

CHAPTER I

INTRODUCTION

1.1 Background of the Study

Businesses experience fluctuation, at times they fall, at times they rise, but they rarely remain stagnant. Employees are the roots of this fluctuation. They gain knowledge from the companies and experiences from their duties. In order to face some downsides of the businesses, companies encourage staffs to be cross-trained by going through additional activities to attain new skills and be familiarized with new environment (Sree & Basariya, 2018).

Cross-training will be one of the main focuses to explore since it is the participation of the staffs by learning a different role or gaining new skills, either in the same or different department to enhance knowledge, skill and experience. The role of cross-training itself plays an advantageous part in the business. Since it is seen as a process of beneficial effect on the business, companies deem that they will be greatly benefited with the increased productivity, boosted flexibility, maximum job function substitution, improved morale, additional value and reduction in expenses (Sree & Basariya, 2018).

Furthermore, loyalty plays a role in the writer's thesis since it is an intrinsic manifestation of emotional sentiment, which promotes importance and idea that implement in real work situation. The employees' loyalty towards their department reflects from the term 'job satisfaction', which relates to customer satisfaction.

The more customers that are satisfied with the service of the staffs, the more likely it is for the business' reputation to run in a favorable position. The implication of the employees' job satisfaction derives from customer satisfaction that can be analyzed through online reviews and customer feedbacks. Staff loyalty relates to staff retention, which consists into five different components: management, superiors, working environment, co-workers, salary and benefits (Iqbal, Akhtar, & Guohao, 2017). When all of those are balanced, employees possess a sense of completeness and belongingness, and loyalty comes in the next course of action.

In this thesis, Marriott Café is selected as the object of the research due to six months of observation the author had conducted in the internship sessions as a trainee. The restaurant is acknowledged for its day-and-night dining restaurant that serves international choices of cuisines. Marriott Café is an all-you-can-eat restaurant that could contain more than 190 seats where only less than sufficient amount of servers service the guests. The restaurant is one of the expected departments that are given targets by the general manager to earn more profits, especially when concerning huge events, such as Ramadan. From the perspective of a former JW Marriott intern student, this target upon every event brought pressure and burden in the employees' shoulders, because every year, they had to serve customers in such huge amount of numbers that they were forced to squeeze in more seats into empty spaces to the point the staffs are unable to work in efficient manner, due to the lack of space, cutleries and the number of workforce.

It is no surprise that some Marriott Café's waiters and waitresses succumb to the hotel's lifestyle.

The writer believes that Marriott Café will be dealing with a constant employee voluntary turnover, lack of employees and lack of time-management. In this case, since JW Marriott Medan is an international hotel and employees are given a fair amount of different job opportunities, most of them are likely to choose the kinds of ideal positions they wish to attain and be cross-trained to move to other departments with incorrect mindset.

Table 1.1 Data of planned cross-training in Marriott Café from January-June 2019

	2019					
	January	February	March	April	May	June
Total employees per month	46	46	45	44	43	43
Cross-trained employees	0	0	1	1	1	0
Total employees planning to cross-train	11	11	11	10	10	10
Percentage of employees planning to cross-train (%)	24%	24%	24%	23%	23%	23%

Source: Data is processed by Researcher (2020)

Thus, the writer comes to a conclusion by deciding on a research with the title **“The Exploration of Cross-training towards the Staffs’ Loyalty of Marriott Café.”**

1.2 Problem Formulation

The precise objectives of this research explore the in-depth subjects of cross-training and its relation with staffs’ loyalty that revolves in Marriott Café.

In hopes to solve the arising problem, the following questions below are made with the attempt to be solved:

1. What is the cause and reason of loss of Marriott Café's staffs' loyalty?
2. Does cross-training do more damage than it does more beneficial advantageous to Marriott Café's employees?
3. Is cross-training the reason why loyalty of employees become unstable toward Marriott Café?

1.3 Research Focus

Marriott Café from JW Marriott Hotel Medan is chosen as the main focus of exploring and studying the staffs' loyalty to their workspace, which is conducted around January to June of 2019.

One important part of the reasons why it is selected in the final paper are due to the writer's perspective, experiences and knowledge as a former intern student inside the establishment, being well aware of the hotel's main problems, such as the highly exaggerated expectation of the general manager, the shortage of employees, multicultural guests' characteristics, and lengthening current employees' working hours. These problems cause employees' loyalty to their department to deteriorate and shift their interest to other departments or other hotels of the same brand caliber.

1.4 Research Objective

The writer wants to find out and study the causes and reasons why Marriott Café does not engrave a permanent inclination in the staffs' mindset of wanting to stay in their current station, despite it being a 5-star hotel, as well as wanting to discover why loyalty is an important aspect.

The writer wants to find out whether employees being cross-trained are beneficial or not to Marriott Café.

1.5 Benefit of the Research

The benefits of this research will help managers or researchers to spot the flaws in their management, which will lead the employees to a healthy way of thinking and correct conduct of the cross-training purposes.

1.5.1 Theoretical Benefit

The research from the theories and personal interview from each staff are elaborated and explored thoroughly in order to help the reader and other researchers understand more about the problems that emerge in every hotel and to let managers use this study to prevent such problems from happening and improve the working environment and time management of a hotel.

1.5.2 Practical Benefit

1. **Researcher:** The research acts as inducement for the researchers to conduct and delve deeper regarding the reasons why employees think that the business is not suited for them and decided to shift to other department.
2. **Reader:** The research will act as a guide or reference for the reader in the future research that relates between the business and loyalty of the staffs.
3. **Hotel Managers:** The research acts as motivation for the managers to discover the problems in the working environment and be more mindful of the changes in a staff's psychological behavior and working quality in order to prevent shortage of staffs.

