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Analyzing the Impact of X-Pert System and Training on Employee Performance at Hotel X Bandung

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ABSTRACT
This research aims to analyze the impact of the X-Pert Hotel System and employee training on performance at Hotel X using a quantitative explanatory survey with purposive sampling. Data were gathered through questionnaires and subsequently processed using the Partial Least Squares (PLS). The findings indicate that employee training has a positive and significant effect on performance by improving efficiency and effectiveness in system usage, while its integration with the X-Pert Hotel System enhances employee productivity and supports overall hotel operations.

Keywords: X-Pert Hotel System; Employee Training; Employee Performance; Hotel Management System; Information and Technology.

ABSTRAK
Penelitian ini bertujuan untuk menganalisis pengaruh X-Pert Hotel System dan pelatihan karyawan terhadap kinerja di Hotel X menggunakan pendekatan kuantitatif melalui metode eksplanatory survey dan purposive sampling. Data dikumpulkan melalui kuesioner dan selanjutnya diolah menggunakan Partial Least Squares (PLS). Temuan ini mengindikasikan bahwa pelatihan berpengaruh positif dan signifikan terhadap kinerja dengan meningkatkan efisiensi dan efektivitas penggunaan sistem, serta integrasinya dengan X-Pert Hotel System mampu meningkatkan produktivitas karyawan dan mendukung kinerja operasional hotel.

Kata kunci: X-Pert Hotel System; Pelatihan Karyawan; Kinerja Karyawan; Sistem Manajemen Hotel; Teknologi dan Informasi

INTRODUCTION

The hospitality industry continues to grow rapidly in line with the increasing global demand for accommodation and tourism. As accommodation service providers, hotels provide lodging, food, beverages, and various other facilities for guests, both those staying overnight and those simply using certain facilities (Suardana & Adjiananda, 2021). In an increasingly competitive environment, hotels must continuously innovate to improve the quality of service for guests. One key innovation is the implementation of digital technology in hotel operations. Responsive technology systems enable fast and accurate decision-making through precise and relevant information, thus supporting operational efficiency (Arista Furi et al., 2021). One technology widely adopted in the hospitality sector is the Hotel Management System (HMS), such as the X-Pert Hotel System. This system is designed to simplify operational processes, from reservations to employee performance monitoring, with the aim of increasing efficiency and facilitating decisions based on data (Putri et al., 2024).

Although technologies like the X-Pert Hotel System have significant potential to improve operational efficiency, service quality remains dependent on human resources as the spearhead of guest service. Employees require training to hone their technical and soft skills, which support their effectiveness in carrying out their duties. Training is a structured process aimed at changing employee behavior to be more effective in achieving organizational goals (Ilim et al., 2024). According to Noe (2020), training can also increase employee engagement and loyalty, as they feel valued and prepared to face work challenges. Therefore, training is a strategic element in facing the complexities of digital transformation. Previous research shows that the combination of technology and training. Employees can improve performance. However, not many have specifically analyzed the impact of the X-Pert Hotel System on employee training in the hotel.

To bridge this gap, the present study investigates how the use of the X-Pert Hotel System and employee training on performance at Hotel X. Through this study, it is hoped that new insights will emerge regarding the synergy between technology and training in improving employee performance and hotel operational efficiency. In line with the opinion of Cahyati & Adelia (2024), employee performance is a vital component in human resource management and organizational productivity. This study focuses on analyzing the impact of the X-Pert Hotel System, identifying the influence of training, and evaluating the combined effect of both on employee performance. The results are expected to enrich the understanding of the importance of technology integration and HR development in supporting performance and efficiency in the hotel sector.

THEORETICAL BACKGROUND

2.1. Hospitality Industry Context

The hospitality sector is part of the service industry which focuses on interactions between service providers and guests (Brotherton, 2003). Within this industry, service quality is a key factor in creating customer satisfaction and maintaining competitiveness. Kotler and Keller

(2006) define service quality as the ability of a service to meet customer needs and expectations. Meanwhile, Tjiptono and Chandra (2016) state that service quality can be evaluated based on several dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy.

