

EFFECTIVENESS ANALYSIS OF “SHANGRI-LA ACADEMY PROGRAM” TOWARDS EMPLOYEES’ WORKING MOTIVATION AT SHANGRI-LA HOTEL SURABAYA

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ABSTRACT

This research has taken place at Shangri-La Hotel Surabaya, an international management hotel. The population of research is 573 respondents. The purpose of this research is to understand the effectiveness of Shangri-La Academy Program and the employees’ working motivation at Shangri-La Hotel Surabaya. The analysis technique uses descriptive quantitative analysis. The result of research showed that there is a dependency between Shangri-La Academy Program and employees’ working motivation Shangri-La Hotel Surabaya.

Keywords: *employee’s working motivation, Shangri-La Academy Program*

INTRODUCTION

Data from East Java Statistic Central Board, the amount of foreign tourists who visited East Java in November 2010 is as many as 16.143 or increasing as much as 29, 95% compared to October 2009 with as many as 12.630 tourists. This increasing amount of foreign tourists is also followed by the increase of length of stay rate (TPK) of starred hotels as much as 51, 16% or 1,57% increase compared to October (Surabaya, Statistic Central Bureau, 2010). In response to that increase of the room’s length of stay rate, the local government of Surabaya attempts to provide various accommodation services to the tourists, which is one of the many aspects that the hotel concerns.

The more hotels that will be built trigger the more tight competition. Therefore, all of

them compete to each other to enhance their facilities and services, to sustain their consumers. As hotel industry is working on the field of service, its success lies on the guests’ satisfaction toward the service. If the service is satisfactory, the guests will be back to stay in again and finally the company’s objective to sustain the consumers can be reached.

To ensure reaching the guests’ satisfaction, it is required to employ qualified employees with high working motivation. The quality of employees can be seen from the level of employees’ daily working motivation. The working motivation itself is a drive to do something, which is influenced by many factors that restrict human activities; capability, physics, intelligence, education and training, attitude, time and place. Somehow, each employee has different working motivation and

capability. Some have high motivation and adequate capability, but some have high motivation with low/poor capability (Ranupandjojo and Husnan, 2002).

Five-star hotels have done various methods to ensure that every human resource could be optimized and their capability and working motivation be developed. One of which can be done by holding trainings. According to Nitisemito (2001), training is one of the important functions to produce qualified employees as such that they can develop and improve their attitude, manners, skills and knowledge along with the company's main objectives.

Based on an interview with the Human Resources Department Shangri-La Hotel Surabaya, the management of Shangri-La Hotel International has a program called Shangri-La Academy Program. Shangri-La Academy is located in University of Sun Yat Sen, Zhuhai, China. Its mission is to develop new professionals that work in the field of hospitality industry by equipping employees with innovative capability, flexibility, and service ethos required by the ever-rapid changing industry.

Shangri-La Academy offer some programs of certification also diploma as well as short courses programs for professionals at all levels, which are training programs for Certificate in Culinary Arts, Certificate in Food and Beverage Service Operation, Certificate in Front Office Operation, Certificate in House-keeping Operation, Advanced Hospitality Management Program. Not only that, this academy also organizes seminars and workshop for all professionals in this industry especially for area of hotel operation, management and English.

Employees who can join this Shangri-La Academy Program are generally employees on Service Leader or Supervisor level above. Somehow, it still leaves possibility for employees of level 5 or Service Associate also to be able to join this program. It depends on the employees' potentials that are regarded poten-

tially developed by their superiors. Up to now, according to the interviews with the Human Resources Department of Shangri-La Hotel Surabaya, Shangri-La Hotel Surabaya has sent around 17 candidates to join the training program since 2001.

The presence of Shangri-La Academy Program is expected to help employees of these program participants able to promote their working motivation upon returning home from the training. Because the headquarter of Shangri-La Hotel argues that this tourism and hotel industry keep developing and changing in a short time, so that is why Shangri-La Hotel must keep on giving trainings that are kept up with new method required in the field later. Employees who have returned from Shangri-La Academy are considered able to own a high working motivation. The importance of working motivation in this case is undeniable as it serves as the measurement of whether the employees have been able to carry out the standard procedure well so that the guests can be satisfied. The guests' satisfaction is the primary goal to achieve by the hotel. Therefore, this research is aimed to know the effectiveness of that program and its relevance with the employees' motivation.

