

Casual Worker Performance in Supporting Operational Quality at Banquet Section of Novotel Manado

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Abstract

Purpose: This study aims to analyze the performance of casual workers in supporting operational quality in the Banquet Section of Novotel Manado Golf Resort & Convention Center. Previous studies have mainly focused on general employee performance and service quality, while research specifically examining casual workers in banquet operational quality remains limited.

Research Methodology: This study employed a qualitative descriptive approach. Data were collected through observation, interviews, and documentation involving five informants consisting of one Banquet Supervisor, one Banquet Captain, and three casual workers. Data were analyzed through data reduction, data display, and conclusion drawing.

Results: The findings show that casual workers contribute to operational quality through compliance with Standard Operating Procedures (SOPs), teamwork, discipline, responsibility, and service quality. Their performance is supported by pre-shift briefings, supervision, teamwork, and clear SOP implementation, while differences in experience, high workloads, and sudden Banquet Event Orders (BEO) changes remain challenges.

Conclusions: Casual workers play an important role in maintaining operational quality in banquet operations. Their performance can be improved through training, supervision, and continuous evaluation.

Limitations: This study was conducted in one hotel with five informants, limiting the generalizability of the findings.

Contributions: This study provides practical insights for hotel management in managing casual workers and contributes to hospitality management research by highlighting their role in supporting banquet operational quality.

Keywords: *Banquet Section, Casual Worker, Hotel, Operational Quality, Performance*

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1. Introduction

The hospitality industry is one of the fastest-growing service sectors, where service quality plays a crucial role in achieving customer satisfaction and maintaining business competitiveness ([Josimović et al., 2025](#)). In hotels, service depends not only on facilities but also on the performance of human resources, since guests increasingly evaluate their overall experience based on interpersonal interaction, responsiveness, and the consistency of service delivery rather than physical amenities alone. Employees are expected to provide professional, efficient, and consistent services that meet established operational standards ([Papademetriou et al., 2023](#)). This expectation places considerable

pressure on hotel management to ensure that every member of the workforce, regardless of employment status, is equipped with the knowledge, discipline, and coordination required to sustain service quality across all operational departments. Within this broader context, human resource performance has increasingly been recognized as one of the most decisive factors distinguishing hotels that maintain a strong competitive position from those that struggle to retain guest satisfaction, particularly in markets where service differentiation depends heavily on the behavior of frontline staff ([Hussein et al., 2023](#)).

The Banquet Section is an important operational unit responsible for organizing meetings, conferences, weddings, seminars, and other events ([Arifin, 2024](#)). Unlike other hotel departments that generally operate under a relatively stable daily workload, the Banquet Section experiences workload fluctuations that are directly tied to the number, scale, and type of events scheduled within a given period, ranging from small internal meetings to large-scale weddings involving hundreds of guests. Since banquet activities often fluctuate according to the number and scale of events, hotels frequently employ casual workers to support operational activities ([Kaye, 2025](#)). Casual workers help maintain service continuity and operational efficiency, particularly during periods of high demand, allowing hotels to scale their workforce up or down without bearing the fixed costs associated with permanently expanding the size of the department. This flexible staffing arrangement has become increasingly common across the hospitality industry, as it enables hotels to respond swiftly to seasonal peaks, large corporate bookings, and unpredictable event cancellations without compromising the overall service standard expected by guests and event organizers alike.

Despite their important role, casual workers often face challenges related to limited work experience, varying skill levels, and the need to quickly adapt to the hotel's Standard Operating Procedures (SOP) ([Hult et al., 2024](#)). Because casual workers are typically engaged on a short-term or as-needed basis, they frequently have less exposure to the specific operational culture, layout, and service expectations of a particular hotel compared with permanent staff who have accumulated experience over months or years of continuous employment. These conditions may affect operational quality if they are not supported by effective supervision, teamwork, and communication. This is particularly important in banquet operations because changes in guest numbers, workloads, and Banquet Event Orders (BEO) require casual workers to maintain service standards while adapting quickly to operational demands ([Bhatt et al., 2026](#)). A sudden increase in guest count, a last-minute change in menu arrangement, or an unexpected shift in event schedule can place considerable strain on workers who are still becoming familiar with the property's specific procedures, making the quality of supervision and onboarding support a critical determinant of how well casual workers are able to perform under pressure ([Hossain et al., 2023](#)).

