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## APPENDIX

On January 4, 2023. Vincent as the interviewer, conducted an interview with Mr. Ali, who is a staff at an outlet regarding the Payroll, Reporting and analysis, Performance Management, Compliance and employee service.

Vincent: What is the main task of a payroll

Ali: The task of payroll is to record employees so that later he is in charge of paying fees to every employee who works.

Vincent: What if there is an error in the payroll process?

Ali: If there is a problem, it will usually be made sure first because it is usually an error in the system. The Payroll team itself also has manual data so that if a system error occurs they will see manual data.

Vincent: Is reporting and analysis very important for a hotel?

Ali: Yes, this is very important for hotel operations such as incoming and outgoing finance reports, employee performance reports and also hotel occupancy data.

Vincent: What should be included in reporting and analysis so that everything is recorded properly?

Ali: of course the incoming and outgoing finances as well as all hotel operational activities.

Vincent: If there is an error reporting a data what will happen and what solution will be done?

Vincent: What is the process sequence of reporting and analysis in a hotel?

Ali: The order is usually through each department head to the director of each department so that later each director will report to the manager and general manager.

Vincent: What is the main purpose of performance management?

Ali: The main purpose of performance management is to control and analyze the performance of all employees.

Vincent: Can performance management know all the performance of employees?

Ali: Yes, of course because all employee performance will be seen through each of their departments.

Vincent: How does performance management do its job?

Ali: Assisted by the head of the department who reports each staff to HRD. So that the performance of each employee can be known.

Vincent: What does performance management do if it finds out that an employee is underperforming?

Ali: Usually there will be time for the initial 3 months to be seen, if the employee is unable to develop and is not working well then he will be terminated. Also, if a fatal error has been made, there will usually be a number of warning letters. The warning letter limit is up to 3x.

Vincent: What are the main assessments that become the benchmark for an employee to have a good performance value?

Ali: What is certain is the employee's performance and the responsibilities of the employee in all of his work. As well as the ability and knowledge of employees who are usually very important to carry out work

Vincent: What rules must all employees follow?

Ali: The regulations already exist and are made by the hotel. For example, working with safety, where all employees must follow the ways of working according to the SOP so that work accidents do not occur. Then time works to be on time. Not only that, a neat appearance is also very much needed because they work in the form of services so that their appearance will be seen by all guests.

Vincent: How can all employees comply with all existing work regulations?

Ali: First, all employees must know the existing regulations. After that learn to work according to these rules. Usually the rules will be notified before they start work on the first day.

Vincent: Are there any penalties for non-compliant employees?

Ali: Obviously there is a penalty for violating by giving a warning letter. The warning letter itself has a maximum of 3x. After the third letter will be issued. For the form of punishment itself based on the offense made.

Vincent: Are you sure that all the checks that have been carried out are going well and all employees are obedient?

Ali: Self-control at this hotel is very tight because all employee activities are monitored on CCTV.

Vincent: Have you ever experienced a loss due to an employee who did not comply with the rules that had been made?

Ali: Yes, of course, the most basic is getting compliance from guests. There may also be equipment damage caused by not using the tool according to its function.

Vincent: What is included in the employees service?

Ali: Employees service at this hotel is like a facility for employees to support their performance such as chill rooms, canteens, clinics, locker rooms and laundry. There are also rooms for those who work the night shift.

Vincent: What are the benefits for all employees working in the hotel?

Ali: Benefits for employees to support them work. Complete facilities make it easy for employees.

Vincent: Do all employees get the same employe service?

Ali: Yes, all employees must have the same rights.

Vincent: With employee service, does it make employees feel more comfortable working and does it improve employee performance?

Ali. Yes, of course because employees feel comfortable and helped by the facilities provided.

Vincent: What if one of the employees protests because he doesn't get the service that has been mutually agreed upon?

Ali: For this problem, we will definitely explore why he didn't get it first. After that, we will give you the exact solution.

On January 7, 2023, 19.00 hours. Vincent conducted an interview with Mrs. Maya who is an HRD staff at Mandarin Oriental Jakarta. Together with Mrs. Maya I asked questions about recruitment, training, on boarding, time and attendance, compensation, and retirement service.

Vincent: What methods are used for employee recruitment?

Maya: Online recruitment and also directly in the workplace

Vincent: How is the recruiting process?

Maya: The recruitment process is carried out strictly and everything starts from the selection of personal data sent by job applicants.

