ABSTRACT

Frequently receiving complaints coming from customers makes the Grand Mutiara Hotel undergoing a decreasing number of guests monthly causing by the dissatisfaction of customers on facilities and services providing by the hotel. It occurs as a result of crews' disappointment in especially the housekeeping division dealing with their working-performance assessment to be an indicator of salary payment. Redesigning the assessment was carried out by paying attention to factors affecting the working performances. The subject of this research was the Grand Mutiara Hotel. This research utilized the BARS (Behavior Anchor Rating Scale) method that was an effort to diagnose and reveal individual behavior to be suitable with the company's objectives. This method aimed at helping to know which factors influencing the working-performance and delivering the assessing guideline containing detailed indicators should be in those factors. Sampling used a purposive random sampling by taking two respondents in each sub-group consisting of housekeeping, security, F&B, engineering, and front office divisions. Further, other samples were coming from supervisors of each sub-group, managers, and HRD. The result of this study indicates five factors affecting the working-performance, such as tangibility, reliability, assurance, responsiveness, and empathy.

Keywords : *Performance Appraisal, Performance Appraisal Hospitality, Purposive Random sampling, BARS, Behavior Anchor Rating Scale*