In addition to service quality, physical facilities also play a role in supporting hotel operations (Tjiptono, 2016). Adequate facilities and integrated operational systems enable service processes to run more effectively. With increasing competition and efficiency demands, hotels are required to optimize internal performance, including through the utilization of technology and human resource development.

2.2. Digital Technology Implementation in Hospitality

The development of digital technology has transformed operational systems within the hospitality sector. Ivanov and Webster (2017) explain that the use of technologies such as Property Management Systems (PMS), Online Travel Agents (OTA), and operational automation can improve efficiency and reduce human error. Buhalis and Leung (2018) state that PMS functions as an integrated system that manages reservations, room allocation, and billing administration.

The X-Pert Hotel System represents an implementation of PMS designed to support real-time hotel operational management. The system enables OTA integration, accurate guest data management, and systematic financial reporting. With an integrated system, workflows become more structured, interdepartmental coordination improves, and administrative errors can be minimized. Therefore, effective digital system implementation can enchance the quality of employee task execution.

2.3 Employee Training

Training is a systematic process aimed at improving employees' knowledge and skills to support performance achievement (Kaswan, 2013). In service organizations such as hotels, training not only enhances technical competence but also strengthens employees' readiness to adapt to technological changes and operational demands.

Hartatik and Nareswati (2014) state that training plays a role in increasing productivity, accelerating adaptation to new systems, reducing work errors, and improving overall effectiveness. Dessler (2016) emphasizes that improving employee performance requires structured organizational efforts, including continuous training and development programs.

In the context of digital systems such as X-Pert, training becomes essential to ensure that employees understand system features, minimize data input errors, and complete tasks more quickly and accurately. Thus, training reinforces the competencies necessary to maximize the benefits of technological implementation.

2.4 Employee Performance

Employee performance is defined as the outcomes of work achieved based on established organizational standards (Pratana & Abadi, 2018). Robbins (2006) performance can be measured through several indicators, namely quality, quantity, punctuality, effectiveness, and independence. Performance is influenced by individual ability and motivation, where ability includes competencies acquired through education and training (Cahyati & Adelia, 2024).

In the hospitality industry, employee performance directly contributes to operational productivity and organizational sustainability. Employees who possess technical competence and are able to utilize operational systems effectively will perform tasks more efficiently and reduce administrative errors.

2.5 Relationship Between X-Pert Hotel System, Employee Training, and Employee Performance

Theoretically, technology implementation and employee training are complementary factors in improving performance. Ivanov and Webster (2017) and Buhalis and Leung (2018) assert that digital systems enhance operational efficiency through integration and process automation. However, system effectiveness depends on users' ability to operate it properly.

Kaswan (2013), Hartatik and Nareswati (2014), and Dessler (2016) emphasize that training enhances employee competence and readiness to perform tasks. Robbins (2006) and Cahyati and Adelia (2024) indicate that improved ability leads to better quality and effectiveness of performance.

Therefore, the integration of X-Pert Hotel System implementation and structured training forms a mechanism for improving employee performance, ultimately supporting overall hotel operational effectiveness.

RESEARCH METHODS

This study aims to analyze the effect of using the X-Pert Hotel System and employee training on improving employee performance at Hotel X, Bandung City. Based on this objective, the following is an explanation of the methodology used in this study.

3.1. Type of Research and Type of Data

This study uses a quantitative approach with an explanatory survey method, which aims to analyze the influence between two independent variables (the use of the X-Pert Hotel System and employee training) on the dependent variable (employee performance). The data used is primary data collected through a questionnaire measured using a 1-5 Likert scale.

3.2. Population and Sample

The study population consisted 32 employees of Hotel X who use the X-Pert Hotel System and had participated in related training. Purposive sampling was employed to select participants, focusing on employees deemed relevant due to their direct involvement with the system and training. This technique aims to ensure that the selected sample can truly provide information in line with the focus of the study.

