

CHAPTER I

INTRODUCTION

1.1. Background of the Study

In the economy, the hotel business is crucial, particularly in the travel and tourist sector. Hotels are not just places to stay, they are also centers of activity for travelers, businesspeople, and tourists who are looking for a comfortable and satisfying stay. The hotel's front office division plays a crucial role in this situation. The front office department functions as the front guard responsible for welcoming, serving, and providing information to hotel guests. . The front desk is the first department that customers encounter when they arrive at the hotel, thus the level of service they receive there has a big influence on how their stay goes throughout. (Arrahman & Mulyono, 2021)

The reputation and image of the hotel as a whole are affected by the level of service that the front desk staff provides. The first encounters between visitors and front desk employees might influence how friendly, professional, and accommodating the hotel is seen by them. A satisfying interaction with front desk employees will leave a great impression and motivate visitors to suggest the hotel to others and book another stay in the future. On the other hand, a poor service encounter might damage the hotel's reputation and perhaps drive away guests.(Parayogo, 2020)

Of course, with the functioning of the front office department as the main representative of the hotel, special attention is needed to the training and

development of employees in it. The ability to communicate well, provide accurate information, and maintain a friendly gesture are important aspects that must be mastered by front office staff. In addition, management in this department also needs to ensure there is an understanding of effective leadership styles. Leadership that inspires and supports front office employees will help create a positive work environment, increase motivation, and ultimately impact the quality of service provided to guests. (Putri et al., 2023)

In the current globalized and digitalized era, evaluating a service requires more than just firsthand experience; it also involves evaluations and replies that are publicly available. Therefore, the reputation of the hotel on internet platforms is also affected by client happiness, which is determined by the caliber of front desk services. In the long run, unfavorable evaluations may result in the hotel losing clients, but positive ones will make the hotel seem more appealing to prospective visitors. In this case, the front office department's ability to communicate effectively and maintain a strong leadership style is critical to managing the hotel's reputation and image. Collaboration and consideration for the job satisfaction of those in the hospitality management' employee (Monoarfa & Uhing, 2020)

The role that job satisfaction plays among employees is crucial, because it affects many different facets of the workplace. This component is closely related to both group and individual performance as well as the caliber of services a business offers. Workers who are happy in their positions typically exhibit more drive. They actively participate in accomplishing company goals and have a

strong internal motivation to provide quality results. When workers are emotionally invested in their work, job satisfaction also leads to increased levels of devotion and a greater desire to perform their tasks successfully. (Paramarta & Darmayanti, 2020)

Furthermore, there exists a strong correlation between work happiness and the degree of dedication that employees have towards the company. Employee satisfaction is positively correlated with degrees of dedication to the aims and values of the company. They are more likely to stick around in the long run because they believe their work is meaningful and relevant. This degree of dedication is increased when workers see that the company values their efforts and is concerned about their well-being. Employee dissatisfaction with the workplace, however, can have a number of detrimental effects. (Basagili, 2019)

Decreased performance is a common consequence of job dissatisfaction. Dissatisfied employees tend to be less motivated to give their best results, which can be detrimental to overall organizational productivity. In addition, low attendance rates can also be a problem when employees feel dissatisfied. They may feel less interested or even reluctant to come to work, which can interfere with smooth operations. However, the most striking impact of job dissatisfaction is on the quality of service provided by employees to customers or guests. Employees who feel dissatisfied tend to show negative attitudes or are less responsive when interacting with customers. This can result in an unsatisfactory customer experience, reduce customer trust, and potentially even result in long-term customer loss. Therefore, management needs to understand the importance

of maintaining employee job satisfaction as the main foundation for creating a productive work environment and superior service. (Yogi & Bagia, 2022)

The communication paradigm in the organizational context has proven itself to be a crucial factor in establishing a balanced and productive work environment. Smooth and efficient communication between management and team members not only strengthens the bond between them but also promotes an understanding of each other's task expectations. By providing precise and detailed information, good communication can create an enthusiastic and positive work atmosphere. In an atmosphere like this, collaboration becomes smoother, innovative ideas are more easily shared, and collaboration becomes more effective. (Tampubolon, 2020)

However, the impact of less effective communication should not be ignored. Lack of clarity in communication can invite potential conflicts and misunderstandings among team members. Information that is not conveyed clearly and precisely can cause misunderstandings about the tasks and goals of the organization. Inefficient communication can also damage team spirit and hinder productivity. This creates a gap between team members and management, impeding the flow of information that should go to one another. (Panuju & Narena, 2019)

To maintain clarity and openness in organizational communication, it is necessary to take concrete steps. Management must be actively involved in communicating with team members, providing clear guidance, and listening carefully to input and feedback. Conversely, employees must also be committed

to communicate the problems or confusion they face honestly and in a timely manner. By supporting each other and communicating effectively, organizations can avoid potential barriers to collaboration and productivity. (Satriadi et al., 2022)

In an era where the flow of information is increasingly fast and complex, it is important for organizations to prioritize investment in developing communication skills. Good communication training for both management and employees can help overcome barriers that may arise. By prioritizing effective communication, organizations can create an environment where every member feels heard, understood, and motivated to contribute optimally.

