

CHAPTER I

INTRODUCTION

1.1 Background of the Study

The tourism and hospitality management sectors are service-based and are still growing on a national or international level. Because of its large archipelago, diverse panoramic landscapes, ocean, historical ruins, intriguing ethnic diversity, and various ethnic groups, Indonesia is regarded as one of the developing nations with excellent tourism and hospitality experiences. It also has a lot of potential to grow in the hospitality sector. Along with improving internet marketing and promotion, the Indonesian government also invested in infrastructure, improved accessibility, improved standards for health and cleanliness, and promoted hospitality and tourism. All of these factors contributed to this excellent outcome. All of these initiatives will undoubtedly draw more foreign tourists and investors, which will greatly boost Indonesia's lodging, tourism, and services-based industries.

The hospitality and tourist industries, in particular, are characterized by their strong reliance on human resources and workforces, necessitating a larger workforce than other industries. Even as the needs and advancements in the hospitality and tourism industries are growing, the sector is notorious for having a high staff turnover rate and poor rates of worker stability, particularly among front-line employees. Many businesses struggle to have

enough employees on hand to support operational standards in a competitive labor market as employee turnover rises. The consequences of a high employee turnover rate could make provided goods and services less valuable. Elevated employee attrition rates pose a serious risk to the organization or business by driving up expenses associated with hiring and onboarding new staff.

In the hotel sector, job satisfaction has a significant impact on staff retention and productivity. As one of the leading companies in the hospitality industry, Grand City Hall Hotel Medan understands the value of improving employee job satisfaction. This study examines how Grand City Hall Hotel Medan employees' job satisfaction is affected by three important factors: placement, leadership, and training. The hospitality sector is renowned for being fast-paced and fiercely competitive, with a strong focus on providing outstanding customer service. In order to maintain a competitive advantage and guarantee the best standards of service, a happy and motivated team is essential. Therefore, it becomes crucial for businesses like Grand City Hall Hotel to comprehend the elements that lead to employment satisfaction.

Dhoundiyal and Mathur (2020) suggests that training has a significant effect on job satisfaction. Employees can improve their current talents and learn new ones through training. Employee job satisfaction is higher when they perceive themselves as skilled and competent in their

positions. An employee with proper training is more likely to have self-confidence. They feel more at ease taking on difficult duties and responsibilities as a result of their confidence, which might enhance job satisfaction. Training facilitates the establishment of precise standards for job performance. Employees are less likely to feel irritated or unsure about their function when they know what is expected of them, which increases job satisfaction. Providing training opportunities allows you to communicate to staff members that you appreciate their professional growth. Knowing that there are prospects for growth and progress inside the organization. Workers are more likely to stick with their current employer if they obtain proper training. This can result in increased job satisfaction because employees will believe that their work environment is stable and ongoing.

Employees with more training are frequently more capable of working on their own and making judgments. Employees who feel more trusted and empowered in their responsibilities as a result of this enhanced autonomy may be more satisfied with their jobs. Offering training opportunities demonstrates to employees that their employer prioritizes their personal development. Gaining recognition can boost one's sense of appreciation and job satisfaction. Employees who receive training are more likely to be engaged in their work. Engaged employees are generally more satisfied with their jobs because they feel a sense of purpose and connection to their work. Properly trained employees are often better equipped to

handle challenges and solve problems that may arise in their roles. This can lead to a greater sense of accomplishment and job satisfaction.

According to Hartanto and Turangan (2021), the leadership style has a significant effect on job satisfaction. An organization's leadership style has a significant impact on job satisfaction. A transformational leader, who inspires and empowers their team, tends to foster a positive work environment where employees feel motivated and valued. This can lead to higher levels of job satisfaction as individuals are more likely to be engaged and committed to their work. Job satisfaction is greatly impacted by a leader who can offer constructive feedback and recognize work done well. When employees feel recognized and appreciated for their contributions, it promotes feelings of validation and fulfillment in their roles.

Additionally, a leader who prioritizes employee development and creates opportunities for skill development and career advancement demonstrates a commitment to their team's growth and success. This can lead to increased job satisfaction, as individuals feel supported in their career journey. Overall, leadership style sets the tone for the work environment, and a leader who prioritizes the well-being and growth of his team will be more likely to create a satisfied and healthy workforce, motivated.