3.3. Research Operational Variables

This study has three main variables:

1. X-Pert Hotel System (X1): An independent variable that describes the use of the X-Pert hotel management system by employees.
2. Employee Training (X2): An independent variable that describes the training process received by employees to improve their technical and soft skills.
3. Employee Performance (Y): A dependent variable that describes improvements in employee performance as measured by their perceptions of the system's use and the training received.

3.4. Data Collection Techniques

Primary data were obtained through a questionnaire created using Google Form and distributed to Hotel X employees. The questionnaire consisted of questions measuring employees' perceptions of the X-Pert Hotel System, the training received, and their performance at work, using a 1–5 Likert scale.

3.5. Data Processing and Analysis Techniques

The data obtained will be analyzed using descriptive statistics to illustrate the relationship between the variables studied, including the mean, standard deviation, as well as the maximum and minimum values. In addition, this study applies Structural Equation Modeling (SEM) with Partial Least Squares (PLS) approach using SmartPLS software to analyze the relationship between variables and measure the validity and reliability of the data. Several analysis procedures will be carried out, including:

1. Outer Loading: Measures the correlation between indicators and latent variables. Outer loading values above 0.7 are considered valid and reflect how well the indicators represent the latent construct (Trenggonowati, 2018).
2. Validity and Reliability Tests: Convergent validity is tested with an Average Variance Extracted (AVE) value greater than 0.5, while reliability is tested using Composite Reliability (CR) and Cronbach's Alpha, with values above 0.7 indicating high reliability (Slamet & Wahyuningsih, 2022).
3. Path Coefficient: Measures the direct influence between latent variables in the model. A strong influence is indicated by a path coefficient value close to ±1 and is considered significant if the t-statistic ≥ 1.96 or p-value ≤ 0.05 (Hulami & Sanusi, 2024).
4. Coefficient of Determination (R^2): Shows the degree to which the dependent variable can be explained by the independent variables. An R^2 value greater than 0.75 represents a strong level of prediction, between 0.5 and 0.75 indicates a moderate prediction, and below 0.5 reflects a weak prediction (Rhamadhani & Saputri, 2023).

RESULT AND DISCUSSION

4.1. Demographic Characteristics of Respondents

Table 1. Respondent Characteristics Based on Age

No	Characteristics	Percentage
1	<20	**25%**
2	20-29	**40,6%**
3	30-39	**12,5%**
4	40-49	**21,9%**

Source: Primary Data (2024)

Most respondents fell within the 20 to 39 age range, reflecting a younger workforce that is more adaptable to the X-Pert Hotel System technology. There were relatively few older respondents, but their experience still provided valuable perspectives.

4.2. Respondent Characteristics Based on Gender

Table 2. Respondent Characteristics Based on Gender

No	Characteristics	Percentage
1	Male	**65,6%**
2	Female	**34,4%**

Source: Primary Data (2024)

Male respondents made up 65.6%, while females accounted for 34.4%. Although the system is mostly used by men, women also play key roles in administration and services, highlighting the need for inclusive training for all genders.

4.3. Respondent Characteristics Based on Department

Table 3. Respondent Characteristics Based on Department

No	Characteristics	Percentage
1	Housekeeping	**40,6%**
2	Front Office	**31,3%**
3	F&B	**12,5%**

Source: Primary Data (2024)

Other units with small representation include accounting, sales & marketing, engineering, IT, and HR Manager. The majority of feedback came from Housekeeping and Front Office, indicating a significant impact of the X-Pert Hotel System on operations and guest services.

4.4. Respondent Characteristics Based on Position

Table 4. Respondent Characteristics Based on Position

No	Characteristics	Percentage
1	Operational Staff	**53,1%**
2	Supervisor	**15,6%**
	Manajer/HoD	**12,5%**
3	Assistant Supervisor	**3,1%**
4	Front Desk Agent	**3,1%**
5	Daily Worker	**3,1%**

Source: Primary Data (2024)

The majority of X-Pert Hotel System users are operational staff, with significant contributions from supervisors and managers in supervision and decision-making.

