

CHAPTER I

INTRODUCTION

1.1 Background of the Study

The word of “Hospitality” obtains from Latin “hospes” which give a meaning of guest, host, or stranger. The hospitality industry is a sector of an economy which provides services to guests, customers, or travelers. The industry includes businesses which include hotels, resorts, restaurants, bars, and other service companies that offer accommodations, food and beverages, or entertainment that could meet guest needs and expectation (Annisa, 2022).

Hospitality is a relationship between a host and a guest, whereas the host gives a warm welcome to a guest and provides them a homey feeling. The hospitality sector is dedicated to ensuring a favorable guest experience for customers who are engaging in a business. The main purpose of hospitality is providing best services to guests and build a good reputation name for a company. To provide the best service and experience for guests, skills are needed for the hospitality sector such as communication, commitment, discipline, adaptability, leadership, teamwork, and customer service. In order to fulfill the fundamental requirements and expectations of consumers, one of the skills that are required is communication (Jawabreh et al., 2022).

Skills that are needed is for employees who work in a service company to provide services to guests. However, to acquire skills and give the best hospitality experience for guests, employees must require training. Training is highly essential for employees to enhance the quality of human resources in propelling the advancement from the company. Employee trainings plays a crucial part in the growth of a company, enhancing performance, boosting efficiency, and ultimately positioning the company optimally to tackle competition and must maintain to stay at the top (Ivancevich in Ameen & Baharom, 2019).

As employee training embodies an organizational investment that is aimed at fostering the personal growth and development of employees, it has the potential to be construed by staff members as a manifestation of advantageous treatment originating from the organization (Barling in Ogbonnaya et al., 2018). Through a comprehensive training program within the organization and company, a conducive work environment was cultivated which fostered a positive atmosphere. This initiative not only enhanced employees' skills and knowledge but also facilitated the augmentation of synergy and teamwork among them, consequently amplifying their overall work performance (Kurtessis in Ogbonnaya et al., 2018). From a training program could enhance employees' synergy, by that it could built a teamwork in an organization or company (Hanaysha & Hussain, 2018).

Amidst the numerous skills which are essential within an organization, there exists a method that fosters synergy to successfully reach both organizational and company objectives which is called teamwork. Teamwork is a process to improve the effectiveness and efficiency of a group of individuals which generates a positive working environment and has a collaboration with a significant degree of trust among the team members (Alvi et al., 2020).

A dynamic and diverse idea, teamwork emphasizes cooperation, synergy, interdependence, and mutual support among team members in the pursuit of common goals. Having a teamwork or team building could contribute to increasing employees' performance and their job satisfaction. In the real world scenario, a company or organization is required to have a teamwork in order for them to shine and achieve their goals. Working individually involves a solitary effort, however working in a team involves collaborative effort. This implies that the team's effectiveness surpasses individual members within an organization or company (Achmat et al., 2021). Teamwork could produce higher performance from an employee and will help the company to fulfill the company's goal (Khan & Mashikhi, 2017).

In a business company or business organization, collaborative teams could have the potential to initiate valuable and unique concept ideas to improve manufacturing efficiency, where these concepts encompass various benefits for instance, reducing operational production expenses,

enhancing service excellence and adaptability, and swiftly achieving competitive edge (Adil in Adil & Hamid, 2020). A crucial aspect of a teamwork is that members collaborate interdependently and share collective responsibility for achieving performance objectives (Berber et al., 2020). For employees to have a good performance, they must show their skills and give good services to guests in order to leave a good satisfaction and experience for the company. In addition to the financial advantages for the company, these elements which are teamwork and training also play a significant role in establishing a favorable public image for the company. Performance signifies the outcomes an employee attains through aligning with the responsibilities that are associated with their role.

Employee performance plays an important role for organization or corporate to be successful, as their key is to shine and achieve their goals, and by achieving it is depending on the productivity and efficiency from employee performance. Successfully reaching pre-established goals for either work quality or quantity, based on collectively agreed criteria, is a commendable accomplishment within the organization. By having teamwork and training, employees will be inspired and capable to perform better, besides it helps to attain peak performance. With these elements' teamwork and training, it can help employees attain good performance when all the organizations or corporate's operational components are operating effectively (Ridwan et al., 2020). Furthermore, teamwork and training create work environment to be better, employees will be motivated

and collaborate effectively, as a result, they can achieve their best performance. Moreover, the stronger the relationships among them, the higher their performance levels in fulfilling their responsibilities and will create the company reputation to shine more.

