

# CHAPTER I

## INTRODUCTION

### 1.1 Background of the Study

Hospitality is a better phrase than service to represent what we should be providing; words like courteous, generous reception, friendliness, consideration, and warmth are also applicable. The development of hospitality is strongly linked to performance; it is essential for every employee to achieve good performance for the hotel's major goals to be met. This cannot be separated from the leadership and motivation components that contribute to job happiness. The process of completing work in line with hotel standards serves as a benchmark for high-performing workers. Performance appraisal is a great tool not only for evaluating employees' work, but also for their development and motivation (Rivaldo,2021).

One of the most essential components in promoting the Indonesian tourism business is human resources. Human Resources are the primary asset that must be managed professionally in order to build a more effective and efficient organisational management system. One facet of human resources, in addition to physical aspects and talents, is behaviour (Muhamad, 2020). When an employee is involved, he recognises his responsibility in corporate goals and motivates his colleagues to help the organisation achieve its objectives (Ardiansyah, 2020). Employee satisfaction and work motivation are becoming increasingly important in businesses. Many studies have been conducted to determine the impact that job happiness and reward have on employee productivity. The goal of this type of research is to determine which characteristics in the target firm may be changed and how to make people love coming to work every day. This idea demonstrates the importance of employees to an organisation and the importance of keeping them satisfied, engaged, and hence productive (Ali & Anwar, 2021). Studying employee performance will

provide you with insight into how your people strategy and current organizational culture effect engagement and, as a result, performance (Wilken, 2023).

Communication, which is the process of transmitting information, thoughts, or feelings of a person to others, is one of the aspects that determine performance (Wandi et al., at Sutrisno, 2022). Individuals in a group or organisation use communication to develop messages that adapt to one another (Mulyono at Sutrisno, 2022). Which, Communication entails both transmitting and receiving signals with the goal of expressing meaning and comprehension. Good communication is critical to how well employees perform their jobs, particularly in locations like hotels and restaurants. Employee job performance is also affected by communication. Previous research has discovered a positive association between internal communication and employee work performance (Kulachai et al., 2018). This type of communication motivates employees and helps them flourish. Furthermore, a cheerful work environment results from employees being able to freely discuss and share ideas at work. This type of collaboration is critical at hotels and restaurants where the goal is to make clients happy. Employees can provide better service if they communicate with their customers. As a result, strong communication serves as a basis for excellent employee performance in the hospitality industry (Wandi, 2022). In the research entitled "The Influence of Communication on Employee Performance, the communication variable is crucial because of its main role as the basis for the influence of communication on employee performance. Communication has a central role in building in

dividual interpersonal relationships in the work environment and has a significant impact on emotional connections with others (Anugrah Dwi, 2023). In the context of influence on employee performance, communication variables allow a deeper understanding of how communicative interactions influence aspects of performance, including productivity and job satisfaction (Rambembuoch, 2023). Therefore, including communication variables in this research is very important to see the magnitude of the impact of communication on overall employee performance.

In the context of an organisation, motivation entails encouraging and urging individuals to perform to the best of their ability in order to achieve the organization's desired goals. Motivation really matters in different job areas, like hotels and other places. When employees feel motivated, they get more involved, committed, and excited about their work. This leads to many good things happening. Motivated workers put in more effort, do their tasks better, and often achieve their goals. This motivation also makes them like their job more and be more positive about it. They even come up with new and creative ideas. They work better even when things get tough. This motivated work style is also seen when employees deal with guests in places like hotels. They're excited about their job, so they give really good customer service. Teamwork, reaching goals, and less people leaving the job are also good things that come from motivated employees. Motivation can be the power to push employee for do their best and work for the organization in a long term. (Sharma,2020)

Apurva Kempinski Bali is a 5-star hotel in Nusa Dua, Badung Regency, Bali that opened in 2019. The meaning of Apurva is "Unique & Magnificent," with an Indonesian motif and classic European Elegance. Kempinski Hotels developed The Apurva Kempinski Bali, a hotel steeped in modern Nusantara tradition, with a soft opening on February 28, 2019. Mr. Budiman Hendropurnomo, the architect, and Mr. Rudi Dodo, the interior designer, both from Trivium Design Group. Humans and God, humans and their natural surroundings, and humans and each other are three concepts of the Apurva Kempinski hotel. The Apurva Kempinski Bali is also one of the hotels involved

in the organisation of the G20 meeting in Indonesia in 2022. Furthermore, Apurva Kempinski Bali will host all of the G20 events in 2022, making The Apurva Kempinski Bali a well-known hotel that is becoming increasingly recognised around the world.