Problem Formulation and Research Objectives

Based on the above background, the problem formulation of this research is: How much the effectiveness of Shangri-La Academy Program contributes toward the promotion of its employees' working motivation. Specifically the aim of this research is to describe the level of employees' working motivation, to explain whether there is dependence between Shangri-La Academy Program and the level of its employees' working motivation and to describe the effectiveness of Shangri-La Academy Program towards the working motivation of employees of Shangri-La Hotel Surabaya.

LITERATURE REVIEW

Effectiveness Theory

The meaning of effectiveness in general refers to what extent a previously settled goal is achieved. Sastradipoera (2004) also reveals that effectiveness is “a condition that indicates the level of success of management in achieving the previously settled goal”. Schemerhorn (2001) explains effectiveness is “the achievement of the output target that is measured by comparing the budget output or the-should-have-been (OA) with the realization output or the-should-have-been (OS) if $(OA) > (OS)$ is called effective”.

Siagian (2000) reveals several things that become the criteria in the measurement of effectiveness. It can be measured through several things, namely “the clearness of goal to achieve, the clearness of goal achievement strategy, analysis process and steady policy formulation, matured planning, accurate program arrangement, the availability of work infrastructure and structure, efficient and effective implementation, supervision and constructive controlling system”. From some meanings of effectiveness, it can be concluded that effectiveness is a measurement that states to what extent the previously settled target (quantity, quality and time) can be achieved by the management.

The Theory of Job Training

According to Nitisemito (2001) and Rivai (2005), “Job training is a company activity to improve and develop attitude, skills, manners and knowledge of the employees in accordance with what is expected by the company”. According to Gomes (2001), Mangkuprawira (2003) and Simanjuntak (2005), “A training is every effort to improve the working performance of a certain job that belongs to his/her responsibility”. According to Dessler (2011) “is a process of educating new employees or the existing ones about the basic skills that they require to carry out his/her job.” From

several opinions of experts above, it can be concluded that job training is a company activity intended to improve and develop attitude, manners, skills and knowledge of employees in accordance with the company’s intention.

According to Hariandja (2002), there are two methods of training, namely: on the job training, that is, training someone for certain job by doing it in a work setting, for example: job instruction training, coaching, job rotation, apprenticeship, and off the job training, for example: lecture, video presentation, simulation, role-play, case study, self-study, program learning, laboratory training, action learning.

Shangri-La Hotel Surabaya has some training programs; one of them is Shangri-La Academy Program. This program belongs to off the job training because it is done outside the job location.

Working Motivation Theory

According to Bittel and Newstrom (2004), Mathis (2009), Byars and Rue (2000), “Working motivation is a process in which an individual behaves in a certain way in order to fulfill one’s personal need for survival, security, respect, achievement, power, growth and self esteem”. Working motivation can be defined as a psychological drive of someone to determine direction of behavior in an organization, level of effort, and the level of determination/persistence or resistance in facing hindrance or level of persistence (George and Jones, 2005; Hasibuan, 2000).

The process of working motivation itself consists of three important elements, namely necessity, drive, and stimulus (*incentives*) that can be explained as follows: Necessity is a stress that emerges due to a shortcoming that spurs someone to achieve a goal. The shortcomings can be psychological, physiological or social form. Drive is a condition that causes someone to be active to do an action or behavior for the need of achieving goal. Stimulus

(incentives) is something that is inclined to arouse someone’s intention to work to achieve goal.



Source: Luthans (2006)

Figure 1. Process of Working Motivation

George and Jones (2005) state that the elements of working motivation are such as the followings: 1). upon working, employees can develop various behaviors. Direction of behavior refers to a behavior that one may choose while working out of the many behavior choices with which they can carry out accurately or not. 2). Level of effort means how hard one does effort to work in accordance with his/her choice of behavior. 3). Level of persistence refers to the employees’ motivation upon facing a problem, obstacles or obstruction while working, to how much an employee do continuous attempts to do his choice of behavior.

Working motivation can be influenced by many factors, either internal or external factor. Internal factor comes from within individual/employees. Saydam (2006) explains that external factors that influence one’s working motivation are among others: favorable working environment, good supervision, and awards for achievement, status and responsibility, the prevailing rule. Subsequently, Saydam explains that internal factors that influence someone’s working motivation are among others: personal maturity, level of education, hopes and expectation, necessity, fatigue and boredom, job satisfaction (2006).

