

# CHAPTER I

## INTRODUCTION

### 1.1 Background of the Study

The hotel industry is an important aspect of the tourism and hospitality sectors, and it contributes significantly to the economies of many nations, including Indonesia. According to Writer (2022) The Indonesian tourism and hotel sector is increasingly focusing on local communities and cultures, which are regarded as key parts of the economy. This new type of tourism is expected to gain popularity as travelers grow more aware of the environmental impact of tourism.

Qualified human resources are required in the hotel industry. Because of the intense rivalry in the hotel business and the perceived complexity of the difficulties. This is evidenced by the advent of new star hotels with a distinct and rather modern feel. The desire of hotels to have a competitive advantage requires them to always innovate and improve their human resources.

Aloft Bali Seminyak, a major participant in the hospitality sector, operates in an environment marked by constantly changing client expectations and global rivalry. Employee performance is an essential factor in every organization's success. Understanding the factors that drive performance is critical for achieving peak performance. The purpose of this

research is to investigate the effects of communication, employee training, and employee engagement on staff performance at Aloft Bali Seminyak.

Effective communication is essential in any workplace. The communication process, according to Mangkunegara (2013: 146) cited in Edward (2020), is a way for the message's sender (sender) to get his message to the message's recipient (receiver). Based on Kalogiannidis (2020) Poor communication can lead to misunderstandings, low morale, and decreased productivity that significantly influence employee performance. Therefore, it is critical to evaluate the effect of communication on employee performance.

Another key component that might influence employee effectiveness is employee training. Proper training can help employees enhance their skills, knowledge, and confidence, resulting in better job performance. A study conducted by Nanda Erisman (2019) found that job involvement and job training have a positive impact on employee performance.

A study conducted by Savitri et al., (2023) found that employee engagement factors such as leadership, compensation, and organizational culture have a significant impact on employee performance. Employee engagement is also an important aspect in job performance not only helps to preserve employee job satisfaction, but it also indirectly encourages people to give their all and boost company performance. Employees who

are engaged are more committed to their jobs, more productive, and more likely to stay with the company.

Employee performance can be strongly influenced by efficient communication, employee training, and employee engagement. Effective communication fosters mutual understanding among management and employees, resulting in improved employee performance. Employee training can assist employees in acquiring new skills and knowledge required to execute their duties effectively. Many elements influence employee engagement, including workplace culture, organizational communication, managerial styles, trust and respect, leadership, and employee training.

Furthermore, the writer's observations revealed a number of issues, one of which was a decrease in employee performance. The writer found that the crux of the problem lies in the deficiency of effective internal communication tools, posing a challenge to ensuring that employees are well-informed about their respective responsibilities and duties. This deficiency not only engenders confusion but also contributes to a disconcerting trend wherein many workers find themselves engaged in tasks that diverge from the parameters of their designated job descriptions. This deviation from assigned roles, as observed by the writer, has repercussions that extend beyond individual performance metrics. It fosters an environment where collaboration between various departments is compromised, leading to a less synergistic and harmonious workplace







dynamic. The lack of streamlined communication channels is evident in the persistence of employees executing tasks that may not align with their core responsibilities.

Adding a layer of complexity to the situation is the writer observed that workers predominantly communicate in their native language, creating a linguistic barrier that hampers effective communication. This linguistic divide not only exacerbates the challenge of conveying critical information but also impedes the integration of trainees and employees from diverse cultural backgrounds. The resultant difficulty in understanding, exacerbated by language disparities, can hinder the assimilation of crucial information, further contributing to the observed decline in collaborative efforts. Aloft Bali Seminyak uses a system to support employees working at the front office. A lot of negative feedback was discovered from the guest voice. These consist of: guests not accepting billing folios after they have checked out; passengers not logging in to their Marriott Bonvoy accounts to receive bonus points; and guests responding to chat messages on an outdated mobile chat service. It is evident from some of the critical remarks above that staff members' performance in running hotel systems is inadequate and ineffective, and that training is still required and scheduled regularly because there is still a lack of training schedule provided by the hotel.

