures that the training can be immediately applied on the job, thereby improving employee performance and service quality.



Figure 4. Training materials

Based on interviews with informants, the training materials at Hotel Lawaka were considered easy to understand and highly relevant to employees' jobs. Informant 1 stated, "The words used were easy to understand and quickly absorbed," indicating that the instructor used simple language that created a

comfortable atmosphere. Informant 2 added, "The material was very clear and connected to our work," indicating that the training provided practical knowledge that was directly applied in the workplace, such as interacting with guests and handling complaints. Observations also showed that participants were very active in training sessions that involved discussions, questions and answers, and practical case studies, indicating that the material was directly applied in the workplace. The emerging pattern suggests that training that is tailored to practical needs and easy to understand is effective in improving performance and service quality.

Training Methods

Training methods at Hotel Lawaka refer to the methods used to deliver training materials to employees to improve their skills and knowledge. In this context, the training methods in question can be divided into two main types: face-to-face (offline) and online. The operational definition of this training method refers to the implementation of training conducted on-site, with direct interaction between the instructor and participants. In face-to-face training, participants are given the opportunity to communicate directly with the instructor, ask questions, and receive live demonstrations of the techniques or procedures they must perform in their jobs. Furthermore, this training also adheres to the hotel's standard operating procedures (SOPs) and provides participants with the opportunity to practice the skills taught in the field.



Figure 5. Training Method

According to interviews, face-to-face training at Hotel Lawaka proved effective in improving employees' practical skills. Informant 1 stated, "The training was conducted offline, face-to-face," which allowed direct interaction with the instructor for clarification. This method is more effective for practical skills that require demonstration. Informant 2 added that the training materials always referred to standard operating procedures (SOPs), ensuring employees understood and carried out tasks according to expected standards, improving service consistency. Observations also showed that hands-on training increased

employee confidence and preparedness, as Informant stated, "I immediately put it into practice in my daily work." The emerging pattern suggests that face-to-face training that referred to SOPs and provided opportunities for hands-on practice contributed to improved skills, confidence, and service quality at Hotel.

Service reliability

Service reliability at Hotel Lawaka is determined by three main factors: professionalism, work reliability, and responsibility for tasks. Professionalism encompasses communication skills, friendliness, and a professional attitude in facing challenges. Work reliability reflects an employee's ability to complete tasks according to standards and meet guest expectations. Responsibility for tasks encompasses an employee's commitment to working responsibly, despite facing challenges such as a shortage of personnel. The training provided plays a role in improving employee performance in providing satisfactory service.

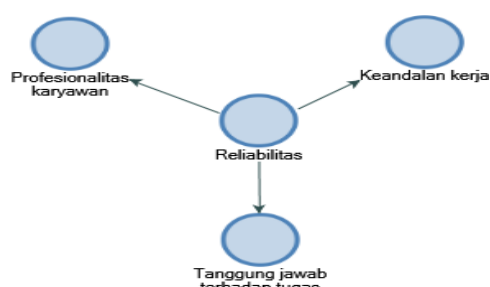


Figure 6. Service Reliability

Based on interviews, most Hotel Lawaka employees are committed to improving their professionalism even though fatigue sometimes affects the quality of service. Informant 1 stated, "Sometimes when I feel too tired, the way I serve or deal with guests is still not good," but they still try to improve. The reliability of employee work is reflected in the fast and effective response to guest requests, as expressed by Informant 2. Training plays an important role in improving skills, especially in handling guest complaints. Observations show that despite challenges, employees maintain professionalism, actively greet guests, respond to complaints, and complete tasks quickly and efficiently, improving the quality of friendly and responsive service.

Service responsiveness

Service responsiveness at Hotel Lawaka includes the speed of responding to guest requests and the promptness of handling complaints. Response speed refers to the ability of employees to promptly respond to guest requests, while promptness in handling complaints involves resolving issues in an effective and professional manner. Speed and promptness in responding are crucial for

increasing guest satisfaction, building customer loyalty, and ultimately improving the quality of hotel service.



Figure 7. Service Responsiveness

Employees at Hotel Lawaka respond quickly to guest requests with a high level of friendliness. Informant 1 stated, "All the employees are very friendly and always smile," demonstrating the speed and friendliness that enhance the guest experience. Informant 2 added, "They always smile and respond quickly." The importance of speed and accuracy in service. Observations indicate that training helps employees handle complaints patiently and professionally, creating a consistent experience and strengthening the relationship between guests and the hotel.

Empathy service

Empathetic service at Hotel Lawaka encompasses employees' understanding and responding to guest needs and complaints with attention, friendliness, and courtesy. Three key aspects of empathy are good rapport with guests, friendliness, and attention to guest needs. Employees maintain positive interactions despite complaints, and provide timely attention and responses. A friendly and courteous attitude contributes to a positive guest experience. All of this is essential for building customer loyalty and creating a positive hotel image.

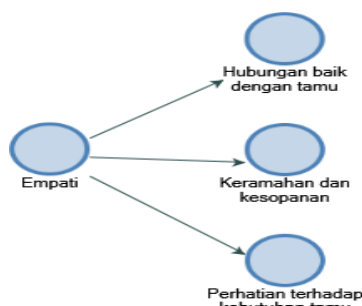


Figure 8. Empathy service

The relationship between employees and guests at Hotel Lawaka is very positive, despite frequent complaints. Employees strive to maintain good

relationships and build closeness with guests, and always show friendliness and politeness, as expressed by informants. This friendliness creates a pleasant atmosphere, increasing positive perceptions of hotel services. High service empathy, including quick responses to guest requests and complaints, plays a major role in increasing guest satisfaction, customer loyalty, and a positive hotel image, which are key to improving service quality at Hotel Lawaka.

