

THESIS

**ORGANIZATION CULTURE TO ENHANCE
ORGANIZATION PERFORMANCE AT
THE ST. REGIS BALI RESORT**



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POLITEKNIK NEGERI BALI**

**POLITEKNIK NEGERI BALI
BADUNG
2023**

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Compiled as One of the Conditions to Obtain
Applied Master Degree in Tourism (M.Tr. Par)
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PREFACE

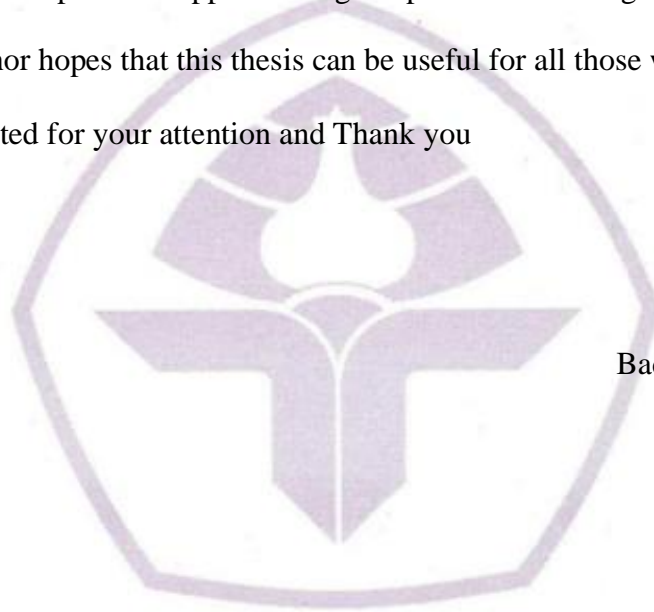
Praise and gratitude goes to Ida Sang Hyang Widhi Wasa / God Almighty because thanks to His grace, the author was able to complete the thesis entitled "**Organization Culture to Enhance Organization Performance at The St. Regis Bali Resort**" On this occasion, the author would like to express his appreciation and gratitude to:

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Finally, the author hopes that this thesis can be useful for all those who read it.

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Badung, 30 Juni 2023

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ORGANIZATION CULTURE TO ENHANCE ORGANIZATION PERFORMANCE AT THE ST. REGIS BALI RESORT

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ABSTRAK

Perkembangan organisasi di era globalisasi yang semakin pesat membuat persaingan dalam suatu organisasi semakin ketat. Suatu organisasi dapat berjalan dengan baik melalui budaya organisasi yang unggul sehingga dapat mencapai kinerja yang baik dan mampu bersaing dengan perusahaan lain. Hal ini membuktikan bahwa kualitas organisasi turut menentukan kualitas kinerja perusahaan dan masa depan perusahaan. Penelitian di The St. Regis Bali Resort dibutuhkan suatu strategi kolaborasi tim manajemen dan memaksimalkan kinerja pemangku kepentingan seperti Karyawan, Pemilik, Komunitas dan meyakinkan tamu dengan meningkatkan layanan, pengalaman resor, dan keberhasilan finansial. Penelitian ini dilakukan untuk mengidentifikasi model budaya organisasi dalam meningkatkan kinerja perusahaan, diharapkan akan ada kesadaran bahwa budaya organisasi berperan penting dalam meningkatkan pendapatan perusahaan yang akan berdampak langsung pada pemilik, karyawan dan vendor. Penelitian terapan dengan metode *descriptive Kualitatif* ini dilakukan dengan pola *sequential exploratory*. 104 responden mengisi kuesioner dimana data yang dihasilkan secara metodologis bersifat valid dan reliable. Selain observasi terlibat dan kuesioner, pengumpulan data penelitian menggunakan teknik-teknik wawancara, studi dokumen, dan diskusi kelompok terfokus. Teori-teori yang digunakan adalah teori budaya organisasi oleh Robin dan Coulter (2022) dengan tujuh karakteristiknya dan teori Kinerja organisasi melalui kuesioner dengan lima kategori yang disebut SERVQUAL (Parasuraman et al., 1988) yaitu mencakup: Tangible, Reliability, Responsiveness, Assurance dan empathy. Budaya organisasi Marriott menunjukkan bahwa organisasi bisnis yang sukses tidak mengadopsi orientasi budaya yang ekstrem, tetapi mencoba menemukan keseimbangan yang tepat untuk mengembangkan budaya yang efektif. Marriott telah berhasil menciptakan budaya organisasi yang kuat yang tertanam kuat dan diterima secara luas oleh tenaga kerjanya yang sangat beragam. berhasil menciptakan keselarasan antara struktur, budaya dan strategi bisnisnya, dan memahami hubungan yang kompleks antara asumsi yang mendasari, nilai inti dan perilaku yang dapat diamati, maka dapat menggunakan budaya organisasi sebagai alat untuk mendapatkan manfaat strategis. Organisasi dengan budaya kerja yang kuat mengamankan posisi mereka di pasar yang sangat kompetitif. The St Regis Bali Resort merupakan bagian dari Marriott International bahwa kinerja organisasi The St Regis Bali Resort seperti yang dikemukakan oleh Husein (2011: 130) dalam interpretasi rata-rata skor mencapai 4,6 yang artinya sangat baik/Sangat Tinggi.