In this research, Shangri-La Academy Program as one of training forms is one of the instruments that can spur the employees working motivation. This is supported by the explanation of training definition, namely every effort to improve achievement and

working motivation of a certain job that belongs to his/her responsibility, and supported also the sayings of experts, i.e. Gomes (2001), Dharma (2005), and Mangkuprawira (2003). They state that “training is often regarded as the most common activity and the executives are always in favor of trainings”. Through trainings, employees will be more skillful and therefore, will be more motivated to work although all the benefits should be calculated in terms of time allocated for the job upon joining trainings. Therefore, training is considered necessary and important in elevating the employees’ working motivation.

Research Analysis

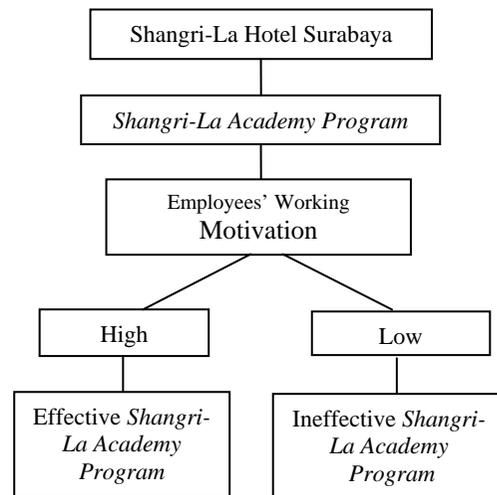


Figure 2. The research analysis

Shangri-La Hotel Surabaya has many job training programs; one of them is Shangri-La Academy Program. If the employees who have ever carried out the Shangri-La Academy Program have high working motivation, the Shangri-La Academy Program is said to be effective. In contrast, if the employees’ working motivation is low, the Shangri-La Academy Program is said to be ineffective. That is why this research hypothesis can be formulated as follows: provided the level of motiva-

tion of Shangri-La Hotel's employees is high, provided there is dependence between the Shangri-La Academy Program with the level of motivation of Shangri-La Hotel Surabaya's employees provided the Shangri-La Academy Program is effective in enhancing the working motivation of Shangri-La Hotel Surabaya's employees.

RESEARCH METHOD

This research is a descriptive quantitative research that will discuss and elaborate the effectiveness of Shangri-La Academy Program towards the working motivation of the employees of Shangri-La Hotel Surabaya by conducting interviews and distributing questionnaire. This research population is all Shangri-La Hotel Surabaya employees of 573 people. Samples used in this research are employees who work at Shangri-La Hotel Surabaya in all operational sections of this hotel that constitute 100 respondents in numbers. In selecting the research samples, it stipulates some criteria: samples are those who have worked at Shangri-La Hotel Surabaya for more than one year, either of those who have joined or have not joined the Shangri-La Academy Program. This sampling technique is non-probability sampling, namely purposive random sampling, that is, randomly-taken samples with the minimum amount of samples taken on the basis of the overall amount of population.

The data collection of this research is done by holding indirect communication to the respondents, who are the employees of Shangri-La Hotel Surabaya through questionnaires. In this research, questionnaires are given to 100 respondents, who are the employees of Shangri-La Hotel Surabaya. The questionnaires used are classified into two types, for those who have joined the Shangri-La Academy Program and for those who have not. In those questionnaires, the questions on the profile of the respondent, the employees' attitude toward the Shangri-La Academy Program, and the employees' working motivation

are provided. Employees' attitude toward Shangri-La Academy Program is measured using Likert's scale with four optional answers. Then they are classified into two positive and negative classes with class limit of 1,50-2,75 = negative and 2,76-4,00 = positive. The valuation of the employees' working motivation is classified into two classes of working motivation that is, low and high with class limit of 1,50-2,75 =low and 2,76-4,00=high.

The Definition of Operational Variable

The effectiveness of Shangri-La Academy Program is to what extent the employees' working motivation is influenced by Shangri-La Academy Program, one of its training programs. The valuation of effectiveness of Shangri-La Academy Program as the followings: it is effective, if the employees' attitude towards Shangri-La Academy Program is high. It is not effective, if the employees' attitude towards Shangri-La Academy Program is positive and employees' working motivation is influenced by Shangri-La Academy Program lowly or if the employees' attitude toward Shangri-La Academy Program is negative, and if the employees' working motivation is influence by Shangri-La Academy Program is high or low. To confirm about the respondents' answers to the effectiveness of Shangri-La Academy Program, an analysis is carried out to find out the correlations between the employees' attitude toward Shangri-La Academy Program with employees' working motivation.