4.4. Respondent Characteristics Based on Length of Employment

The distribution of length of employment among the 32 respondents is as follows:

Table 5. Respondent Characteristics Based on Length of Employment

No	Characteristics	Percentage
1	1-3 years	**37,5%**
2	<1years	**31,3%**
3	6 years	**28,1%**
4	4-6 years	**3,1%**

Source: Primary Data (2024)

The majority of respondents had less than 3 years of work experience, but there was also a group with more than 6 years of work experience who provided more in-depth insights into the existing system.

4.5. Data Processing Results with SPSS

Table 6. Descriptive Statistical Analysis

Descriptive Statistics

		N	Min	Max	Mean	Std. Deviation
1	X-Pert Hotel System (X1)	32	15,00	40,00	**34,7500**	**6,20614**
2	Employee Training (X2)	32	30,00	50,00	**46,5313**	**5,04166**

3	Employee Performance(Y)	32	25,00	40,00	**37,2188**	**4,15610**
	Valid N (listwise)	32				

Source: Processed Data (2024)

Descriptive statistical analysis of 32 respondents shows valid data for X-Pert Hotel System (X1), Employee Training (X2) and Employee Performance (Y).

1. X-Pert Hotel System (X1): Min 15.00, Max 40.00, Mean 34.7500, SD 6.20614.
2. Employee Training (X2): Min 30.00, Max 50.00, Mean 46.5313, SD 5.04166.
3. Employee Performance (Y): Min 25.00, Max 40.00, Mean 37.2188, SD 4.15610.

For all variables, the mean value are higher the standard deviation (SD), indicating low data deviation and even data distribution.