Previous studies have mainly focused on employee performance and service quality in the hospitality industry, while research specifically examining the contribution of casual workers to banquet operational quality remains limited. Much of the existing literature tends to treat employee performance as a relatively uniform construct applicable to permanent staff, without adequately accounting for the distinct employment characteristics, training exposure, and organizational attachment that differentiate casual workers from their permanent counterparts. Studies examining communication and teamwork as drivers of employee performance in other organizational settings, for instance, have shown that these factors can substantially strengthen work outcomes even amid structural constraints such as limited tenure or fluctuating workloads, yet such findings have rarely been extended specifically to the casual workforce operating within hotel banquet sections ([Maulana et al., 2024](#)).

This study addresses this gap by analyzing the performance of casual workers in supporting operational quality at the Banquet Section of Novotel Manado Golf Resort & Convention Center ([He et al., 2024](#)). The findings are expected to provide practical recommendations for improving casual worker management and contribute to the development of hospitality management research ([Cain et al., 2025](#)). However, research specifically examining how casual worker performance supports operational quality in banquet operations remains limited. Therefore, further investigation is needed to

understand how casual workers contribute to operational quality while dealing with varying workloads and changing event requirements, particularly given that the broader organizational environment in which they operate has been shown to shape work outcomes as much as individual competence does ([Emmanuel, 2022](#)).

Accordingly, this study analyzes the performance of casual workers in supporting operational quality at the Banquet Section of Novotel Manado Golf Resort & Convention Center. The study contributes by providing a focused understanding of the performance of casual workers and the factors that support and hinder their performance, as well as practical insights for hotel management in improving training, supervision, and performance evaluation. By narrowing the scope of inquiry to a single operational unit rather than the hotel workforce as a whole, this study is able to examine in greater depth how specific mechanisms, such as pre-shift briefings, direct supervision, and peer collaboration between casual and permanent staff, interact to shape service outcomes during the demanding and time-sensitive conditions typical of banquet events. In doing so, this research seeks not only to describe the current state of casual worker performance at the research site but also to offer a foundation upon which future studies and hotel management practices can build more structured approaches to managing a workforce segment that, despite its growing importance, remains comparatively underexamined in the hospitality management literature.

2. Literature Review

2.1 Hotel Human Resource Management

Human Resource Management (HRM) is a strategic function that enables organizations to achieve their objectives through effective workforce management ([Agustian et al., 2023](#)). In the hospitality industry, HRM plays a critical role because service quality depends largely on employee competence, discipline, and commitment. According to [Armstrong and Taylor \(2023\)](#), effective HRM includes workforce planning, recruitment, training, performance evaluation, and employee development to improve organizational performance. In hotels, proper HRM practices contribute to service consistency, operational efficiency, and customer satisfaction ([Hussein et al., 2023](#)).

In the context of banquet operations, HRM is particularly important because the fluctuating nature of events requires hotels to manage their workforce flexibly. The use of casual workers can provide additional manpower when operational demand increases, but their effectiveness depends on appropriate training, supervision, and performance evaluation. Thus, HRM provides the foundation for understanding how casual workers can be managed to support consistent operational quality. This is especially relevant given that demographic and individual differences among workers, such as age, experience, and length of service, have been shown to shape how employees respond to workload pressure and organizational expectations, meaning that HRM practices in a fluctuating environment like banquet operations must account for this diversity rather than applying a uniform approach to every worker ([Amegayibor, 2021](#)).

2.2 Casual Worker in the Hospitality Industry

Casual workers are temporary employees recruited to meet short-term operational demands. The International Labour Organization (ILO) defines casual employment as a flexible employment arrangement where workers are hired based on operational needs without guaranteed long-term employment ([Peetz & May, 2022](#)). In the hotel industry, casual workers are commonly assigned to operational departments such as Food and Beverage Service, Housekeeping, Kitchen, and Banquet, particularly during periods of high occupancy or large-scale events ([Henny et al., 2025](#)). Although they provide operational flexibility, casual workers require effective orientation, supervision, and training to ensure compliance with hotel service standards.