Employees' working motivation is a personal drive of an individual that gears, directs his/her behavior to fulfill certain expectation. Employees' working motivation is measured with Likert scale, with four optional answers for the respondents to choose. Thereafter, some limitations will be stipulated with the following criteria: the valuation category of working motivation is low if scores are between 1,50-2,75, high if scores are between 2,76-4,00. Working motivation indicator are

settled based on three elements of working motivation, which according to George and Jones (2005, p.175), cover: direction of behavior that indicates behavior or obedience chosen by the employees in carrying out job tasks/duties. Level of effort indicates the level of attempts and seriousness of employees in carrying out the task/job. Level of persistence indicates the level of persistence of the employees in facing hindrance and obstacles in carrying out tasks and jobs.

Validity Test and Reliability Test

Validity Test is done upon giving 30 people pre test. Pre test is given to 30 respondents who are employees of Shangri-La Hotel Surabaya on 15 November 2010. This validity test is managed with product moment correlation or Pearson with the help of SPSS. If value $p < 0,05$, it means that data is significant (Ghosali 2009, p. 46). If using formula of product moment correlation (r), the decision is $r_{\text{account}} \geq r_{\text{table}}$ meaning significant (r is a symbol for correlation) meaning that the statement point is valid. The validity test in this research indicates that the whole statements of Shangri-La Hotel Surabaya's employees' attitude and motivation toward Shangri-La Academy Program in the questionnaire is valid and can be understood well by the respondents.

This reliability test will be regarded reliable if value of Cronbach's Alpha, $r \geq 0,06$. The reliability test indicates that based on the value of Cronbach Alpha $\geq 0,6$, so it states that respondents' statements are truly reliable. The acceptance of the outcome of this validity and reliability test enables all the statements in the questionnaires to be used for further research.

The Description of Employees' Attitude toward Shangri-La Academy Program

Table 1 illustrates the average of questionnaires' outcome about the employees' attitude towards Shangri-La Academy Program.

Table 1 contains the average of answers of 100 respondents who have ever joined and those who have never joined the Shangri-La Academy Program, while table 2 describes the average answers of nine respondents who have joined such program. Based on the average value on table 1 and 2, it can be seen that indicator of satisfaction toward Shangri-La Academy Program has the average of highest value of 3,44, while Shangri-La Academy Program indicator have run well, holding the lowest value of 2,83.

The employees' attitude towards Shangri-La Academy Program, measured with positive and negative category. If employees' attitude towards Shangri-La Academy Program is

Table 1. The Average of Respondents' Answers about Shangri-La Academy Program for the Whole Employees

No	Statement	Average
1	This Shangri-La Academy Program is important to apply in your working environment.	3,15
2	Shangri-La Academy Program has run well.	2,83
3	You get much knowledge from Shangri-La Academy Program	3,09

Table 2. The Average of Respondents' Answers about Shangri-La Academy Program for Those who Have Joined

No	Statement	Average
1	You get useful benefits along with your job upon joining Shangri-La Academy Program.	3,22
2	You feel satisfied with Shangri-La Academy Program.	3,44

positive, it means employees consider that Shangri-La Academy Program is important, so is the contrary, if employees' attitude towards Shangri-La Academy Program is negative, it means that employees do not consider Shangri-La Academy Program important. Based on the distribution of employees' attitude towards Shangri-La Academy Program, which is managed from the enclosures' data, it is identified that as many as 72 respondents (72%) of the whole employee respondents have positive attitude towards Shangri-La Academy Program, while 28 restant respondents (28%) have negative attitude towards Shangri-La Academy Program. From that data, it can be concluded that most employees' attitude toward Shangri-La Hotel Surabaya toward Shangri-La Academy Program is positive. It shows that most of employees of Shangri-La Hotel Surabaya consider that the benefit and goal of the training are important, because other than improving the quality of knowledge and employees' skill, this program is also one of exclusive programs.

Description of Employees' Working Motivation

Below is the average of questionnaire outcome about the attitude of employees' working motivation (table 3).