Physical evidence

Physical evidence of hotel services includes facilities and infrastructure that support guest comfort, which are analyzed through three indicators: completeness of facilities, ease of use, and additional needs. Completeness of facilities includes clean rooms, meeting rooms, entertainment, and dining areas. Ease of use relates to cleanliness, comfort, and a hotel atmosphere that supports relaxation. Additional needs, such as security and parking, are also important to create a sense of security and comfort for guests. All of these factors play a role in enhancing the guest experience and satisfaction at the hotel.

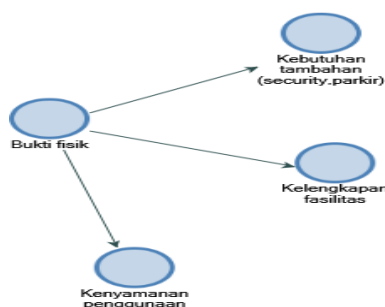


Figure 9. Physical evidence

The facilities at Hotel Lawaka were considered complete and met guest needs, with clean, well-appointed rooms and additional amenities such as a hall and cafe that provided comfort. Although the main facilities were good, guests desired improvements in additional amenities such as security and better organized parking. Observations showed that while the main facilities supported comfort, security and parking management needed to be improved to create a sense of security and comfort. These improvements would increase guest satisfaction, strengthen the hotel's image, and foster customer loyalty.

DISCUSSION

The results of this study indicate that training at Hotel Lawaka has a positive impact on employee service quality, with a focus on professionalism, work reliability, and empathy in service delivery. This finding aligns with existing literature, such as that expressed by Putri and Lestari (2024), who emphasize the importance of open interaction between instructors and

participants to enhance training success (Lestari, 2024; Santoso & Haryani, 2021; Nugraha & Sari, 2021). Instructors who possess good social skills and are able to adapt to participants' personalities contribute to creating a conducive learning environment (Sukarno et al., 2024; Sobirjonovich, 2025; Hidayat & Ramadhani, 2020). This is reflected in interviews with informants who stated that instructors at Hotel Lawaka are able to make training engaging and maintain participants' attention, which is crucial for training success. The effectiveness of face-to-face training for practical skills (Leow et al., 2023; Leow et al. (2023)).

However, although the training at Hotel Lawaka was effective, several discrepancies with the literature were identified. For example, despite the instructor's positive approach, some informants felt that the instructor needed to be more patient, especially when dealing with participants with less background knowledge (Hagen et al., 2024). This highlights the potential challenges faced in training employees with varying levels of knowledge and experience, which are not fully reflected in the existing literature. Research by Hidayati and Rukmana (2021) revealed that instructor patience is crucial in addressing these differences, a finding also evident in the findings of this study (Indonesia et al., 2025; Warosari et al., 2025; Zuhdi et al., 2024). Employees who struggled initially but then improved over the months, as expressed by Informant 4, demonstrate that despite these challenges, with proper guidance, positive outcomes can be achieved.

The theoretical implications of these findings confirm the importance of an adaptive instructor in the training process. Teaching that adapts to participants' needs and creates an inclusive atmosphere can accelerate employee skill and knowledge development (Sharma, 2024; Sanjani, 2024). This supports learning theories that emphasize social interaction as a determining factor in effective learning, the zone of proximal development, which states that effective instructors can guide participants to learn more quickly with support appropriate to their level of understanding (Lambright, 2024; Rahman, 2024). Hotel Lawaka successfully implemented this theory by adapting training methods that included direct interaction and opportunities for hands-on practice.

Practically, the results of this study indicate that training methods using face-to-face and hands-on practice are highly effective in improving employee skills at Hotel Lawaka. This training not only provides theoretical knowledge but also allows employees to apply it in their daily work. This supports findings in the literature that practice-based training, as described by Rahmadani (2020), improves employee understanding and skills more effectively than theoretical methods alone (Purba, 2025; Iqbal, 2025; Ataman et al., 2024). By integrating hotel SOPs into training, Hotel Lawaka ensures that employees not only master practical skills but also perform their tasks according to applicable standards,

contributing to improved service quality at the hotel (Liasidou, 2024; Kyalo, 2023).

The patterns emerging from this data also indicate that training based on an inclusive and responsive approach to participants' needs, as well as the application of material relevant to their jobs, increases guest satisfaction and customer loyalty. Although most employees already possess basic skills, training tailored to job requirements can accelerate their adaptation and improve overall service quality (Viterouli, 2024; Kvirchishvili, 2023). This has implications for improving service quality at Hotel Lawaka, which not only improves employee skills but also strengthens relationships with guests, in line with the theory of the importance of customer experience in the service industry (Veloso et al., 2023). Therefore, training tailored to employee needs and job challenges has proven to be key to enhancing professionalism and the quality of service provided.

CONCLUSION

The employee training program at Hotel X, Ampana City, plays a crucial role in improving service quality by enhancing employee competency, including technical skills, professionalism, and work attitudes. Training involving competent instructors, relevant materials, and interactive, hands-on methods positively impacts guest service and satisfaction. This research expands the literature on the importance of employee training in the hospitality sector and demonstrates how tailoring training to employees' practical needs can improve service quality in hotels. This study has limitations, including the limited number of participants and its focus on only one hotel in Ampana City. Therefore, future research is recommended to involve a larger sample and hotels with different characteristics to obtain a more comprehensive picture of training effectiveness.

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