4.6. Structural Model Analysis with SmartPLS

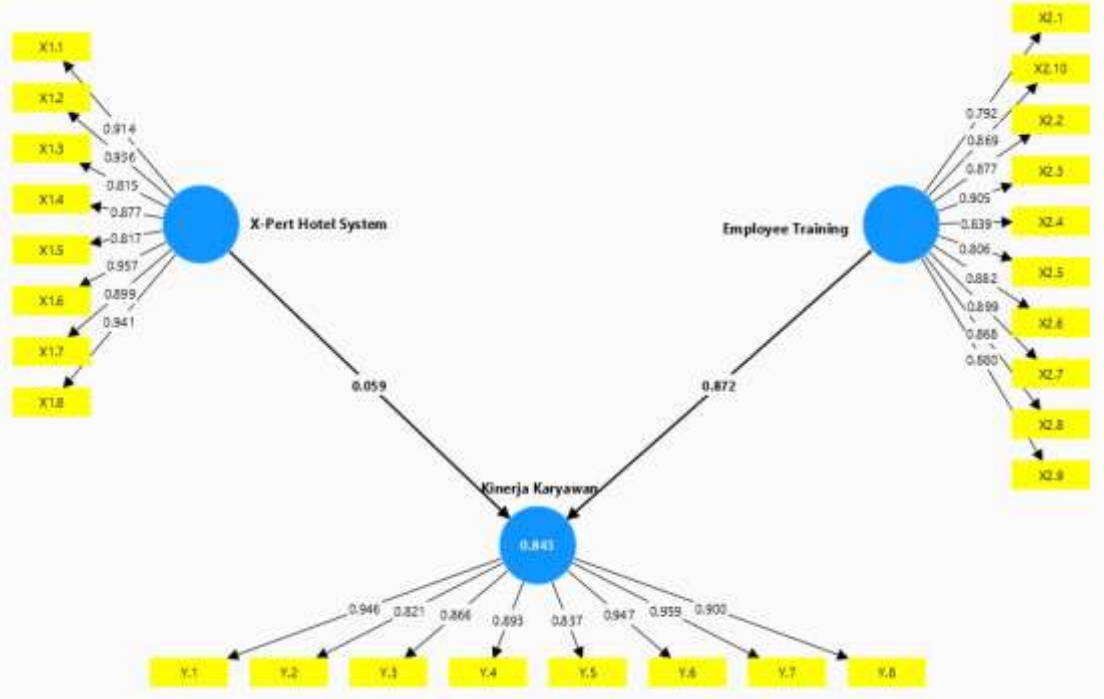

Figure 1. PLS Analysis Results
Source: Processed Data (2024)

The diagram shows three latent constructs: X-Pert Hotel System, Employee Training, and Employee Performance, which are measured using outer loading values:

1. X-Pert Hotel System (8 indicators, X1.1–X1.8): Outer loading ranges from 0.815 to 0.957. Indicator X1.5 (0.957, data accuracy) most strongly represents this construct.

2. Employee Training (10 indicators, X2.1–X2.10): Outer loadings range from 0.792 to 0.905. Indicator X2.4 (0.905, helpful training) has the highest correlation with the construct.
3. Employee Performance (8 indicators, Y.1–Y.8): Outer loading 0.821–0.959. Indicator Y.6 (0.959, learning initiative) most strongly represents this construct.

All indicators have outer loading values >0.7, indicating good representation of their respective constructs.

Tabel 7. Outer Loading

	Employee Training	Employee Performance	X-Pert Hotel System
X1.1			**0.914**
X1.2			**0.936**
X1.3			**0.815**
X1.4			**0.877**
X1.5			**0.817**
X1.6			**0.817**
X1.7			**0.957**
X1.8			**0.899**
X2.1	**0.792**		**0.941**
X2.10	**0.869**		
X2.3	**0.877**		
X2.4	**0.905**		
X2.5	**0.839**		
X2.6	**0.806**		
X2.7	**0.882**		
X2.8	**0.899**		
X2.9	**0.868**		
X2.9	**0.880**		
Y.1		**0.946**	
Y.2		**0.821**	

Y.3		**0.866**	
Y.4		**0.693**	
Y.5		**0.637**	
Y.6		**0.947**	
Y.7		**0.959**	
Y.8		**0.900**	

Source: Processed Data (2024)

Outer loading values are considered significant if >0.7, but values between 0.5 and 0.7 are still acceptable if the construct has good overall validity. The table shows that all variable indicators have outer loadings >0.7, thus meeting the validity criteria and suitable for further analysis.

4.7. Validity and Reliability Test

Table 8. Convergent Validity

		Average Variance Extracted (AVE)
1	Employee Training	**0.744**
2	Employee Performance	**0.805**
3	X-Pert Hotel System	**0.803**

Source: Processed Data (2024)

The table shows that the Average Variance Extracted (AVE) values for Employee Training, Employee Performance, and X-Pert Hotel System are >0.5, indicating that convergent validity is fulfilled. This proves that the indicators in each construct are able to represent the construct well, making the measurement valid.

Table 9. Construct Reliability

		Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
1	Employee Training	**0.962**	**0.964**	**0.967**
2	Employee Performance	**0.965**	**0.968**	**0.971**
3	X-Pert Hotel System	**0.965**	**0.976**	**0.970**

Source: Processed Data (2024)

The reliability analysis shows Cronbach's Alpha and Composite Reliability (CR) values >0.70, indicating good internal consistency. The research instrument is stable, reliable, and valid for further analysis.

Table 10. Path Coefficient

		Employee Training	Employee Performance	X-Pert Hotel System
1	Employee Training		**0.872**	
2	Employee Performance			
3	X-Pert Hotel System		**0.059**	

Source: Processed Data (2024)

This study analyzes the effect of the X-Pert Hotel System (X1) and Employee Training (X2) on Employee Performance (Y) at Hotel X Bandung with 32 respondents. The results of the path coefficient analysis using SmartPLS show:

1. Employee Training: A coefficient of 0.872, close to ±1, indicates a very strong and significant effect on performance. Training effectiveness improves employee performance.
2. X-Pert Hotel System: A coefficient of 0.059, far from ±1, indicates a weak effect. This indicates that the contribution of the technology system to employee performance is not yet optimal, possibly due to a lack of adaptation, minimal training, or system features that do not yet support operations.