Based on the average value of employees' working motivation, it can be seen that the statement of attempts not to make mistakes while working has the highest average value while the lowest average value is shown by the point of employees' level of presence. It shows that most of employees of Shangri-La Hotel Surabaya have high working motivation. The following is the result of classification of working motivation level of 100 employees, that is determined by the statement of the average answers of questionnaire about employees working motivation with high and low indicators in which 91 employees (91%) have high level of working motivation, while the other 9 restants (9%) shows a low level of working motivation. Such data can explain that the average of employees who work at Shangri-La Hotel Surabaya have high working

Table 3. The Average of Respondents' Answers about Employees' Working Motivation

No	Statement	Average
1	You have never played truant without any notice.	3,00
2	You are always on time / punctual.	3,06
3	You always observe the prevailing regulation of the company.	3,20
4	You have good relationship with colleagues.	3,07
5	You always attempt to utilize time allocated by the company to work.	3,16
6	You always attempt to work skillfully and creatively.	3,14
7	You always attempt not to make mistakes in the workplace.	3,40
8	You always attempt to be serious and concentrate on working, and not to disturb the work itself.	3,20
9	If you make mistakes in your job, you always initiate to correct it.	3,21
10	If you get warnings from supervisors/superiors, you do not feel downhearted and even feel more motivated to work better.	3,10
11	Under the circumstance of bad weather, you insist on going to work.	3,06
12	The result of your job is always up to the prevailing standard.	3,20

motivation. This is influenced by external and internal factors of the employees, as pointed out by Saydam. According to employees, the working environment at Shangri-La Hotel Surabaya is convenient, has obvious regulation, other than that, the hotel also provides adequate compensation to its employees to make them satisfied with their work.

The Description of the Different Attitude and Working Motivation of the Employees

Below is a table of the average difference of employees' attitude toward Shangri-La Academy Program and employees' working motivation between employees who have joined and who have not joined Shangri-La Academy Program.

Table 4. The different Attitude and Working Motivation of the Employees

Respondents	Attitude toward <i>Shangri-La Academy Program</i>	Employees' Working Motivation
Those who have joined	3,24	3,14
Those who have not joined	3,01	3,09

We can see from table 4 above that the average of employees' attitude toward Shangri-La Academy Program. For employees who have joined is 3,24 while the average of those who have not joined is 3,01 and the average of working motivation of those who have joined the program is 3,14 and the average of working motivation of those who have not joined is 3,09. It can be seen that there is no significant difference on the average of employees' attitude toward Shangri-La Academy Program. And neither is at the average working motivation of the employees who have joined and who have not joined Shangri-La Academy Program. It is because employees who have not joined the program are motivated to work better to join Shangri-La Academy Program,

while those who have joined the program also are motivated and develop positive attitude toward Shangri-La Academy Program because they can get benefits from Shangri-La Academy Program after joining the program. That is why it can be said that Shangri-La Academy Program is effective in promoting the employees' working motivation at Shangri-La Hotel Surabaya.

The Effectiveness of Shangri-La Academy Program

To value the effectiveness of Shangri-La Academy Program, it can be seen from the average of each employee's attitude toward Shangri-La Academy Program. It is described on table 1 and the average of employees' level of working motivation, on table 3, with valuation of Shangri-La Academy Program effectiveness; Shangri-La Academy Program is said to be effective, if employees' attitude toward Shangri-La Academy Program is positive and if Shangri-La Academy Program's influence toward employees' working motivation is high. Shangri-La Academy Program is not effective, if employees' attitude toward Shangri-La Academy Program is positive and if Shangri-La Academy Program's influence toward employees' working motivation is low, or if employees' attitude toward Shangri-La Academy Program is negative if Shangri-La Academy Program's influence toward employees' working motivation is high or low.

Table 5. Distribution of Valuation of Shangri-La Academy Program Effectiveness

Effectiveness	Amount	Percentage
Effective	66	66
Ineffective	34	34
Total	100	100

Based on the determination of valuation on the effectiveness of Shangri-La Academy Program, the data can be obtained, as what is shown on table 5 above, explaining that the

research hypothesis is proven, that presumably, Shangri-La Academy Program is effective in enhancing the employees' working motivation at Shangri-La Hotel Surabaya. The statement is supported by the table above showing the percentage of effectiveness of Shangri-La Academy Program, which is 66%. This also means that Shangri-La Academy Program is one of factors that arouse the elevation of Shangri-La Hotel Surabaya employees' working motivation.

Correlation Analysis

For the need of the examination of this research hypothesis, the data is then managed using Chi Square analysis. This analysis is used to examine the correlation between independent variable (employees' attitude toward Shangri-La Academy Program) and dependent variable (employees' working motivation). The following elaborates the dependence among variables.

Based on table 6 above, which observes the correlation between Shangri-La Academy Program variable and employees' working motivation that can be seen that Asymp. Sig. (2-sided) shows value of 0,709 meaning that more than 0, 05, so the hypothesis saying, "Presumably, there is dependence between Shangri-La Academy Program with the level of working motivation of employees of Shangri-La Hotel Surabaya is accepted.