Conducting research on employee satisfaction at a hotel is important for gaining an understanding of the factors that contribute to employee commitment and productivity. According to Hidayanti, et.al. (2020), absenteeism serves as a tangible metric reflecting the overall well-being and contentment of the workforce, offering insights into potential dissatisfaction or burnout issues. Understanding the desire to move indicates the level of engagement and loyalty among employees, guiding retention strategies and talent management efforts. Employee performance directly correlates with job satisfaction, and by evaluating this indicator, the hotel can identify areas for improvement and tailor professional development initiatives. Relationships with coworkers play a pivotal role in creating a positive work environment, influencing collaboration and team dynamics. Assessing employee work comfort encompasses various factors, including physical and psychological well-being, workspace conditions, and job

flexibility, all of which contribute significantly to overall satisfaction. By researching these indicators, the hotel gains a comprehensive understanding of the key factors influencing employee satisfaction, enabling targeted interventions to enhance workplace conditions, foster positive relationships, and ultimately improve organizational performance and retention.

Research into the effects of leadership and communication styles on the degree of work satisfaction among the front desk staff at the Renaissance Bali Uluwatu Resort & Spa is essential. This research has an important role in providing insight to hotel management regarding the factors that have a significant influence on employee job satisfaction. Through a deeper understanding of this aspect, management will have a clear guide to direct their efforts towards creating a more harmonious and productive work environment.

The Renaissance Bali Uluwatu Resort & Spa conducts bi-weekly staff meetings where all departments come together. During these meetings, the management shares updates on occupancy rates, upcoming events, and any changes in policies. This ensures that every employee is informed about the current status and future plans of the hotel. Leaders at hotels have efforts where outstanding employees are recognized for their exceptional contributions. This not only boosts morale but also encourages a positive and collaborative atmosphere. The hotel offers a range of well-being initiatives. This comprehensive approach to employee well-being contributes to higher job satisfaction.

Employees that are motivated and committed to their work are what the organization requires. Employees that are driven and committed can produce the

best results. Employees that are very satisfied with their jobs are more likely to be committed and driven, which enables them to work for the organization for extended periods of time. High job satisfaction levels enable employees to contribute as effectively as possible to the business. The following chart shows how many employees left the organization between 2020 and 2022:

Table 1.1 The Number of Employees That Resign From The Company in Year 2020-2022

Year	Number of Employees That Resign
2020	41
2021	45
2022	57

Source : Renaissance Uluwatu Resort & Spa (2023)

The table above makes it clear that there has been an increase in staff resignations. This state suggests that employees are becoming less satisfied with their jobs. The employees choose to leave the firm since they are unmotivated to work at the hotel. The front office staff consistently show a high rate of absenteeism, leading to extended wait times for guests during check-in and check-out. After investigation, it is discovered that employees are struggling with a lack of work-life balance due to irregular shift schedules and limited break times. Addressing this issue may involve implementing a more predictable scheduling system, providing sufficient break intervals, and considering flexible work arrangements to reduce absenteeism. Employees in the front office department expressed a strong desire to explore job opportunities elsewhere, citing a lack of professional development and growth within their current roles. To mitigate this, the hotel could establish a clear career progression plan for front office staff, offering training programs, mentorship opportunities, and cross-functional experiences to increase employee engagement and satisfaction. The efficiency of

the front office staff in handling guest inquiries and requests is declining, impacting overall guest satisfaction. The analysis reveals a gap in the use of modern customer relationship management tools and inadequate training on updated procedures. Improving employee performance could involve investing in training programs, upgrading technology, and creating a structured performance feedback system. Communication and collaboration among front office team members is suboptimal, leading to misunderstandings and occasional errors in guest bookings. Implementing team-building activities, fostering open communication channels through regular meetings, and promoting a supportive team culture can improve relationships among coworkers and enhance teamwork in the front office department. Front office staff members complain about discomfort during long shifts due to outdated and uncomfortable workstations. Upgrading workstations with ergonomic furniture, providing proper lighting, and creating a pleasant and functional workspace contribute to improved work comfort and, subsequently, enhanced job satisfaction within the front office department.

Work satisfaction is influenced by a wide range of factors. Leadership style is one of the variables. If the leader rarely provides encouragement for workers to perform their jobs well. The hotel should provide special attention to its employees, but its leaders rarely do so, especially when it comes to helping employees with work-related issues. In the hotel, meetings between managers and staff are likewise not conducted on a regular basis. Seldom does the leader communicate with staff members on a regular basis to affect their work habits. In

the hotel, the leader rarely wants to listen to the feedback and complaints from employees because the leader doesn't consider the employee's idea as important input for the hotel. Strong employee relationships go unnoticed by the leader, which makes it difficult for the leader to coordinate the work of the employees. Furthermore, the leader does not often request feedback from the staff or consider their ideas when it comes to completing tasks.