The flexibility provided by casual workers is particularly relevant to banquet operations, where workload and service requirements vary according to the scale and type of event. However, flexibility alone does not guarantee operational quality. Differences in experience and skill levels may influence how effectively casual workers perform their responsibilities. Therefore, the management of casual workers through training, supervision, and clear operational procedures is closely related to their

ability to meet service standards. This concern is reinforced by evidence from other organizational settings showing that when workers are not adequately retained, supported, or integrated into a stable working structure, both individual performance and broader organizational outcomes tend to suffer, underscoring why hotels that rely heavily on casual staffing arrangements cannot treat retention and integration as secondary concerns even when the employment relationship itself is temporary in nature ([Darko et al., 2024](#)).

2.3 Employee Performance

Employee performance refers to the quality and quantity of work achieved by an employee in carrying out assigned responsibilities. [Armstrong and Taylor \(2023\)](#) describe performance as the achievement of organizational goals through work results, competencies, and work behavior. Similarly, [Rambulangi, Tampi, and Tulusan \(2024\)](#) states that employee performance reflects both the quality and quantity of work completed according to assigned responsibilities. In this study, casual worker performance is assessed through six indicators: quality of work, quantity of work, responsibility, teamwork, work discipline, and timeliness ([Syaihu, 2026](#)).

Employee performance is therefore not only an individual outcome but also an important mechanism through which human resources contribute to operational quality. In banquet operations, quality of work, responsibility, teamwork, discipline, and timeliness determine whether operational activities can be completed according to established standards. This indicates that better casual worker performance is closely associated with the ability of the Banquet Section to maintain smooth and consistent operations. Viewed from this perspective, performance indicators such as discipline and timeliness are not merely administrative checkpoints but practical reflections of how well an employee has internalized the operational rhythm of the department in which they work, a process that typically takes longer for casual workers than for permanent staff given their comparatively limited cumulative exposure to the property's specific routines.

2.4 Operational Quality in Banquet Section

Operational quality refers to an organization's ability to consistently deliver services according to established standards. According to [Slack, Strauss et al. \(2026\)](#), operational quality is achieved through effective operational processes, efficient resource utilization, and continuous improvement. Within a hotel banquet section, operational quality is demonstrated by timely service, proper event preparation, adherence to Standard Operating Procedures (SOP), effective coordination among employees, and the ability to respond quickly to guest needs. Therefore, the performance of casual workers directly influences the overall quality of banquet operations.

Based on these concepts, operational quality can be understood as the outcome of effective coordination between operational processes and employee performance. Casual workers who demonstrate discipline, responsibility, teamwork, compliance with SOPs, and timely task completion can support the consistency and efficiency of banquet operations. Conversely, differences in experience, inadequate supervision, or difficulties in adapting to operational changes may create challenges for maintaining service quality. This relationship suggests that operational quality in a banquet setting cannot be fully explained by procedural design alone; rather, it depends on the degree to which individual workers, including those engaged on a casual basis, are able to translate written procedures into consistent behavior under the time pressure and variability that characterize live event service.

2.5 Previous Studies

Several previous studies have examined employee performance and banquet operations in the hospitality industry. [Bulalacao and Repatacodo \(2025\)](#) reported that casual workers significantly contribute to banquet service quality through effective communication, responsibility, and work readiness. [Kadir and Rahama \(2022\)](#) found that operational readiness and responsiveness are essential for handling changes in Banquet Event Orders (BEO). [Prasetyo et al. \(2024\)](#) emphasized the importance of casual workers in maintaining operational continuity during periods of increased service demand. These studies indicate that casual worker readiness, communication, responsibility, and operational responsiveness are important for maintaining service continuity. However, previous

research has not sufficiently explained how the overall performance of casual workers, including quality of work, teamwork, discipline, responsibility, and timeliness, supports operational quality specifically within banquet operations. This gap provides the basis for the current study, which examines the performance of casual workers and the factors that support or hinder their contribution to operational quality at the Banquet Section of Novotel Manado Golf Resort & Convention Center ([He et al., 2024](#)).