Kata Kunci: Budaya Organisasi, Marriott International, Kinerja Organisasi

ORGANIZATION CULTURE TO ENHANCE ORGANIZATION PERFORMANCE AT THE ST. REGIS BALI RESORT

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ABSTRACT

The development of organizations in the increasingly rapid era of globalization makes competition within an organization increasingly stringent. An organization can run well through a superior organizational culture so that it can achieve good performance and be able to compete with other companies. This proves that organizational quality also determines the quality of company performance and the company's future. Research at The St. Regis Bali Resort requires a management team collaboration strategy and maximizes the performance of stakeholders such as Employees, Owners, Communities and convinces guests by improving service, resort experience and financial success. This research was conducted to identify models of organizational culture in improving company performance, it is hoped that there will be awareness that organizational culture plays an important role in increasing company revenue which will have a direct impact on owners, employees and vendors. Applied research with methods qualitative descriptive. This is done with a sequential exploratory pattern. 104 respondents filled out a questionnaire where the data generated were methodologically valid and reliable. In addition to involved observation and questionnaires, research data collection used interview techniques, document studies, and focus group discussions. The theories used are the theory of organizational culture by Robin and Coulter (2022) with its seven characteristics and the theory of organizational performance through a questionnaire with five categories called SERVQUAL (Parasuraman et al., 1988) which includes: Tangible, Reliability, Responsiveness, Assurance and empathy. Marriott's organizational culture demonstrates that successful business organizations do not adopt extreme cultural orientations, but try to find the right balance to develop an effective culture. Marriott has succeeded in creating a strong organizational culture that is firmly ingrained and widely accepted by its diverse workforce. successfully create alignment between its structure, culture and business strategy, and understand the complex relationships between underlying assumptions, core values and observable behaviors, then can use organizational culture as a tool to gain strategic advantage. Organizations with a strong work culture secure their position in a highly competitive market. The St Regis Bali Resort is part of Marriott International that the organizational performance of The St Regis Bali Resort as stated by Husein (2011: 130) in the interpretation of the average score reaches 4.6 which means very good / very high.

Keyword: Organization Culture, Marriott International, Organization Performance

CHAPTER I INTRODUCTION

1.1 Background

The development of organizations in the increasingly rapid era of globalization makes competition within an organization even tighter. Human resources have an important role in today's business competition. With human resources, an organization can run well through a superior organizational culture so that it can achieve good performance. It is said that companies with good organizational culture will be able to compete with other companies. This proves that the quality of the organization also determines the quality of the company's performance and the future of the company.

Robbins and Coulter in Ardana et al (2009:167) suggest that "organizational culture is a set of values, principles, traditions, and ways of working that are shared and influence the behavior and actions of organizational members". Culture is built on practices and values (Pradana, 2018). In most organizations, shared values and shared practices have developed rapidly with the times and greatly affect the mechanics of an organization. The relationship between service quality and organizational culture is very important because a hotel is required to be able to create an organizational culture that is conducive to the work environment in providing optimal quality of service to guests.