After reviewing various perspectives on teamwork and training, it can be inferred that those elements' training and teamwork, stands out as the most efficient approach for employees to fulfill their duty, responsibilities, and leading to improved performance in achieving company objectives.

The hotel that the writer is investigating is The Ritz-Carlton, Bali. The Ritz-Carlton, Bali is a 5-star hotel in Bali which is located on the southern part of Bali in Sawangan, Nusa Dua, and just 30 minutes from Bali Ngurah Rai International Airport. The Ritz-Carlton, Bali opened on 15 December 2014. It offers 313 spacious and luxurious suites and villas, accompanied by a stunning beach view. It is a luxury and paradise are not concepts but realities. This five-star resort is distinguished by romantic meals under star-lit skies; hotel villas with private pools and personal butler service; and a traditional Soul Purification Ritual steeped in the ancient mysteries and allure of Bali.



Interns' Name : _____ Intern's mobile number : _____ Internship Period : _____
 College/ University : _____ Department : _____ Learning Coach : _____

Interns Balance Score Card

MONTH: _____

WEIGHT	GOAL	U	P	SP	K	YTD
20%	SKILL & KNOWLEDGE	Test Result: Below 70%, Required full attention	Test Result: 70-80%, Occasionally Supervised	Test Result: 80-90%, Role Model & Consistent	Test Result: Above 90%, Independent & Consistent	
	Hotel Factsheet Test					
	Credo Test					
	Day 21 Test					
	Complete Job Certification in 21 Days					
As per department standard:						
20%	CREATIVITY & HOTEL ACTIVITIES Inclusive: TAKECARE, COMMUNITY FOOTPRINT, SHINE WITH YOUR TALENT, CREATE WOW STORY	0	1-2 times participation	3 - 5 times participation	6 times above & as accountable committee member/ role model	
20%	COMMUNICATION 1. Communicate clearly in both written and verbal 2. A good listener 3. Showing respect, empathy and confidence in communicating with other person 4. Communicating according to brand standards	Required attention and improvement in all 4 areas	3 areas to be improved	1 - 2 area to be improved	Fluent, consistent and confident in all 4 areas	
20%	ATTITUDE & GROOMING Student's behavioral traits, politeness, body language, attention, respect to guest, fellow associates/ interns and superior. Personal hygiene and grooming, hair, nails, shoes and professional appearance	non-compliant	Occasionally Supervised	Role Model	As ambassador & train others	
20%	ATTENDANCE • Punctuality to be on the job/ each station/ office • Minimum 90% attendance in training period o Sick/ illness (with doctor certificate)	<85% AND OR >2 times late without notification	85% - 89% AND OR 1 times late without notification	90% - 95% & ALWAYS PUNCTUAL	Above 95% & ALWAYS PUNCTUAL	

BSC TRACKING		
GOAL	BATCH-1	BATCH-2
	Jan-Mar/ July-Sept	April-June/ Oct-Dec
SKILL & KNOWLEDGE		
CREATIVITY & HOTEL ACTIVITIES		
COMMUNICATION		
ATTITUDE & GROOMING		
ATTENDANCE		
Remarks/ Suggestion/ Notes for the intern:		

Reviewed by:

Acknowledged by:

Intern: _____ Learning Coach: _____ L+D Manager: _____
 Date: _____ Date: _____ Date: _____

Figure 1.1 Intern Balance Score Card at The Ritz-Carlton, Bali

Source: The Ritz-Carlton, Bali

From the figure above, it is a template of performance appraisal for trainee which is called as intern balance score card form at The Ritz-Carlton, Bali. The balance score card is a structured organizational practice commonly employed to systematically record, assess, and evaluate a trainee's job performance.





PERFORMANCE & DEVELOPMENT REVIEW

NAME: _____ ID: _____

LOCATION: The Ritz Carlton Bali

DEPARTMENT: _____

POSITION: _____

REVIEW DATE: _____ HIRE DATE: _____

TYPE OF REVIEW: 90 DAYS SEMI-ANNUAL ANNUAL

OVERALL RATING: (Put cross by appropriate rating)

1 = UNACCEPTABLE PERFORMANCE; Goals and objectives are continuously not met the standards of performance; current level of performance is not acceptable in their present position; does not exhibit The Ritz-Carlton Philosophy even marginally. Work improvement plan must be determined with specific timetable within the next 3 months.