3. Research Methodology

This study employed a qualitative research approach with a descriptive design to obtain an in-depth understanding of the performance of casual workers in supporting the operational quality of the Banquet Section at Novotel Manado Golf Resort & Convention Center. A qualitative approach was considered appropriate because it enables the researcher to explore participants' experiences, perceptions, and practices within their natural work environment ([Khoiruman & Irawan, 2026](#)). This design was considered appropriate for the present study because casual worker performance is not easily captured through numerical indicators alone; it is expressed through observable behavior, verbal accounts of daily work challenges, and the way workers interpret their own role within a fast-paced and event-driven operational setting.

The research was conducted at the Banquet Section of Novotel Manado Golf Resort & Convention Center, Manado, Indonesia. Five informants were selected using purposive sampling based on their direct involvement in banquet operations. The informants consisted of one Banquet Supervisor, one Banquet Captain, and three casual workers. The selection criteria required informants to have direct experience and involvement in banquet operations and to be able to provide relevant information regarding casual worker performance and operational quality. The Banquet Supervisor and Banquet Captain were selected because of their roles in supervising and coordinating banquet activities, while the casual workers were selected based on their direct involvement in banquet operational tasks.

Data were collected through three techniques, such as direct observation of banquet operations, semi-structured interviews with the selected informants, and documentation of relevant operational records and supporting documents ([Njeri Mugwe & Runo, 2026](#)). The semi-structured interviews were conducted directly with the five selected informants using questions related to casual worker performance, operational procedures, supporting factors, challenges, supervision, teamwork, and operational quality. The interview format allowed the researcher to ask follow-up questions when further clarification was needed. These methods allowed the researcher to obtain comprehensive information and validate the findings through data triangulation.

The collected data were analyzed using the qualitative data analysis model proposed by [Miles et al. \(2014\)](#), which consists of three stages: data reduction, data display, and conclusion drawing. Data credibility was ensured through source and method triangulation. Source triangulation was conducted by comparing information obtained from the Banquet Supervisor, Banquet Captain, and casual workers. Method triangulation was conducted by comparing findings from observations, interviews, and documentation. The researcher compared information across these sources and methods to identify consistency and clarify differences before drawing conclusions. Ethical considerations were maintained by obtaining participants' consent, ensuring confidentiality, and using the collected data solely for academic purposes. This analytical process was carried out iteratively rather than in a strictly linear sequence, allowing the researcher to revisit earlier stages of data reduction whenever new patterns emerged during data display, thereby ensuring that the final conclusions accurately reflected the full range of perspectives shared by the five informants involved in this study.

4. Results and Discussions

4.1 Results

The findings indicate that casual workers play an essential role in supporting the operational quality of the Banquet Section at Novotel Manado Golf Resort & Convention Center ([Wijaya et al., 2024](#)). Based on observations and interviews with five informants, casual workers were actively involved in all stages of banquet operations, including event preparation (set-up), food and beverage service

during events, and post-event activities (clear-up). Overall, their performance met the hotel's Standard Operating Procedures (SOP) and contributed to the smooth execution of banquet events. These observations indicate that casual workers, despite their limited tenure at the property, were able to internalize the essential rhythm of banquet service delivery, suggesting that the operational systems already in place at the hotel, including briefings and supervisory oversight, played a meaningful role in bridging the experience gap between casual and permanent staff.

The study identified several strengths in the performance of casual workers. They demonstrated good work quality by completing assigned tasks accurately and maintaining service standards (Reid et al., 2025). They also showed responsibility, discipline, punctuality, and effective teamwork with permanent employees. Furthermore, pre-shift briefings, continuous supervision from the Banquet Supervisor, and clear operational procedures were identified as important factors supporting their performance. These strengths were consistently observed across different types of events, from small meetings to large banquet functions, indicating that the positive contribution of casual workers was not confined to lower-pressure situations but extended into more demanding operational conditions as well. However, several challenges were also observed. Differences in work experience among casual workers affected service consistency, particularly for newly recruited workers (Liu-Lastres et al., 2023). Heavy workloads during large-scale events and unexpected changes in the Banquet Event Order (BEO) occasionally reduced operational efficiency. Nevertheless, communication, teamwork, and supervision helped the operational team respond to these challenges.