The hotel can conduct the communication regularly such as conducting the meeting regularly in company's planning. The hotel wants to receive feedback from the employees. The leader can be friendly with employees. The relationship between leader and employee is maintained with good communication. The hotel can make good coordination between employees in conducting the business activities. There are some problems with employee communication in the front office department. When there's a breakdown in communication channels within the department, employees may struggle to share crucial information, coordinate tasks, or resolve issues efficiently. Additionally, if management fails to transparently convey policies, changes, or expectations to the front office staff, employees may feel unsupported, uninformed, and undervalued. In essence, poor communication can foster an environment of uncertainty and discontent among front office employees, undermining their job satisfaction and potentially impacting the quality of guest experiences.

The study of employee satisfaction is important in the hotel industry due to its direct impact on organizational success. Satisfied employees in hotels contribute to enhanced guest experiences, improved service quality, and

heightened productivity. In this context, examining communication and leadership styles as independent variables becomes crucial. Effective communication ensures that staff members are well-informed, reducing misunderstandings and fostering a cohesive work environment. Meanwhile, leadership styles directly influence employee motivation, job satisfaction, and team dynamics, ultimately shaping the overall organizational culture. Investigating communication and leadership as variables in hotel research allows for a nuanced understanding of factors influencing employee satisfaction, which is integral for maintaining a positive work atmosphere and delivering exceptional guest service.

Thus, this research does not only fulfill the internal needs of the Renaissance Bali Uluwatu Resort & Spa, but also has the potential to make a broader contribution to understanding the dynamics of human resource management (HRM) in the hospitality industry. Through this scientific approach, it is hoped that the development of a better work environment can become a norm that can be adopted by many organizations in an effort to achieve long-term success. The writer will conduct the research with the title: **“The Influence of Communication and Leadership Style on Employee Satisfaction” in the Front Office Department at Renaissance Uluwatu Resort & Spa**

1.2. Problem Limitation

Research on the relationship between leadership style, communication, and employee work satisfaction in the hotel front office department is limited by the following issues:

1. In this study, the independent variables are leadership style and communication, while employee work satisfaction serves as the dependent variables. Other variables that may also influence employee satisfaction, such as compensation and career opportunities, may not be included in the analysis.
2. This research data is gathered from the front office department of Renaissance Uluwatu Resort & Spa.
3. The data that's needed to evaluate the research model will be gathered in the form of questionnaires created in accordance with the research object that was carried out within a certain period of time from August to October 2023, and the impact of seasonal changes or certain events that may affect employee job satisfaction may not be fully covered.
4. The samples to be analyzed are limited to specific characteristics; both male and female, aged 20 to 60 years, work in the front office department of Renaissance Uluwatu Resort & Spa, trainee, apprentices or staff and work below 6 months \leq 1 years.

1.3. Problem Formulation

The writer can approach problem identification in the following ways based on the background research mentioned above:

1. Does communication significantly influence on employee satisfaction at Renaissance Uluwatu Resort & Spa?

2. Does leadership style significantly influence on employee satisfaction at Renaissance Uluwatu Resort & Spa?
3. Do communication and leadership style significantly influence employee satisfaction at Renaissance Uluwatu Resort and Spa?

1.4. Objectives of the Research

The problems that have been put forth can be expressed as the study's objectives, which are as follows:

1. To determine whether communication significantly influences employee satisfaction at Renaissance Uluwatu Resort & Spa.
2. To determine whether leadership style significantly influences employee satisfaction at Renaissance Uluwatu Resort & Spa.
3. To determine whether communication and the leadership style significantly influence employee satisfaction at Renaissance Uluwatu Resort & Spa.

1.5. Benefits of the Research

The benefits of research can be divided into theoretical benefits and practical benefits, these are as follows:

1.5.1 Theoretical Benefits

1. Contributions to Organizational Communication Theory

This research can provide a deeper understanding of the factors that influence communication effectiveness in organizational environments, particularly in the context of hotel front office departments.

2. Development of Leadership Style Theory

This research will provide insight into the dominant leadership style applied in the hotel's front office department.

3. Construction of a Conceptual Framework

This research will build a conceptual framework that can link the main variables, namely communication, leadership style, and job satisfaction.

4. Validation of Theory in Practice

The study's findings may validate or reframe preconceived notions about how leadership and communication styles affect workers' job satisfaction.

5. Understanding the Hospitality Industry

This research will provide a more specific understanding of the dynamics in the hospitality industry, especially in the front office department.

1.5.2 Practical Benefits

1. Enhanced Communication Effectiveness

This research can provide insight into the effectiveness of communication between management and employees in the front office department.

2. Development of an Effective Leadership Style

By identifying the dominant leadership style, management can evaluate whether that leadership style supports or hinders employee job satisfaction.

3. Increased Employee Job Satisfaction

This research will help management understand how communication and leadership styles contribute to employee job satisfaction.

4. Improved Service Quality

Employee job satisfaction can directly affect the quality of services provided to hotel guests.

5. Development of Human Resources

The findings of this research can be the basis for the development of employee training and development programs.

6. Improved work climate and employee retention

Management may enhance an atmosphere that fosters innovation and cooperation by implementing good work policies that are informed by research findings.

