

**THE SIGNIFICANCE OF TRAINING AND DEVELOPMENT TOWARDS
STAFF MOTIVATION AND STAFF PERFORMANCE: THE CASE STUDY
OF HOTEL X**

By

Christian Bernhard
11303031

BACHELOR'S DEGREE
in

BUSINESS ADMINISTRATION – HOTEL AND TOURISM MANAGEMENT
CONCENTRATION
FACULTY OF BUSINESS AND COMMUNICATIONS

SWISS GERMAN UNIVERSITY

SWISS GERMAN UNIVERSITY
The Prominence Tower
Jalan Jalur Sutera Barat No. 15, Alam Sutera
Tangerang, Banten 15143 - Indonesia

JANUARY 2018
Revision after the Thesis Defense on 17th January 2018

STATEMENT BY THE AUTHOR

I hereby declare that this submission is my own work and to the best of my knowledge, it contains no material previously published or written by another person, nor material which to a substantial extent has been accepted for the award of any other degree or diploma at any educational institution, except where due acknowledgement is made in the thesis.

Christian Bernhard

Student

31st January 2018

Approved by:

SWISS GERMAN UNIVERSITY

Munawaroh, MM.

Thesis Advisor

31st January 2018

Dr. Nila Krisnawati Hidayat

Dean

31st January 2018

Christian Bernhard

ABSTRACT**THE SIGNIFICANCE OF TRAINING AND DEVELOPMENT DEPARTMENT
TOWARDS STAFF MOTIVATION AND STAFF PERFORMANCE:
THE CASE STUDY OF HOTEL X**

By

Christian Bernhard
Munawaroh, MM. , Advisor

SWISS GERMAN UNIVERSITY

Training and Development Department has always been an underrated department. The Training and Development Department of any service institution is the reason to why companies thrive over their competitors in terms of service standards. The Training and Development Department, is a sole department that purely relies on the improvement and training and said service standard towards new employees or even experienced staff members. In this thesis, it will discuss the significance of the Training and Development Department towards the motivation and performance of the staff. In this thesis, Sandals Montego Bay will be the case study, this is due to the fact that the Training and Development Department is placed in the vicinity of Sandals Montego Bay but it has a distinct reporting system, it reports to all three offices, Sandals Montego Bay, Sandals Corporate University (The main office of Training and Development) and Sandals Resorts International (The head company that owns Sandals Montego Bay).

Keywords: Training, Development, Motivation, Performance.



SWISS GERMAN UNIVERSITY

DEDICATION

I dedicate this work towards Sandals Montego Bay. As well as Indonesia's finest service industries that underestimates the use of a Training and Development Department.



ACKNOWLEDGEMENTS

I would like to express my sincere gratitude from the bottom of my heart towards Mr. Gerhard Magis. My Grandfather. The man that continuously supports me in every way possible, every single day with every drop of love. I am the man I am today because of your love and guidance. I would like to thank my number one woman, Ms. Olivia Makagiansar, My grandmother. I will not be able to walk, talk and pray without her. My journey in life has always been to make you proud. Thanks for always having my back Oma!

I would also like to thank SGU for educating me. A special thanks towards Bu Mumun for having my back from semester 1 and helping me throughout the years, especially with my thesis

This research and study would not been done without the help of Mr. Courtney Gray. The Training and Development Manager. Whom I can call my mentor, my good friend and my older Jamaican brother! Thank you for constantly reminding me to do my work and consulting me throughout this research! May God Bless you always!

TABLE OF CONTENTS

	Page
STATEMENT BY THE AUTHOR.....	2
ABSTRACT.....	3
DEDICATION.....	5
ACKNOWLEDGEMENTS.....	6
TABLE OF CONTENTS.....	7
CHAPTER 1 – INTRODUCTION.....	9
1.1. Background.....	9
1.2. Research Objectives.....	12
1.3. Significance of Study.....	12
1.4. Research Questions.....	13
1.5. Hypothesis.....	13
1.6 Scope and Limitation.....	14
1.7 Thesis Structure.....	15
CHAPTER 2 - LITERATURE REVIEW.....	16
2.1 Training and Development.....	16
2.2 Motivation Introduction.....	18
2.2.1 Wiley (1997) Framework on Motivation.....	19
2.3 Staff Motivational Theorems.....	21
2.3.1 Maslow’s Hierarchy of Needs.....	22
2.3.2 Alderfers’ ERG Theory.....	25
2.3.3 Ivancevich et al., (2008), Wanous and Zwany (1977) further theory.....	26
2.4 Employee Performance.....	28
2.4.1 Employee Performance Measurement.....	28
Productivity Results.....	28
2.4.2 Motivation to Performance.....	29
CHAPTER 3 – RESEARCH METHODS.....	30
3.1 Introduction.....	30
3.2 Data Collection.....	30
3.3 Research Instruments.....	32
3.3.1 Quantitative Research Instrument.....	33
3.3.2 Qualitative Research Instrument.....	36
3.4 Population For Quantitative Data.....	38
3.5 Sample For Qualitative Data.....	39
3.6 Ethical Consideration.....	40
3.7 Reliability And Validity.....	40
3.8 Data Analysis.....	41

3.9 Conclusion	41
CHAPTER 4 – RESULTS AND DISCUSSIONS.....	42
4.1 Introduction.....	42
4.2 Hypothesis.....	42
4.3 Quantitative Data	43
4.3.3 The Perspective Of Training And Development.....	51
4.4 Qualitative Research.....	52
4.4.1 Demographics.....	52
4.4.2 Interview Results: Ms.Natasha Sessen.....	53
4.4.3 Interview Results: Mr. Nana Chandrasekar.....	54
4.4.4 Interview Results: Mr. Andre Simms.....	55
4.4.5 Interview Results: Mr. Shinton Dixon.....	56
4.4.6 Motivational And Performance Comparison Section.....	58
4.4.7 Perspective Of Training And Development.....	63
CHAPTER 5 – CONCLUSIONS AND RECCOMENDATIONS	65
5.1 Introduction.....	65
5.2 Findings And Conclusions.....	65
5.3 Limitations	67
5.4 Recommendations.....	67
6. REFERENCES	68



SWISS GERMAN UNIVERSITY