On top of that, based on the writer's investigation during the internship, there are certain issues discovered, one of which is a decrease in employee performance. A problem was discovered on the TripAdvisor site, and there has been feedback from guests regarding employee performance and employee services. The writer discovered that the ratings and feedback offered by guests to the employee are about the employee's performance not meeting the guest's expectations, and the guest feels that the employee's performance at The Apurva Kempinski Bali did not satisfy the guest. It is clear that a major chunk of employee performance has yet to fulfil visitor expectations as below:

**Table 1.1.**

**Guest Review and Feedback at Apurva Kempinski Bali from  
TripAdvisor on 2023 about Communication variable.**

The staff also not sincerely friendly. In some of our request they made questionable response and excuses. We made reservation 2 days at Coral, but they only listed one day request and make assumption on our request. The hotel also missed to track my payment to the hotel.

### **HORRIBLE AND TRAUMATIZING.**

Horrible service for a very expensive hotel.

Room wasn't ready till 4:30pm even though the usual check out time is 12. We waited from 3pm to 4:30pm. Following that, our luggages went missing and we had to personally find it. Operator and Customer Service was UNCONTACTABLE - none gave a quick and good response.

The same night, one of the rooms airconditioning wasn't working. Called the technician, tech asked to wait. 10:30pm aircon was still not working, night shift duty manager only came at 11:15pm to acknowledge the issue. He did not have any authority and was not giving any solution except to wait for the air conditioning to be fixed, WITH NO SPECIFIC TIME OF WHEN IT WILL BE READY. Mind you it was already midnight by then.

We asked for a replacement room yet the manager said there was no room ready. Eventually they called the housekeeping to clean up the suites and gave us an upgrade. We settled down only at 12:30am (past midnight).

We are tremendously traumatised by this experience, definitely not a place I would recommend to anyone. For the price we pay, we did not expect such atrocious management system and customer service. There's tons of 5-star hotels at a similar or lower rate with a much better service. Their lack of inter-communication and coordination, along with their ignorance towards customers are something they haven't been able to improve since the first time I was there.

I've been here 4x now and none of which the experience was amazing. Highly NOT RECOMMENDED.

### **Terrible service - lack of understanding vegans**

This is an amazing property with untrained staff. They have a vegan menu which they do not know how to deliver against. We ordered from the menu and despite clearly asking them, came wrong with eggs and meat. Further lack of empathy from in room dining who failed to understand the need to feed a hungry family late in the night including a rather ineffective duty manager.

Breakfast in the concierge and other restaurants are not labeled. Many dishes with shared tongs means vegans / vegetarians may be eating tainted food. Gluten free is non-existent.

Please be careful if you are staying here and have dietary restrictions

**Not a good hotel, too crowded**

First of all I think this hotel has lowered their standard compared to my previous stays, especially in terms of food quality. I need to say that their breakfast in their cliff lounge is not as good as it used to be. It also seems that most of their staffs aren't properly trained, and keep on forgetting our orders. So I don't think it's worth it to maintain Kempinski status for this hotel or to intentionally upgrade the room to junior suite. Do it for the scenery, not the facility.

However I need to thank Ignatia, one of their Lady in Red, who always strive to deliver excellent service to ensure that my stay is a pleasant one.

**Overrated! The worst checking in experience ever!  
Inhospitable manager**

Staff was inexperienced and short for trainings.

We arrived around 1pm and my friends didn't get their room until 5PM. 4 HOURS CHECKING IN !! That is the longest waiting experience EVER ! The reception said he will call us but didnt. We have miss some complimentary afternoon tea. We called the manager complain about it and the manager was inhospitable and dont even feel sorry for it !!! 4 hours waiting for check in totally waste my holiday day time!!! We didn't travel cross half of the world to spend half day in the lobby!

The facility is good to be honest, but kempinski failed to provide the service that they promise they would offer, and we had the worst service experience ever!

Don't recommend!

4. Had made a cake arrangement to send to my room 2 days before my girl's birthday through WA with the hotel. On her birthday, they failed to send the cake to my room on time. Yet, they said the cake arrangement should be one day in advance, they already did their BEST to fulfill my request. Poor internal communication and dare to blame the guest not inform them one day in advance?!

Sources: prepared by writer (guest feedback from TripAdvisor)