2 = INCONSISTENT QUALITY PERFORMANCE; Goals and objectives are frequently not met the standards of performance; current level performance is to be improved in their position; does not consistently exhibit The Ritz-Carlton Philosophy as it relates to guest service and employee relations. Work improvement plan must be determined with specific timetable within the next 6 months.

3 = QUALITY PERFORMANCE; Often fulfils The Ritz-Carlton standards of performance in their position. Is viewed as meeting all requirements necessary to succeed in their position. Regularly exhibits The Ritz-Carlton Philosophy as it relates to guest service and employee relations.

4 = HIGH QUALITY PERFORMANCE; Consistently fulfils The Ritz-Carlton standards of performance in their position. Is viewed as meeting all requirements necessary to succeed in their position. Consistently exhibits The Ritz-Carlton Philosophy as it relates to guest service and employee relations and is considered a respected valuable member of the team.

5 = EXCEPTIONAL QUALITY PERFORMANCE; Consistently achieves the highest expectations on The Ritz-Carlton standards of performance in their position. Is viewed as exceeding all requirements to succeed in their position. Consistently exhibits The Ritz-Carlton Philosophy and looks for new ways to improve guest service and employee relations; is considered an exceptional member of the team/role model.

JOB KNOWLEDGE: _____ RATING: 1 2 3 4 5

ATTENDANCE: _____ RATING: 1 2 3 4 5
 Record of attendance and tardiness. Adheres to proper call-in procedures.
 Explain areas required for improvement and/or areas of excellence.

SAFETY & CARE OF EQUIPMENT: _____ RATING: 1 2 3 4 5
 Actively works to make department safe, maintains neat work area, utilizes preventive maintenance. Adheres to all Job Hazards Analysis, Operating Manual and Employee Handbook.
 Explain areas required for improvement and/or areas of excellence.

ATTITUDE & RELATIONSHIP: _____ RATING: 1 2 3 4 5
 Demonstrates the Creed and Philosophy of the company, courtesy, co-operation, respectful, teamwork with co-workers and supervisors; follow company guidelines with willingness. Human Relations skills such as sense of urgency, resourcefulness, discretion, diplomacy and tactful, maintaining a pleasant demeanour when rushed, owning complaints, body language and communications skills. Upholding the Motto of Ladies and Gentlemen working together with Ladies and Gentlemen; and offer Lateral Service.
 Explain areas required for improvement and/or areas of excellence.

PERSONAL DEVELOPMENT: _____ RATING: 1 2 3 4 5
 Ability to accept guidance and coaching; demonstrates initiative and displays self-directed learning. Involvement in company training programmes and active in Quality Management participation.
 Explain areas required for improvement and/or areas of excellence.

PERSONAL APPEARANCE: _____ RATING: 1 2 3 4 5
 Appropriate dress, adheres to Ritz-Carlton grooming standards, representative of a professional image (see Training Certification Manual/Employee Handbook).
 Explain areas required for improvement and/or areas of excellence.

Employee's understanding of all phases of work assignments and related functions (see Training Certification Manual/Job Description for specific tasks).
 Explain areas required for improvement and/or areas of excellence.

ABILITY OF WORK: _____ RATING: 1 2 3 4 5
 Accuracy and attention to details; lack of errors in work; observance of high standards in work procedures (see Training Certification/Job Description for specific tasks).
 Explain areas required for improvement and/or areas of excellence.

QUANTITY OF WORK: _____ RATING: 1 2 3 4 5
 Amount of work done, speed of work, consistency of productivity, meeting deadlines (see Training Certification Manual/Job Description for specific tasks).
 Explain areas required for improvement and/or areas of excellence.

JUDGEMENT: _____ RATING: 1 2 3 4 5
 Ability to make sound decisions, appropriate use of employee empowerment, instant guest pacification, suitable & timely follow-up. (Guest Incident Action Forms, Internal Defect Report etc.)
 Explain areas required for improvement and/or areas of excellence.