The interview results support the observation findings. The Banquet Supervisor and Banquet Captain stated that casual workers were important in supporting banquet operations, particularly during large-scale events. The casual workers also reported that pre-shift briefings helped them understand their tasks, work division, and event requirements. They identified teamwork and supervisor direction as important factors in completing their duties effectively. At the same time, high guest volumes, changing requests from event organizers, and differences in work experience were identified as challenges. Overall, the results show that casual workers contribute to banquet operations through their involvement in operational tasks, compliance with SOPs, teamwork, discipline, responsibility, and service delivery. Their performance is supported by pre-shift briefings, supervision, clear procedures, and cooperation with other employees.

4.1.1 Observation Results

The findings from the field observations regarding the performance of casual workers in the banquet section are summarized in Table 1. These observations were conducted across multiple shifts and event types to ensure that the resulting analysis reflected a representative range of operational conditions rather than a single, isolated instance of banquet service.

Table 1. Observation results

No	Observed Aspects	Observation Results	Analysis
1	Attendance and Discipline	Casual workers are present in accordance schedule that has been determined and follow the briefing before activity started. Partly big show accuracy time, even though Still found a number of power incoming work approaching time implementation of the briefing.	The level of discipline of casual workers in general general Already Good Because has comply timetable operational. However, it is still required improvement awareness to importance presence before the briefing so that all information operational can accepted in a way complete.

No	Observed Aspects	Observation Results	Analysis
2	Preparation Room (Set-up)	Casual workers carry out arrangement tables, chairs, linen, and banquet equipment according to Banquet Supervisor and Banquet Event Order (BEO) instructions. The setup process is carried out in a way together with employee still.	The setup execution shows existence Work same good between members team. Although So, some new casual workers Work Still need mentoring in understand standard arrangement according to hotel SOP.
3	Compliance to SOP	Part large casual workers follow procedure services that have been set, such as use neat uniform, keep cleanliness of the work area, and following the sequence of service during the event.	Compliance against SOP has walk with good, but consistency implementation Still influenced by experience Work each casual worker so required supervision in a way sustainable.
4	Service to Visitor	Casual workers provide service food and Drink with attitude polite, friendly, and responsive to request visitor during activity ongoing.	Attitude services shown has reflect standard hotel services. Capabilities good communication participate support creation satisfaction visitor during the event.
5	Teamwork	Casual workers are able Work The same with employee still and fellow casual workers in finish task operational during activity ongoing.	Work The same team be one of factor main supporting smoothness banquet operations, especially for activities with amount big guest.
6	Speed and Accuracy Work	Casual workers are able finish work according to the time target, especially in the setup and clear-up process after the event is finished. However, in event conditions with amount very nice guest many, still seen a number of delay in service.	Speed Work influenced by the number power work, experience, and coordination team. The more Good coordination, increasingly effective settlement work done.
7	Responsibility for Work	Casual workers show a sense of responsibility answer with finish assigned tasks until finished as well as guard banquet equipment used during activity.	Not quite enough answer to work show casual worker commitment in support smoothness operational despite their status as power Work daily off.
8	Supervision from the Supervisor	Banquet Supervisor in person active conducting briefings, giving directions, and supervise implementation casual worker jobs during activity ongoing.	Supervision carried out by supervisors plays a role important in guard quality service as well as minimize error during banquet operations are underway.

Based on results observations made at the Banquet Section of the Novotel Manado Golf Resort & Convention Center Hotel, it was found that that casual workers have significant role in support smoothness operational every banquet activities. During the observation process, casual workers were involved in a way direct in all over stages operational, starting from preparation room (set-up), implementation service to guests (event execution), up to demolition and area cleaning (clear-up). From the aspect discipline, partly large casual workers have show compliance to timetable Work with attend the briefing before activity started. Besides that, they carry out task in accordance Banquet Supervisor's instructions and referring to the Banquet Event Order (BEO) which has determined. In this aspect service, casual workers are able give polite, friendly service, and responsive to need visitor so that participate support quality hotel services.