According to Mardhika, et.al. (2021), the placement of employees has a significant effect on their job satisfaction. Placement refers to the

process of matching employees' skills and preferences with suitable roles within an organization. When employees are placed in positions that align with their strengths and interests, they are more likely to feel competent and fulfilled in their roles. This sense of purpose and accomplishment contributes to higher levels of job satisfaction. On the other hand, being placed in the wrong position can lead to frustration, reduced productivity, and a lack of motivation. Employees who feel that their skills are not being utilized effectively may experience a disconnect between their abilities and job responsibilities, resulting in lower job satisfaction. Therefore, it is important to have strategic and thoughtful placement practices in order to create a positive work environment where employees feel valued, engaged, and content in their roles.

The hospitality industry recognizes the importance of employee satisfaction in driving customer satisfaction and overall business success. Satisfied employees are more likely to be engaged, committed, and provide superior service to guests. Conversely, dissatisfied employees may exhibit reduced productivity, higher absenteeism rates, and a greater likelihood of seeking alternative employment opportunities, resulting in higher turnover rates. At Grand City Hall Hotel Medan, there are various challenges related to training, leadership, placement, and job satisfaction among employees.

Job satisfaction is a critical factor for the success of a hotel business. When employees are satisfied with their work, it leads to improved guest

experiences, higher productivity, and lower turnover rates. One notable aspect of working in a hotel is the direct interaction with guests. Job satisfaction is often tied to the ability to provide high-quality service and create positive experiences for guests. The result of employee's answer to questions about job satisfaction can be seen as follows:

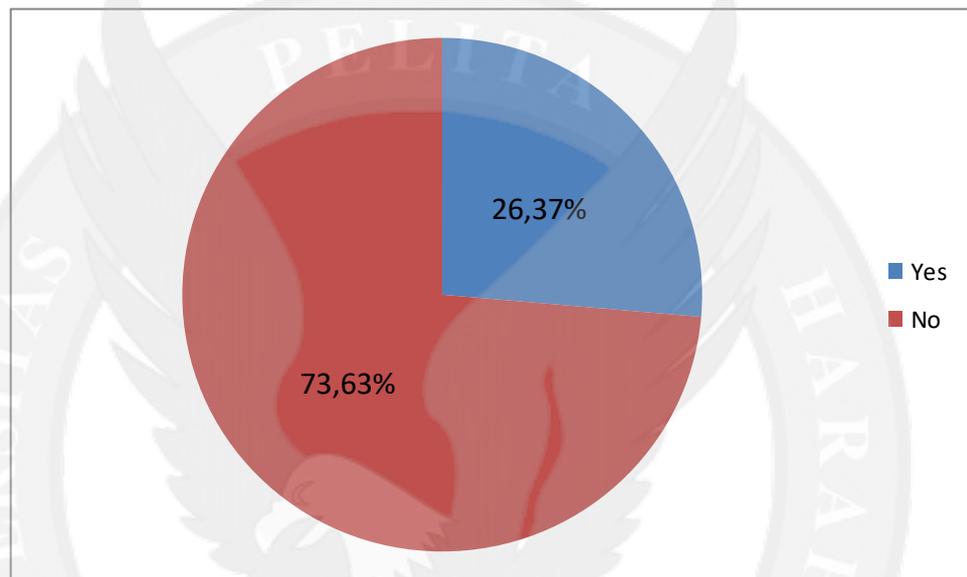


Figure 1.1 I am satisfied with my job

Source: Grand City Hall Hotel Medan. (2023).

Based on the respondent's answer to job satisfaction, the employees may experience uncertainty and anxiety when they are unsure about what is expected of them, leading to confusion and dissatisfaction. They may lack awareness of their responsibilities and outcomes, resulting in a reduced sense of control and autonomy over their work. This can make them feel like they are just going through the motions without a clear purpose. Moreover, a lack of understanding about their role's impact can lead to frustration and detachment from their job, affecting their motivation and enthusiasm. Additionally, not being fully aware of how their work

contributes to the hotel's goals can hinder their career growth and overall job satisfaction. Furthermore, a lack of accountability may arise when employees are not fully aware of their responsibilities and the outcomes of their work, leading to a decline in work quality. This situation often indicates a breakdown in communication between management and employees, which can result in isolation and dissatisfaction. Uncertainty about roles and responsibilities can strain team relationships and impact morale. Clear communication, well-defined roles, and a sense of purpose are crucial for creating a positive and satisfying work environment in a hotel setting.