DEPENDABILITY: _____ RATING: 1 2 3 4 5
 Requires minimal supervision, follow-through with assigned tasks.
 Explain areas required for improvement and/or areas of excellence.

OVERALL PERFORMANCE: _____ RATING: 1 2 3 4 5
 The rating is not an average of the factors, it is your determination of the overall performance. Do not perpetuate mediocrity.

TRAINING AND DEVELOPMENT NEEDS
 Consider the following solutions:

- Training course / programme (identify)
- Coaching with colleague / supervisor
- Cross-exposure in dept./other dept./other hotel
- Reading a book / other publications
- Special development project (s)
- Revise / review main points of a previous course
- Video / self learning programme
- Distance learning
- Further qualification / college course

DEVELOPMENT PLAN: (To be completed by Leader and Employee)
 Determine activities required to bring performance to standard.

AGREED ACTION/RESOURCES: (To be completed by Leader and Employee)
 Detail the activities and target dates for performance improvement.

CAREER DEVELOPMENT: (To be completed by Employee)
 List your short and long term goals and objectives. Indicate what action is needed to achieve them.
 SHORT TERM GOALS

LONG TERM GOALS

Figure 1.2 Employee Performance & Development Review at The Ritz-Carlton, Bali

Source: The Ritz-Carlton, Bali

From the figure above, it is a template of employee performance appraisal which is called as performance & development review at The Ritz-Carlton, Bali. The employee performance appraisal is a structured organizational practice commonly employed to systematically record, assess, and evaluate employees' job performance.

As it can be seen from figures above, the employee performance & development review form and intern balance score card, it is evident that the employees and trainees are being evaluated and reviewed based on their capability, their relationship with other co-workers which symbolized as how synergy and united they are in workplace, their quality of work, and their product knowledge regarding the workplace. The purpose of having a performance appraisal is to give feedback in order for employees to understand their mistakes, weaknesses, and strengths (Bolung et al., 2018).

Lately, on a platform called TripAdvisor, there have been ratings from guests towards an employee's performance or employee services. The writer found out that the rating and feedback that is given from the guest towards the employee is about the services from the employee that haven't met guest expectations, and guest feel that the performance from the employee at The Ritz-Carlton, Bali, hasn't satisfied the guest. There is feedback regarding employee training not being trained well, there are lack of employees in a particular section where guests aren't being served.

Table 1.1 Review Data of The Ritz-Carlton, Bali (2022-2023)

The Ritz-Carlton, Bali Guest Review Regarding Employee Training
<p>spa. We tried their restaurants and had great experience. The only negative experience we had was about their offered free photo for which they denied us from getting and trying to have us pay extra. I felt that the concierge team is trying to scam us. If it was offered and indicated in their welcome letter, they should honor their promise. It was supposedly a 5-star hotel but it felt they came short of training their staff at the concierge who is the liaison for the photographer. I hope they can improve this experience in the future.</p>
<p>make it easier on everyone by letting us get our own. Pluses were the friendly staff, but they mostly seemed poorly trained by rote and couldn't cope with anything off-script; and lovely grounds. Needless to say we will never stay at this</p>
<p>Breakfast Average at best (except lovely fruit) in a chaotic space. Very limited western breakfast options. No pork bacon, salami, sausage etc. Always slow service for coffee, which you have to order from staff.</p>
<p>What was disappointing was that everything took forever. check in was over 2 hours late (we got rye room past 5pm). In-room dining and service requests would need multiple calls. Food in the lounge took over an hour to arrive. This was a common occurrence and there were multiple visibly upset guests.</p>
<p>THE SERVICE: Honestly pretty torn on the service. On one hand the service was pretty good but it definitely felt extremely forced– it felt like they were held at gunpoint. Most of the staff tried to be helpful but they were definitely not very knowledgeable about the services as well as FHR benefits. Lot of the times when I interact with them, I was thrown in circles until I had to press for someone to answer my question.</p>
<p>recent stay at the Ritz-Carlton in Bali. First of all, miscommunication and misinformation of the discount benefits of Marriott member had given to us when we checked in. Though we planned to have all three meals everyday during our staying at the resort but the information given should be correct and not misleading. There was no apology when we found out we are not entitled to the discount. We were still supporting by eating at the resort restaurants regardless.</p>
<p>☹️ The things that need to be improved are that some of their staff are new employees so they still don't understand well what Gold Standard service and Personalized Service from the Ritz Carlton are.</p>