The measurement of working motivation is based on theory exposed by George and

Jones (2005) that covers direction of behavior, the level of effort, and level of persistence. Those three elements are closely related to the employees' working motivation. The result of research indicates that H₁ stating "presumably, the level of Shangri-La Hotel Surabaya employees' working motivation is high is accepted with percentage value of 91%. It can be seen from the high average of Shangri-La Hotel Surabaya employees' working motivation. It is in compliance with the theory of working motivation factor revealed by Saydam (2006), where two factors of working motivation, namely external and internal factors should be fulfilled to ensure a high working motivation of the employees. Several external factors found in the working environment of Shangri-La Hotel Surabaya are such as: a convenient working environment, superior's good supervision, achievement awards, status and responsibility, the prevailing regulation. Other than that, internal factors of the employees also influences working motivation of the employees like personal maturity and the employees' level of education. According to the employees, the working environment in Shangri-La Hotel Surabaya is very convenient; it has obvious regulations, besides that the hotel also provides satisfactory training programs and compensation programs for its employees. Such a thing can also make the employees' working motivation high. H₂ stating that "presumably there is dependence between Shangri-La Academy Program and the level of employees' working motivation, is accepted be-

Table 6. Dependence among Variables

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	,140(b)	1	,709		
Continuity Correction(a)	,000	1	1,000		
Likelihood Ratio	,135	1	,713		
Fisher's Exact Test				,707	,486
Linear-by-Linear Association	,138	1	,710		
N of Valid Cases	100				

cause the calculation outcome of Asymp. Sig. (2-sided) indicates value of 0,709 which is more than 0,05. It means there is quite large dependence between dependent variables (employees' working motivation) and independent variable (employees' attitude toward Shangri-La Academy Program). That means that Shangri-La Academy Program is one of incentives factors in enhancing the employees' working motivation. Incentives are part of the basic process of working motivation revealed by Luthans (2006), Winardi (2004), and Simamora (2004). They are factors that encourage someone to achieve certain expectation. H_3 stating "Presumably Shangri-La Academy Program is effective in elevating the employees' working motivation" can be accepted with percentage value of effectiveness of 66%. It can also be seen from the high level of employees' working motivation and employees' attitude toward Shangri-La Academy Program that is positively responded by them. Other than that, it is also supported by questionnaires' answers in which the indicator of employees' satisfaction shows the highest average of value of 3,44 and the answer of open questions of the questionnaires can be concluded that most of employees say that they are motivated to work better to (be able) to join the program.

According to survey conducted by researchers by giving open questions to the employees, it can be identified that most of employees are interested or encouraged to join Shangri-La Academy Program because by joining the program, they will feel a sense of pride and a distinct job satisfaction. That is due to the fact the employees of Shangri-La Hotel Surabaya justify that such program is very exclusive and interesting, so that they consider being chosen to join the program as a pride. That is why; Shangri-La Academy Program is one of the training programs that can elevate the employees' working motivation. It can arouse the sense of pride and satisfaction,

which are internal factors of working motivation exposed by Saydam (2006).

CONCLUSION AND SUGGESTIONS

This research result can be concluded as the following: it is identified that the level of employees' working motivation at Shangri-La Hotel Surabaya is high. It can be proven with the percentage of the level of working motivation that is 91%. It is identified that there is correlation between the presence of Shangri-La Academy Program and Shangri-La Hotel Surabaya employees' working motivation level because the calculation outcome of Asymp. Sig.(2-sided) shows a value of 0,709 that is bigger than 0,05. This means there is quite large dependence between dependent variable (employees' working motivation) and independent variable (Shangri-La Academy Program). The presence of Shangri-La Academy Program is effective in elevating the working motivation of Shangri-La Hotel Surabaya employees. It is supported with the calculation, using mean and the percentage of effectiveness indicating that Shangri-La Academy Program is effective as much as 66%.

Some suggestions can be given to the management of Shangri-La Hotel Surabaya. Hotel should add the amount or quota of employees who participate in Shangri-La Academy Program because based on the open questions given to the respondents on the questionnaire of the writer, 70% of the respondents say that employees want to join Shangri-La Academy Program. knowing how important this Shangri-La Academy Program is in the working environment, it is recommended that the hotel sustain or improve the Shangri-La Academy Program by managing it better for example by making a selection model more carefully so that employees can work maximally. Knowing that seriousness in working becomes one major factor in motivating the employees to get Shangri-La Academy Program, therefore, hotel should sustain

or promote loyalty to the employees in order to work their best.

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