**Table 1.2.**

**Guest Review and Feedback at Apurva Kempinski Bali from  
TripAdvisor on 2023 about employee performance variable**

<p><b>Good place Bad staff</b></p> <p>The hotel is great but unfortunately under the supervision of Demi the Duty manager and Vincent GM its getting worst because these two are unprofessional and had bad attitude they think they own the hotel and want to role it. Each one of them will walk with 4 security guards and will hustle you and will threat to kick you out of your villa I was in vila 7106 and they kicked the door on us with out our permission and threatened us to take us out of the villa !! Very unprofessional way and scary!! Image you get a 6 men’s knock the door and get in your villa without permission !! Unprofessional and unethical and scary unsecured hotel! Be carful!!!</p>
<p><b>Bad, bad, bad...</b></p> <p>Didnot meet the high expectations. Two bedroom villa with tiny swimming pool, Concierge cannot be reached when called dozens of times. Restaurant reservations hard to make, never a table available when called. When walk to restaurants plenty of tables available and can be seated at once. Most staff lazy and slow and not understanding. Breakfast tasteless and fat. For hours no life guard at the kids pool.</p>
<p><b>Poor service</b></p> <p>Very slow respon from front desk. It took me even more than 30 minutes to get a response request from our room. Surely service does not reflect a five-star hotel. Please take a closer look at a faster response to the ministry.</p>
<p>5. Made a dinner reservation by phone at their Japanese restaurant, Oku, to celebrate my daughter’s birthday. My daughter didn’t like their dessert, so I requested to order dessert from Reef beach club (hotel’s another restaurant) and sent to Oku. The receptionist rejected me and claimed that they would be busy on Saturday night. In a hotel, you are not working alone! There is always a team to back you up. All you need is ask for help instead of refusing to fulfill a guest’s small request. We ended up had dinner in St Regis and felt much more been respected.</p> <p>6. The lounge staff misguided me to the morning yoga venue. I ended up went back and forth to the ground floor, lounge and gym but nobody could direct me to the place.</p> <p>7. The hotel request all guest wearing a mask in the public places but the housekeeping staff delivered water bottle to our room without wearing one! After reading my review and still decide to stay in this hotel? Be my guest and good luck!</p>

Sources: prepared by writer (guest feedback from TripAdvisor)

**Table 1.3.**

**Guest Review and Feedback at Apurva Kempinski Bali from TripAdvisor in 2023 about employee motivation variable**

My wife and I like this resort a lot, glorious views and elegant surroundings. We went here to relax over the new year week. Most of the staff were able to supply the service a resort like this is renown for. However the club facilities staff had quite a lot of unpleasant and unhelpful staff, so much so we found the experience unrewarding and planned to cut our stay short and leave. A manager convinced us to stay. We have never had this experience in all the years we have stayed in Nusa Dua resorts. Once they sort out their staff this resort would be a magnificent place to stay.

Didnot meet the high expectations. Two bedroom villa with tiny swimming pool, Concierge cannot be reached when called dozens of times. Restaurant reservations hard to make, never a table available when called. When walk to restaurants plenty of tables available and can be seated at once. Most staff lazy and slow and not understanding. Breakfast tasteless and fat. For hours no life guard at the kids pool.

Sources: Prepared by the writer (guest feedback from tripadvisor)

Based on table 1.1, it is clear that there are several negative ratings of employee performance. Such as long wait times, hostile employees, a lack of civility, poor communication, failure to fulfill visitor requests regardless of price, and so on. As a result, it is possible to deduce the numerous difficulties that develop. They signal poor staff performance, and if ignored, they may have a negative impact on the company's reputation and image in the future. It may be more difficult for the company to strive for and acquire new clients, while also losing the possibility and opportunity to maintain its existing customers. As a result, poor employee performance should be addressed and dealt with as soon as possible, and one solution may be a company-wide compensation system.

The writer is eager to learn more about communication, motivation, and employee performance through a thesis titled "**THE INFLUENCE OF COMMUNICATION TOWARDS EMPLOYEE PERFORMANCE: MODERATED BY EMPLOYEE MOTIVATION AT THE APURVA KEMPINSKI BALI.**"

## 1.2 Problem Limitation

Due to time and budget limitations, the writer will focus on:



- Communication (X) as the independent variable with 5 items of measurement.
- Motivation (Z) as the moderating variable with 4 items of measurement.
- Employee performance (Y) as the dependent variable with 5 items of measurement.
- This research is limited to Apurva Kempinski Bali as a research object.

### **1.3 Problem Formulation**

Based on the preceding background research, the writer can use problem identification as a starting point:

- Does communication have an influence on employee performance?
- Does motivation moderate between communication and employee performance?

### **1.4 Objective of the study**

The following are the reasons for conducting these studies:

- To determine whether communication has an influence on employee performance at Apurva Kempinski Bali.
- To determine whether communication has an influence on employee performance moderated by motivation at Apurva Kempinski Bali.

### **1.5 Benefits of the study**

#### **1.5.1 Theoretical Benefits**

The theoretical benefit of this research is that it adds to our understanding of communication, employee motivation, and employee performance in order to explore variable interactions. The findings of this study are intended to be of academic value and serve as a reference for other researchers, particularly given the factors included in

this study. Aside from that, research was conducted to gather additional objective facts regarding Apurva Kempinski Bali.

### **1.5.2 Practical Benefits**

The benefits of the study are as follows:

- For the writer, to expand the understanding of the writer regarding the influence of communication towards employee performance in the hospitality industry, moderated by employee motivation. Furthermore, to tie to theories learned in college.
- For the company, the research of this study is expected to give recommendations for organisations to understand the influence of communication on employee performance in the hotel industry, moderated by employee motivation.
- For the next researcher, this study can be utilised as one of their references for future research related to the influence of communication, motivation, and employee performance in hospitality industry.