Vincent: What factors are considered in the recruitment process?

Maya: What is certain is the ability and knowledge of employees. As well as the work experience of prospective employees.

Vincent: What problems might occur in the selection recruitment process?

Maya: Some of them entered invalid data so that during the interview they did not know or answer correctly. And also when doing e-recruitment there are usually employees who don't understand technology so they don't fulfill the call for an interview.

Vincent: Why are many companies currently using the e-recruitment method during the recruitment process?

Maya: This method is very helpful for finding employees who are domiciled outside the area and shorten the time because the technology is already very good so that prospective employees don't have to come to the place.

Vincent: What factors need to be considered in workforce planning?

Maya: Of course is the ability or skill, knowledge of the job and also work experience.

Vincent: What are the benchmarks for workforce development in a company?

Maya: The benchmark is the performance development of employees who continue to process and improve. For example, employees begin to understand their jobdesk well and can be responsible and able to master several jobdesk.

Vincent: What is the important role of workforce planning on the company's vision and mission?

Maya: The important role is that the more qualified employees are obtained, it will support the hotel operations to run well.

Vincent: What are the company's internal factors that affect workforce planning?

Maya: Internal factors such as hotel standards for employees who register. Qualifications of the hotel are usually like appearance and knowledge of hospitality.

Vincent: What is main purpose by onboarding?

Maya: To introduce their work environment and introduce habits that are carried out by hotels such as regulations that are in accordance with the standards of the hotel's vision and mission.

Vincent: Is it important to do onboarding?

Maya: I think this is very important because new employees don't know their work environment and the rules that exist in this hotel

Vincent: What are the activities and how long do they take?

Maya; For onboarding, it will usually be explained through presentations and games to find out how much employees understand during the onboarding session. For time alone is usually for 3 days.

Maya: What must be done is item management so that all material that needs to be conveyed by each department is delivered within 3 days.

Vincent: What things are introduced to prospective new employees at the workplace onboarding stage?

Maya: usually employees will be introduced to hotel regulations and also places in the hotel such as outlets and other facilities. Employees are also informed about how to work safely so that there are no work accidents that are detrimental to the hotel or the employees themselves

Vincent: What are the goals in training?

Maya: The purpose of the training is to provide training and understanding according to the rules and customs that exist in this hotel so that new employees can follow all hotel operations according to existing standards.

Vincent: How long is the training period?

Maya: This training is carried out for 1 week when they work after that they will only start to be monitored when they work in their department.

Vincent: How to deal if there are problems with training employees?

Maya: Usually the problem occurs because there are employees who do not attend training properly. The solution is usually he will take part in training again and if it still doesn't work it means there is a problem with the employee.

Vincent: Is training mandatory for hotel employees?

Maya: I think training is really needed by all employees in their new place of work because they don't know where they work at all.

Vincent: How important is time and attendance?



Maya: It is very important because every employee must comply with their working hours and their presence will help the plans that have been planned by each leader for the employees on duty that day. If the employee is not present, the outlet will have a shortage of employees who have been scheduled for that day, thus making operations run a bit hampered.

Vincent: How to manage the time and attendance of each employee?

Maya: To manage time and attendance is usually the job of the leader of each outlet who makes a daily schedule for employees. So all employees already know what day they work and what time they work.

Vincent: What is the most important consideration in awarding compensation?

Maya: Compensation is usually planned if there is a big event. Not only that, sometimes compensation is also based on employee performance. If the employee does a good job and makes one of the awards for the hotel, usually he will get a separate compensation.

Vincent: Why must the establishment of a compensation policy be appropriate and in line with the company's business strategy?

Maya: That has to be because the entire budget spent will be recorded in detail to find out the profits and losses that are being experienced by the hotel.

Vincent: Is the current compensation effective for employees?

Maya: So far the compensation given is in accordance with what they have done and is based on the hotel's finance regulations.

Vincent: Is there a retirement service for employees in a hotel.

Maya: Yes, every company will certainly provide retirement rights to all employees who are in accordance with the retirement category.

Vincent: What do hotel employees get when they retire?

Maya: When Retirement itself is usually in the form of a pension fund or goods. But everything comes back with company policy later.

Vincent: In a hotel, employees usually work based on a contract and many of the employees whose contracts expire they will move on with cases like that how to determine whether they get retirement service or not?

Maya: In this case, retirement services are usually for those who have worked for a long time and for those who have high positions such as directors or other EXCO members.