The results of the observation also show that Work The same between casual workers and employee still ongoing in a way effective, especially in the process of arrangement room, presentation food and

drink, as well as settlement work after the event was over. However however, still found a number of obstacles, such as the existence of new casual workers who have not yet fully understand standard hotel operations so that Still need direction and supervision from the supervisor. In a way overall, results observation show that The performance of casual workers in the Banquet Section of the Novotel Manado Golf Resort & Convention Center Hotel has walk with good and giving contribution positive to quality banquet operations. Success the supported by discipline work, work The same team, compliance to SOP, as well as supervision carried out in a way ongoing by the Banquet Supervisor. Although Thus, the increase training and provision for new casual workers Still required For increase consistency quality service.

4.1.2 Interview Results

Study This involving 5 informants as shown in Table 2 consisting of from the Banquet Supervisor, Banquet Captain, and Casual Workers involved direct in Banquet Section operations at the Novotel Manado Golf Resort & Convention Center Hotel.

Table 2. Interview results

Informant	Position	Interview Results Summary	Key Findings
Informant 1	Banquet Supervisor	Informant explain that casual workers have role important in support banquet operations, especially when the hotel is handling large-scale events big such as seminars, weddings, and company meetings. According to informant, casual worker performance in general Already good, but Still required direction before work so that they understand tasks and standards applicable services.	Casual workers contribute big to smoothness banquet operations, but requires ongoing briefing and supervision.
Informant 2	Banquet Captain	Informant state that part large casual workers are able Work in accordance instructions and shows Work same good with employee remains. However, there are difference level skills and experience between casual workers so that quality service sometimes Not yet fully consistent.	Experience Work influence quality services provided by casual workers.
Informant 3	Casual Worker	Informant disclose that before Work always follow the briefing given by the supervisor. The briefing helps understand tasks, division of work areas, and event needs that will be ongoing. The informant also stated that Work The same team become factor important in finish work with fast and precise.	Briefing and work The same team become factor supporters main in implementation casual worker duties.
Informant 4	Casual Worker	Informant explain that frequent challenges faced is height amount guests and changes request from event organizers must quick handled. Although thus, the direction from supervisors and support colleague Work help finish work with Good.	Change need operational become challenges that require ability good adaptation and coordination.

Informant	Position	Interview Results Summary	Key Findings
Informant 5	Casual Worker	Informant state that working at a banquet requires discipline, speed, and responsibility high responsibility. Informant feel experience Work as a casual worker provides chance For increase skills service as well as understand standard hotel operations.	Discipline and responsibility answer is aspect important in support quality banquet operations.

Based on results interview with five informants, it is known that casual workers have very important role important in support quality Banquet Section operations at the Novotel Manado Golf Resort & Convention Center. Informant state that the presence of casual workers helps hotels meet need power Work addition when happen improvement amount activity or large scale events big. Interview results show that in a way general the performance of casual workers has walk with good. That is seen from ability they in carry out task operational like preparation room (set-up), service food and drinks, as well as the clear-up process after activity finished. Besides that, casual workers are assessed capable Work The same with employee still so that activity operational can walk with fluent. Although thus, some informant disclose that there is related constraints with difference level experience and skills between casual workers. Conditions the cause quality services provided Not yet always consistent. Therefore that, briefing before work and supervision from the supervisor is considered as step important For ensure all over power Work understand tasks and standards applicable operations.

Besides factor supporters, the interviews also identified a number of factor inhibitor casual worker performance, such as high volume of work during big events, changes request from organizer activities, as well as limitations experience for new casual workers join. However thus, through good coordination, work The same team, and directions from supervisors, various constraint the can overcome so that banquet operations remain operational walk in accordance standard service hotel ([Natarajan et al., 2026](#)). In overall, results interview show that The performance of casual workers in the Banquet Section of the Novotel Manado Golf Resort & Convention Center Hotel has give contribution positive to quality operational, especially in aspect service, work The same team, discipline, and ability adapt to need dynamic operations. Findings This in line with results observations that show that the existence of casual workers is one of them factor supporters success organization various activities at the hotel.

4.2 Discussion

The findings demonstrate that the performance of casual workers significantly contributes to maintaining operational quality within the Banquet Section. This result supports by [Armstrong and Taylor \(2023\)](#), who argue that employee performance is reflected not only in work outcomes but also in work behavior, responsibility, and collaboration in achieving organizational objectives. Casual workers in this study consistently demonstrated these characteristics while performing operational duties. This finding is significant because it suggests that employment status alone does not determine an individual's contribution to organizational outcomes; rather, contribution is shaped by how consistently an employee demonstrates the behavioral dimensions of performance regardless of whether their position is permanent or temporary.