Insufficient training can result in staff members being ill-prepared to meet guest expectations. This can lead to lower levels of guest satisfaction, potentially resulting in negative reviews and a decrease in repeat business. When employees are not adequately trained, they may feel frustrated and overwhelmed in their roles. This can lead to job dissatisfaction, decreased morale, and ultimately, higher turnover rates. The results of employee answers to questions about employee training can be seen as follows:

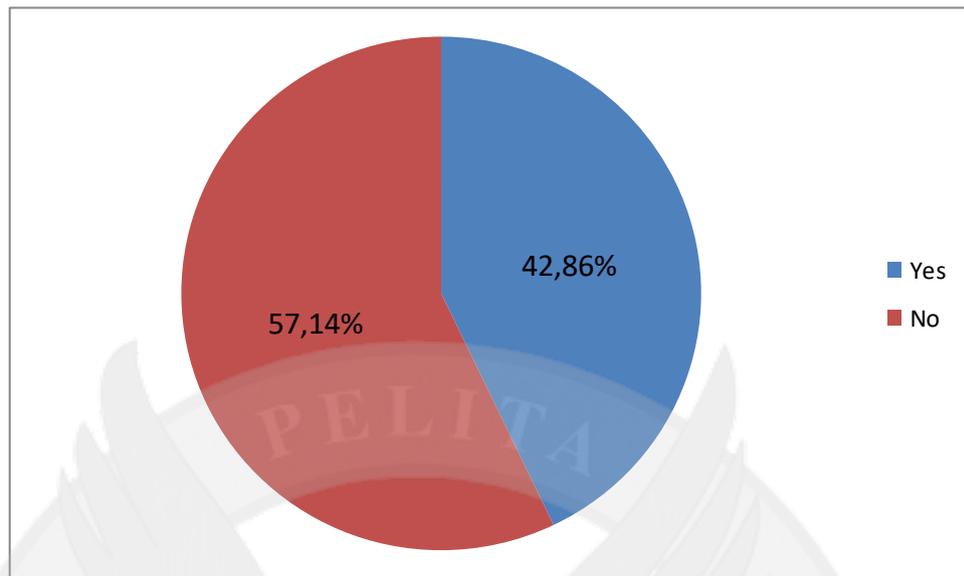


Figure 1.2 Trainers have adequate qualifications

Source: Grand City Hall Hotel Medan. (2023).

The issue of trainers lacking adequate qualifications in a hotel setting can have various significant consequences for both the trained staff and the overall functioning of the hotel. Inadequately qualified trainers may lack the necessary knowledge, skills, or experience to effectively communicate the required information. Unqualified trainers may provide inaccurate or outdated information, which is particularly problematic in the hotel industry where accurate knowledge of procedures, policies, and customer service standards is crucial for smooth operations and guest satisfaction. Employees may perceive their training as insufficient or below standard, leading to reduced morale. This can result in frustration or disengagement, ultimately impacting job satisfaction and performance. Guests often have high expectations for service quality in hotels, and if employees are not properly trained, this can lead to a decline in the overall

guest experience. Consequently, negative reviews, decreased repeat business, and damage to the hotel's reputation may occur.

Wrong leadership styles can stifle employee autonomy and decision-making, leading to lower morale and reduced job satisfaction among staff. Leaders who do not trust their employees or involve them in decision-making processes may hinder their sense of empowerment and ownership in their roles. This can lead to decreased motivation and productivity. The results of the employee's answer to questions about leadership style can be seen as follows:

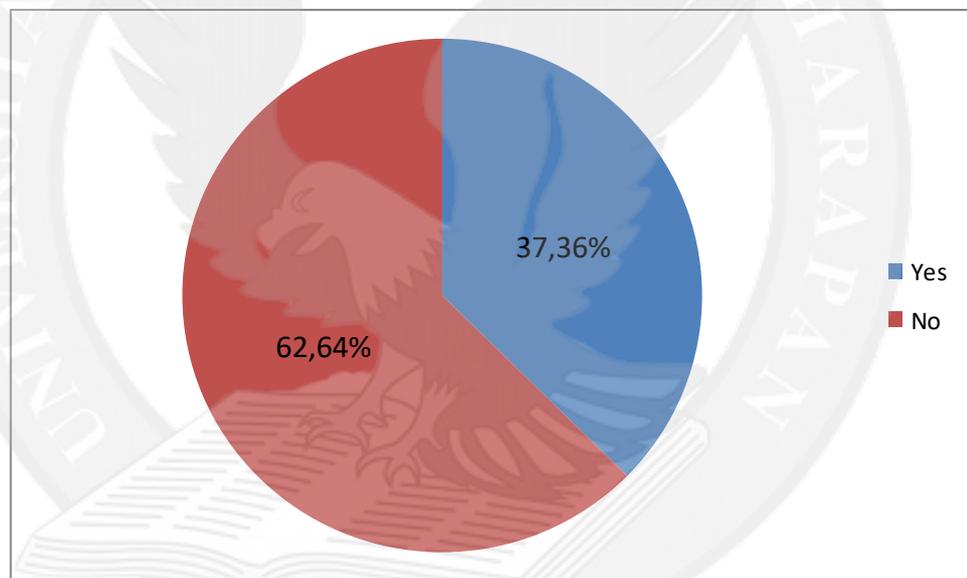


Figure 1.3 My leader can analyze the situation carefully
Source: Grand City Hall Hotel Medan. (2023).

Based on the respondent's answer, the leader does not approach situations with a data-driven, thoughtful, and systematic approach. In a hotel setting, this style of leadership can be highly valuable for making informed decisions regarding guest satisfaction, resource allocation, and team management. Running a hotel involves managing a wide range of functions

such as guest services, housekeeping, food and beverage, event planning, and more. The leaders are not adept at comprehending the intricacies of these operations, considering the diverse needs of guests and staff. Hotels often face the challenge of meeting high guest expectations while operating within practical constraints. The leader cannot carefully assess the situation to find optimal solutions that satisfy both guests and the hotel's operational capabilities. Effective leaders in the hotel industry must allocate resources wisely, including staffing, budgeting, and infrastructure. Analyzing data and situational factors enables leaders to make sound decisions that maximize the hotel's efficiency and profitability. Hotels are susceptible to various unexpected situations, such as guest complaints, emergencies, or unforeseen market shifts. Leaders are not capable of swiftly assessing these situations and making informed decisions to mitigate negative impacts. Analytical leaders are skilled at evaluating feedback and performance metrics. They use this information to implement changes and improvements in hotel operations, guest services, and employee development programs.

Placing employees in roles that do not align with their skills and strengths can lead to inefficiencies. They may struggle to perform their duties effectively, resulting in lower productivity levels. When employees are placed in positions that don't match their abilities or interests, they are likely to feel dissatisfied and frustrated. This can lead to reduced morale and potentially higher turnover rates. Employees who are not placed in roles that capitalize on their strengths and interests may become disengaged and more

likely to seek employment elsewhere. This can lead to higher turnover rates, which can be costly for the hotel. Placing employees in roles they are not well-suited for can lead to subpar guest experiences. For example, placing an introverted individual in a guest-facing role may result in interactions that are less engaging or effective. The results of the employee's answer to questions about placement can be seen as follows:

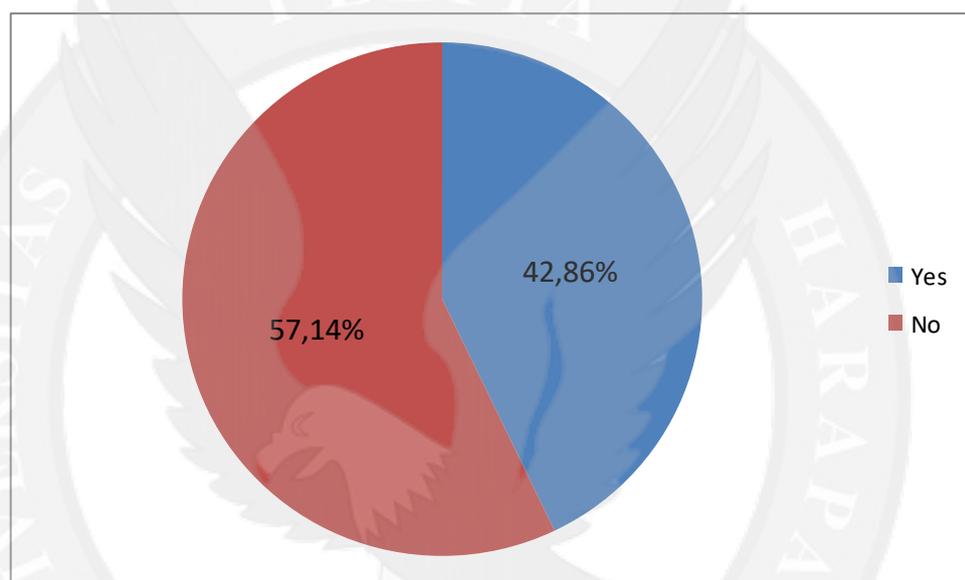


Figure 1.4 The hotel assigns jobs based on my experience
Source: Grand City Hall Hotel Medan. (2023).

Based on the respondent's answer, it can be inferred that the hotel does not consider employees' experience when assigning jobs. Neglecting experience poses a risk in assigning employees to roles that may not align with their skills or proficiency. Consequently, efficiency may decrease, and service quality may be compromised. Moreover, employees are not provided with additional supervision when transitioning to new roles, potentially resulting in productivity declines as they adapt. This can disrupt the smooth flow of operations. Furthermore, experienced employees may

not be effectively utilized in specialized or higher-level positions, limiting the hotel's ability to offer exceptional services or cater to unique guest requests. Employees with extensive experience may feel undervalued or underutilized if consistently assigned to roles that do not match their expertise, leading to job dissatisfaction and reduced morale. The lack of consideration for experience also creates a dearth of structured career advancement opportunities within the hotel, resulting in a stagnant work environment and diminished employee motivation. Additionally, the hotel may encounter difficulties in efficiently managing resources. Assigning employees without considering their experience levels can lead to suboptimal utilization of skills and talents. If employees are not properly matched to their roles, there is a risk of guests experiencing service gaps or lapses, which can harm the hotel's reputation. Addressing this challenge necessitates a thoughtful approach to job placement that takes into account both employees' experience and their suitability for specific roles.

The overall problem of job satisfaction at Grand City Hall Hotel Medan is a significant concern. Employees might not feel adequately appreciated or recognized for their hard work, leading to a sense of being unfulfilled in their roles. Low job satisfaction can result in higher turnover rates, which can be costly for the hotel and disrupt the consistency of service. From the description of the background of the problem above, the writer feels interested in studying in depth in the form of research with the

title: **“The Influence of Training, The Leadership Style, and Placement on Job Satisfaction at Grand City Hall Hotel Medan”**

1.2 Problem Limitation

To avoid misinterpretation by readers and deviate the subject matter, from before researchers focus on Front Office departments to analyze the influence of training, the leadership style and placement as independent variables on job satisfaction as dependent variables. The research object is Grand City Hall Hotel Medan.

1.3 Problem Formulation

Based on the description of the background of the problem, the authors formulate the following problems:

1. Does training have a partial influence on job satisfaction at Grand City Hall Medan?
2. Does the leadership style have a partial influence on job satisfaction at Grand City Hall Medan?
3. Does placement have a partial influence on job satisfaction at Grand City Hall Medan?
4. Do training, the leadership style and placement simultaneously influence on job satisfaction at Grand City Hall Medan?

1.4 Objective of the Research

The purposes of research are as follows:

1. To find out if training partially influences job satisfaction at Grand City Hall Medan.
2. To find out if the leadership style partially influences job satisfaction at Grand City Hall Medan.
3. To find out if placement partially influences job satisfaction at Grand City Hall Medan.
4. To find out if training, leadership style and placement simultaneously influence job satisfaction at Grand City Hall Medan.

1.5 Benefits of the Research

1.5.1 Theoretical Benefits

This research is theoretically useful for adding insight and understanding of hospitality, especially regarding training, leadership style, placement and job satisfaction.

1.5.2 Practical Benefits

1. For the company

The research is expected to provide suggestions for hotels to obtain effective training, leadership style, and placement of on-job satisfaction at the Grand City Hall hotel Medan.

2. For the writer

The benefit is increasing knowledge about training, the leadership style, placement, and job satisfaction.

3. For the other researcher

The results of this study can be used as consideration material for other researchers related to training, leadership style, placement, and satisfaction.