The Ritz-Carlton, Bali Guest Review Regarding Employee Teamwork
<p>according to front desk. They allow us to keep our room only until 1pm and The room controller came to our room to chase us out around 115pm while we were waiting for bellman to come our room to collect our luggages. This is the first time in my life that hotel staff chased us out from the room and it's totally unforgettable experience to get this treatment from hospitality industry.</p>
<p>The desk was understaffed, the luggage took forever to get to our room, the outdoor restaurant said we would have to wait for a table for 3 (even though it was after 2pm, not really lunchtime. And when we finally made our way to the</p>
<p>for it anyway. However it was a big mistake. We booked for 1.30hrs spa and told the Spa choices we picked from the spa menu in advance as per their request. On the day, they did the Balinese Massage to both me and my partner although we picked different type of massages. The therapist who did the massage for my partner had left during her performance for like 30 mins and back for the conclude part of the massage. My partner told me later that day that it was the worst massage he ever had. The therapist must be sick or very new and she did not perform well so my partner did not feel relax nor good after the spa.</p>
<p>impressive. Service is very inconsistent with lack of communication among departments such as resevation to front desk to room service. Can be improved, a lot to be improved...</p>
<p>doubt it. No one did anything to actually apologize to us for this dreadful evening. I had a conversation with the manager on duty on 1st of January and by 5th no one has contacted us with and comment on the situation. 4 days no one did anything to explain why it was that bad. No one! I cannot believe that this is behavior</p>
<p>Management team doesn't communicate with one another as we had to explain at least 4 times that we were having a romantic dinner one of the nights during our stay. During</p>
<p>Service is extremely slow and weak all over the resort. 20 minutes for one dessert in the lounge area. 30 minutes for two drinks. Charged for</p>
<p>delayed. My major dissapointment is at breakfast time, When it takes 3 person/waiter to confirmed how many child that I have and their ages, eventhough I was really busy helped my child from falled from the stroller and the waiter seems not interested for helped me or stoped from questioning. So our patience is already up to here and I</p>

<p>expensive this motel was. 😞 There were too many staff/people to do one task. 😞 The breakfast was horrible just to get a cup of coffee too for ever by the time it reach our table it was cold. 😞 The omelet/egg station never got my order correctly. 😞 for or five girls standing there to take your order. then they bring you your egg obviously cold and not what was ordered. 😞 I</p>
<p>The Ritz-Carlton, Bali Guest Review Regarding Employee Performance</p>
<p>4. Lack of Urgency - where a refill of ice takes 40 minutes to come when having been told 10, it aggrevates peoples schedules. I am totally ok on waiting, but when the delta between the 2 times is 30 minutes, waiting becomes a horriable game.</p>
<p>Housekeeping service is totally on different level when we compared our stays with other Marriott properties or hotels worldwide. We need to wait for 1 hour plus after calling for housekeeping to makeup our room as they did not make up the room although we requested for makeup room when we left for breakfast. Room</p>
<p>I,m expected to have a king size bad since I,m traveling alone & the condition getting worse couse, they send my luggage to other room number & I need to waited for other 30 minute to had my luggage.....I,m complaining to receptionist</p>
<p>situation the hotel is not quiet crowd. The reception said our room been upgrade and we really appreciate of it but when we doublecheck on the internet we are given the lowest room as we booked, and we really bit disappointed, its better not promising anything. Room is spacious but a bit old fashioned compare with</p>
<p>Ritz,, but the shocking part was when we were staying at our villa,, many cockroaches several times, different days.. when we informed them about the issue.. nothing happened and they are careless.. in addition,, paying a huge amount for everything like the breakfast... but they didn't deliver it to villa (u have</p>
<p>5. Housekeeping. At 5pm someone came in and asked what time he should come to do the turn down service. I said 7:30pm. I left at 7pm to go to Dinner and left the "Make-Up Room" sign on and when I came back at 9pm the room is still not cleaned/turned down.</p>
<p>90mins rate. Lastly, my partner had forgotten some items inside the room on our last day and when we contacted them to check, they said they cannot see or find the item. This is probably the first and last time for this resort as it shows there is no trustworthy and no integrity of the staffs. We</p>
<p>our room. One particular front staff who was pretty rude and unprofessional, her name is Fiona. After all these incidents, we</p>