The successful implementation of Standard Operating Procedures (SOP) and regular pre-shift briefings also strengthened service consistency. These findings are consistent with [Sinulingga et al. \(2024\)](#), who found that adherence to SOPs supports employee performance and service quality in hospitality operations. In this study, clear SOPs and pre-shift briefings helped casual workers understand their responsibilities and operational standards. This suggests that SOPs and briefings function not only as operational guidelines but also as mechanisms for reducing differences in experience among casual workers. Regular supervision further supports this process by ensuring that tasks are performed according to established standards ([Ardana et al., 2025](#)).

Teamwork emerged as another important factor supporting operational effectiveness. Casual workers were able to collaborate efficiently with permanent staff during event preparation, service delivery, and event completion. This finding supports [Dewangga and Sumerta \(2024\)](#), who emphasized the importance of communication, teamwork, and responsibility in banquet operations. The present findings further indicate that teamwork enables casual workers to coordinate with permanent employees and respond collectively to operational demands. This is particularly relevant when workloads increase, because operational quality depends not only on individual performance but also on coordination among members of the banquet team.

Although differences in work experience and sudden BEO changes created operational challenges, these issues did not significantly reduce service quality because they were addressed through effective communication, coordination, and supervision ([Wan Ibrahim et al., 2026](#)). Therefore, the challenges identified in this study are not only related to individual worker limitations but also reflect the dynamic characteristics of banquet operations. Effective communication, coordination, and supervision become important mechanisms for maintaining service quality when operational conditions change. This observation carries an important implication for how hotel management should interpret operational disruptions of this kind: rather than treating them solely as evidence of individual worker limitations, they should be understood as recurring features of banquet operations that any staffing model, casual or permanent, must be prepared to absorb through structured coordination mechanisms.

Overall, the findings strengthen the view that the contribution of casual workers to operational quality depends on both individual performance and organizational support. Training, orientation, supervision, clear SOPs, and teamwork should therefore be viewed as interconnected practices rather than separate factors. Continuous training and performance evaluation can help address differences in experience and improve the consistency of casual worker performance. Thus, effective management of casual workers can support operational efficiency and service quality in banquet operations.

5. Conclusions

5.1 Conclusion

This study concludes that casual workers play an important role in supporting operational quality in the Banquet Section. Their contribution is not only related to providing additional manpower but also to maintaining service continuity during fluctuating workloads. The findings show that effective management of casual workers depends on the combination of individual performance and organizational support. This study contributes to hospitality human resource management by showing that casual workers can become an effective part of the hotel workforce when supported by appropriate training, supervision, clear SOPs, and teamwork. Thus, casual worker management should be integrated into the hotel's human resource practices to maintain consistent operational quality.

5.2 Research Limitations

Theoretically, this study contributes to hospitality HRM literature by emphasizing that casual worker performance is influenced not only by individual abilities but also by organizational support. This finding provides a broader understanding of how flexible workers can contribute to operational quality in hotel banquet operations. Practically, hotel management should provide structured orientation and training for new casual workers, conduct pre-shift briefings, strengthen supervision, and conduct regular performance evaluations. These practices can help reduce differences in worker experience and maintain consistent service quality, especially during large-scale events and changes in BEO.

5.3 Suggestions and Directions for Future Research

Future research is recommended to involve multiple hotels with different classifications and operational characteristics to provide broader insights into casual worker management in the hospitality industry. Researchers may also use quantitative or mixed-method approaches to examine the relationship between training, supervision, casual worker performance, and operational quality. Further studies could also examine other factors, such as leadership, motivation, job satisfaction, and

training effectiveness, to strengthen the understanding of casual worker management in hospitality human resource management.

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Author Contributions

MJL was responsible for conceptualization, research design, data collection, data analysis, interpretation of the findings, and preparation of the original manuscript draft. FS contributed to supervision, methodology validation, and critical revision of the manuscript. IP contributed to data verification, validation of findings, and critical revision of the manuscript. All authors read and approved the final version of the manuscript.

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