Recently, on a platform called TripAdvisor, guests have offered ratings to employees' performance or services. The writer discovered that the ratings and feedback supplied by guests to the employee are about the

employee's services not meeting the guest's expectations, and the guest believes that the employee's performance is poor.

**Table 1.1 Review Data of Aloft Bali Seminyak (2022-2023)**

<b>The Aloft Bali Seminyak, Bali Guest Review Regarding Employee Review Regarding Employee Training, Employee Engagement &amp; Employee Performance</b>	
	<p>  <b>Navigator446690</b> wrote a review Aug 2022  <small>Plano, Texas • 1 contribution</small> </p> <p>  <b>Poor location. Not up to Marriott standards.</b> </p> <p>                     The entire hotel is full of ants. Both by the pool and in our room. There is no real ocean view. Our room only sees a tiny slice of the ocean. The road is extremely loud. You hear every motorcycle every car passing in the morning and evening. This is the lowest Aloft experience we have had and we stayed in multiple continents as a loyal Marriott customer. <b>Their staff doesn't speak English well at the front desk and aren't very proactive in helping you as a tourist navigate the local language. They aren't solution oriented. It's disappointing as this facility doesn't meet expectations of the Marriott brand.</b> </p> <p>Read more ▾</p> <p>Date of stay: August 2022</p>
	<p>  <b>Noisy hotel rooms and staff not prepared to deal with issues</b> </p>
	<p>  <b>I didn't like the fact that the restaurant staff was always asking for a payment because I hadn't a deposit under my room number but...we have paid the entire amount during the check-in 😞.....is the entire amount not enough??</b> </p>
	<p> <b>"Poor restaurant service at Aloft Hotel Seminyak"</b>   Jan 13, 2022 Mandaarda                 </p> <p>                     Breakfast service at Aloft Hotel Seminyak is very bad. Breakfast is provided in alacarte form, not a buffet. This is understandable, even though during this pandemic many hotels have provided buffet services for fast food in a hygienic way. In my opinion, there is not enough effort from the hotel to serve guests optimally. <b>The point that made our assessment the worst was that my son's order of soto Betawi rice was not prepared and was served because the order checker paper was flying in the wind. or not yet. Because he was a little annoyed, my son changed his order of Soto Betawi to sausage omelet because we thought the omelet order was simple and didn't take long. But what happened?? After 15 minutes the omelette order didn't come and when I asked the waiter again it turned out it wasn't prepared 😞😞😞😞. Ooh please, Aloft Hotel, please prepare employees who are intelligent, agile and care about hotel consumers. I feel like I'm tired of staying here again.</b> </p>
	<p> <b>"Great place to stay with unfriendly staff in restuarant"</b>   Dec 27, 2022 ismaya, Bandung, Indonesia                 </p> <p>                     Its a new hotel <b>The staff is not prepared.</b> They are only nice to a few people, not all of them. They are <b>not aware of their surroundings and not really helpful, especially people in the restaurant.</b> Some of them are really nice to us but <b>most of them are really rude and arrogant.</b> Aloft is a 4 star hotel with the Marriott Bonvoy brand, where they have the motto Fun and playful.                 </p>

vacation we imagined. Before we even officially checked into the hotel, an incident in the underground garage, guided by a member of the hotel staff, transformed our anticipation into a nightmare. A faulty entry barrier collapsed on top of us, causing us extreme physical pain, requiring immediate medical attention and leaving us in a state of shock. **The hotel staff, particularly the manager on duty at the time, Daniel, were far from helpful or empathetic. Instead of providing immediate help and medical assistance, they acted in a dismissive manner and only added to our distress.** To add to this ordeal, **Daniel openly accessed and discussed my medical records without my consent, violating my privacy at an extremely vulnerable time.** This serious misconduct extended to the hotel's front office, which disclosed our personal contact information without our permission. This breach of trust led to unsolicited and intimidating messages from unknown sources. When confronted, the rest of the hotel staff blatantly denied their actions, adding insult to injury. Now, two months later, nightmarish memories of this incident continue to cause recurring headaches and emotional distress. In an **empty gesture of apology**, the general manager, Ashley, promised a full refund for our stay, but this has yet to materialise. Writing this review reopens painful wounds, but it is essential that I share my experience to hopefully prevent other guests from suffering a similar ordeal. I urge all Marriott Elite members to prioritize their security and privacy, and think twice before choosing Aloft Kuta Beachwalk. The blatant violation of trust, reckless endangerment of guests, and complete disregard for responsibility serve as grim reminders that this property does not meet the high standards we associate with Marriott. Let the hospitality industry take note and strive to improve.