<p>😊 The first lady that escorted us to the kids club whom I believe the name was Angel, 😞 she was not at all friendly and did not spoke a single word from the lobby to the kids club. 😊 This was a huge contrast to the last time which was very welcoming.</p>
<p>room. At 9.45pm we got sick of waiting around & wanted to get settled in for the night, so we dialled '0' again & told them not to worry we've waited far too long. The girl who answered the phone showed no concern or interest in the fact we waited nearly 1 hour for this request. Terrible service for a so called 5-star hotel.</p>
<p>resort in Bali, the Mulia, which is far superior in every way. Clearly, this is a Ritz Carlton resort by name only, and fails to live up to expectation, in terms of either hard product or quality of service,</p>

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

From the table above, it can be seen that the review and feedback conducted by guests in the platform of TripAdvisor, the employee performance is lack of training and teamwork between their co-workers. As is evident from guest reviews and feedback, employees at The Ritz-Carlton in Bali rarely cooperate with each other, they also lack training in communication, lack of training in product knowledge, and lack of cooperation or teamwork with other co-workers which results in creating guests disappointed and aren't satisfied with the service and performance of the employee at The Ritz-Carlton, Bali.

Based on the background of the study mentioned above, the writer decides to choose the title **“THE INFLUENCE OF TRAINING ON EMPLOYEE PERFORMANCE; THE MEDIATING FACTOR OF TEAMWORK AT THE RITZ-CARLTON, BALI”**.

1.2 Problem Limitation

Due to the limitations of this research, the writer decides to set limitations on this research. The data used in this research will be collected from employees at The Ritz-Carlton, Bali. Data collection will be conducted in a survey and will be conducted from August until October 2023.

In this research, there are 3 variables in which the independent variable is trained as variable X1. Intervening variable is teamwork as variable Z, and its dependent variable is employee performance as variable Y. The writer will use the indicator as a tool to measure each variable, beginning with the independent variable, which is trained by Fadhlurrahman et al. (2019) with 8 items of measurement. Then for the intervening variable, which is teamwork, from Ogbonnaya et al. (2018) with 5 items of measurement. Meanwhile, the indicator for dependent variable of employee performance from Arif et al. (2019) with 8 items of measurement.

1.3 Problem Formulation

Based on the observation, background of the study, and title that is conducted by the writer, the writer prepares the following problems to be answered in this study:

1. Does training positively influence teamwork at The Ritz-Carlton, Bali?
2. Does training positively influence employee performance at The Ritz-Carlton, Bali?

3. Does teamwork positively influence employee performance at The Ritz-Carlton, Bali?
4. Does training positively influence employee performance through teamwork at The Ritz-Carlton, Bali?

1.4 Objective Research

The objectives of this research are as follows:

1. To discover if the training positively influences teamwork at The Ritz-Carlton, Bali.
2. To investigate if training positively influences employee performance at The Ritz-Carlton, Bali.
3. To identify if teamwork positively influences employee performance at The Ritz-Carlton, Bali.
4. To find out whether training positively influences employee performance through teamwork at The Ritz-Carlton, Bali.

1.5 Benefits of the Research

There are two types of benefits as a result of the research of The Influence of Training on Employee Performance: The Mediating Factor of Teamwork at The Ritz-Carlton, Bali:

1.5.1 Theoretical Benefits

The theoretical benefit into conducting this research is to empower valuable insights of the relationship between the variable of teamwork, training, and employee performance. The findings of the research are anticipated to hold academic value and reference for fellow researchers, particularly with the variables employed in this study.

1.5.2 Practical Benefits

The practical benefits from conducting this research are as follows:

1. For the Writer

Due to the outcomes of this research, the writer gains extensive insight and knowledge regarding the influence and impact of teamwork and training toward employee performance.

2. For the Company

The results of this research are anticipated to give valuable recommendations for the company to understand about the influence of teamwork and training on employee performance in the hotel sector.

3. For the Researcher

The outcome of this research is expected to be references for other researchers on topics related to training, teamwork, and employee performance in the hospitality industry.