Management is advised to prioritize employee training development and evaluate the implementation of the X-Pert Hotel System to increase its impact on productivity.

Table 11. R-square

	R-square	***R-square adjusted***
Employee Performance	**0.843**	**0.833**

Source: Processed Data (2024)

The SmartPLS analysis results show an R-square value for the Employee Performance variable of 0.843 and an adjusted R-square of 0.833.

1. R-square (0.843): Indicates that 84.3% of the variation in Employee Performance is explained by the X-Pert Hotel System and Employee Training variables. The remaining 15.7% is influenced by other factors outside the model. This value indicates a very strong predictive ability ($R^2 > 0.75$).
2. Adjusted R-square (0.833): Slightly lower than R-square, indicating that the model is not overfitted and remains valid for the sample size (32 respondents).

These results confirm that the X-Pert Hotel System and Employee Training are significant factors in improving employee performance.

4.8. The Effect of Employee Training on Employee Performance

The results of the analysis show that employee training has a very strong effect on performance improvement, with a path coefficient of 0.872, reflecting the high effectiveness of training in enhancing employees' abilities, skills, and productivity. When compared to the study by Rosyidah et al. (2024), the findings are consistent in terms of the direction of influence, as both studies show a positive and significant impact of training on employee performance. However, the relatively high coefficient value in this study suggests that the effect of training on performance tends to be stronger, thereby reinforcing that training is a highly dominant factor in improving employee performance. Thus, the results of this study not only support previous findings but also strengthen the empirical evidence regarding the importance of training as a strategy for improving employee performance.

4.9. The Effect of the X-Pert Hotel System on Employee Performance

The X-Pert Hotel System contributes positively to employee performance, although its effect is relatively small (0.059). This result aligns with previous research indicating that the implementation of information systems such as ERP in the hospitality industry can improve employee performance and operational efficiency (Samarasinghe, et al., 2021). However, the low effect in this study suggests that the system may not yet be fully optimized, possibly due to limited user adaptation or insufficient training. As employees become more familiar with the system and receive continuous training, its impact on performance is expected to increase. Therefore, further development and evaluation of this system are necessary to maximize its contribution to employee performance.

4.10. Implications for Management

Based on the research result, management needs to focus on enhancing employee training to maximize the use of the X-Pert Hotel system, as well as developing a system that is more adaptive and user-friendly for daily operations. These findings align with the research by Tavitiyaman et al. (2024), which indicates that training support has a positive impact on the success of technology adoption in hotels and enhances employee engagement and satisfaction. However, this study emphasizes that in addition to training, the system's ease of use is also a key factor in optimizing employee performance; therefore, integrating training with a user-friendly system is crucial for improving hotel operational efficiency.

CONCLUSION

Based on the study findings, employee training was shown to have a significant effect on employee performance at Hotel X Bandung, with a coefficient of 0.872. Effective training improves technical and non-technical skills, supports technological adaptation, and work efficiency. Conversely, the X-Pert Hotel System had a lower contribution to employee performance, with a coefficient of 0.059, indicating that its utilization was not yet optimal. Obstacles such as a lack of technical training or unsuitable features need to be addressed. With

an R^2 of 0.843, the combination of training and technology use explains 84.3% of the variation in employee performance. This highlights the importance of synergy between comprehensive training and effective technology implementation in enhancing operational efficiency and service quality.

For future studies, it is recommended that additional variables such as operational performance, user satisfaction, system quality, organizational support, to better capture the overall impact of training and system implementation at the organizational level.

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