We were led into a traumatic situation when a hotel staff member guided us on our motorbikes into the hotel's parking garage. Without warning, the entrance barrier crashed down onto us, causing immediate physical injuries. This incident required urgent medical attention and has left us with an ongoing emotional and psychological impact.

**The hotel staff's response to this distressing event was far from what we would expect from a reputable hospitality provider like Marriott.** Initial medical assistance was delayed, and, shockingly, the hotel manager accessed my partner's medical records without consent, discussing her medical condition openly. This gross invasion of privacy was entirely inappropriate and added significantly to our distress.

To further exacerbate the situation, **our personal contact information was disclosed without our consent by the hotel's front office,** resulting in unwanted and intimidating messages from unknown individuals.

Sources: Prepared by writer (Guest feedback and review from TripAdvisor)

From the illustration above, the reviews and feedback left by customers on the Trip Advisor site indicate that there is a lack of communication, training, and employee engagement among the employees. Guest reviews and feedback make it clear that Aloft Bali Seminyak staff members rarely cooperate with one another, lack communication skills training, and do not work well as a team. As a result, guests are left feeling unsatisfied with the hotel's service and staff members' performance.

From the description above, the writer conducts research in the form of a thesis titled: **“The Impact of Communication, Employee Training, and Employee Engagement Toward Employee Performance at Aloft Bali Seminyak.”**

## 1.2 Problem Limitation

Due to the limitation of time and resources, the problem limitations of this research study are as follows:

1. This research will focus on three independent variables that affect Communication, Employee Training, and Employee Engagement, for the dependent variable is Employee Performance.
2. This research is limited to Staff at Aloft Bali Seminyak.

## 1.3 Problem Formulation

Based on the background of the study described above, this research is conducted to analyze some factors that influence Employee Performance. The problems identified by the writer are:

1. Does communication partially influence employee performance at Aloft Bali Seminyak?
2. Does employee training partially influence employee performance at Aloft Bali Seminyak?
3. Does employee engagement partially influence employee performance at Aloft Bali Seminyak?
4. Do Communication, Employee Training, and Employee Engagement simultaneously influence Employee Performance at Aloft Bali Seminyak?

## **1.4 Objective Research**

Based on the problem formulation that has been written, it is important for the reader to understand the purpose of this research, which are:

1. To find out if communication partially influences employee performance at Aloft Bali Seminyak
2. To find out if employee training partially influences employee performance at Aloft Bali Seminyak
3. To find out if employee engagement partially influences employee performance at Aloft Bali Seminyak
4. To find out if communication, employee training, and employee engagement simultaneously influence employee performance at Aloft Bali Seminyak

## **1.5 Benefits of the Research**

All research carried out is expected to have benefits for all parties.

There are 2 kinds of benefits of the research:

### **1.5.1 Theoretical Benefits**

The findings of this study are likely to improve the quality of knowledge and understanding of The Influence of Communication, Employee Training, and Employee Engagement Toward Employee Performance.



### 1.5.2 Practical Benefits

The practical benefits from conducting this research are as follows:

- a. For the writer: By finding out and studying this research, the writer will gain more understanding about the topic. The writer will also have more knowledge about how to improve employee performance.
- b. For the company: The purpose of this writing is to help the company to improve and develop the employee performance by understanding the effect of communication, employee training, and employee engagement.
- c. For the researcher: The writer of this paper aims to assist other researchers by allowing them to use it as a reference anytime they conduct additional research or study on the same topic.