Organizational culture is now being discussed everywhere, both among experts as well as among business practitioners and executives, because many organizational cultures have succeeded in making an organization more stable, more advanced, more

anticipatory to environmental changes. A strong and rooted organizational culture will be able to make a significant contribution to organizational members in terms of a clear and straightforward understanding of a problem being resolved. Culture has a significant influence on the attitudes and behavior of organizational members. Awareness of successful performance is rooted in values that stem from customs, habits, religion and other rules that become a belief which then becomes a habit in people's behavior in carrying out work. Attitudes and behavior of individuals and groups based on values that are believed to be true and have become traits and habits in carrying out daily tasks and work are then called work culture. This is in accordance with research from (Safrizal, Musnadi Said, 2014) which states that work culture has a significant effect on performance. However, this result is different from research from (Choerudin, Winarna, Sri Handoko Budi Nugroho, 2016) which states that work culture has no significant negative effect on performance. The existing organizational culture is expected to support the organization for the better.

A better organization can be achieved if every member of the existing organization is committed to the current organization for shelter. Individual obligations in the organization in the field of rights and obligations do not look at position and position, but success is the achievement of all members of the organization. Research conducted by Eko Poerwaningrum & F Sudirjo (2016) confirms this which states that organizational commitment has a positive effect on performance. Meanwhile, a different opinion was conveyed by Arizona (2013) in his research which states that organizational commitment has a negative effect on employee performance.

Differences in results from research such as: Work culture has a significant positive effect on employee performance (Safrizal, Musnadi Said, 2014). There is a lot of evidence that illustrates that the success of an organization is due to its strong culture which makes the organization more confident and ultimately more effective.

Organizational culture is the adhesive holding companies together in a country, is characterized by stability processes, collectivity and predictability, and is a source of recreation, of new opportunities as well as of conflicts and of dynamics. Recent studies on organization culture Aluko, (2003), Allard (2010) and Fakhar, Iqbal and Gulzar (2013), translate organization culture with respect to culture on employee participation, openness to communication, risk taking and innovation, customer service orientation and reward system as its attributes; Wahjudi.et.al (2016) study anchored organization culture on individualism, uncertainty avoidance power distance, masculinity and longterm orientation; Allard (2010), employee longevity; Naranjo et. al, (2016) adhocracy culture and clan culture. This contradiction reveal that it remains unknown of organization culture based on individual values, assumptions, values and artifacts influence organization performance.

In the developing countries, organization culture is often unnoticed, yet it is the cornerstone to execute the strategy to reach the goal of the organizations in significant manner. Liker and Hoseus (2008) states that it is not necessary for people to think in exactly the same way, but it is important that there be shared core values and that everyone agrees about how to carry out work. Aluko, (2003), ul Mujeeb and Ahmad.

(2011), Gulzar (2013), Wahjudi et al. (2016), Tsai. (2011) Taiwan Naranjo et al., (2016) studies on organization culture in the field of health and manufacture organizations in Nigeria, Thailand and Indonesia.

“Organization culture in the hospitality Industry a bibliometric analysis and systematic literature review”, This study evaluates the organizational culture research in the field of the hospitality industry to obtain an understanding of its actual situation and future, a select context of the industry in the world is the Hospitality Industry (HI) uses as a primary strategy to give appropriate service for guests and customers, in the hospitality industry, Organizational Culture (OC) is a scarce topic analyzed, consequently, the research analyzes the publications about organizational culture in the hospitality industry, therefore, the research uses the Web of Science database as providing useful information on scientific research publications of organizational culture in the hospitality industry (Independent Journal of Management & Production 11(4):1140 DOI:10.14807/ijmp.v11i4.1089,2020). Hospitality industry and organizational culture Hospitality is a concept that can be defined as an organizational culture that develops inside the organization, and this culture identifies the organization (PIZAM, 2018).

The performance of The St Regis Bali as a whole is the responsibility of management which consists of the Executive Committee and Department Heads, which every year makes plans which are poured into the Property House Strategy for three

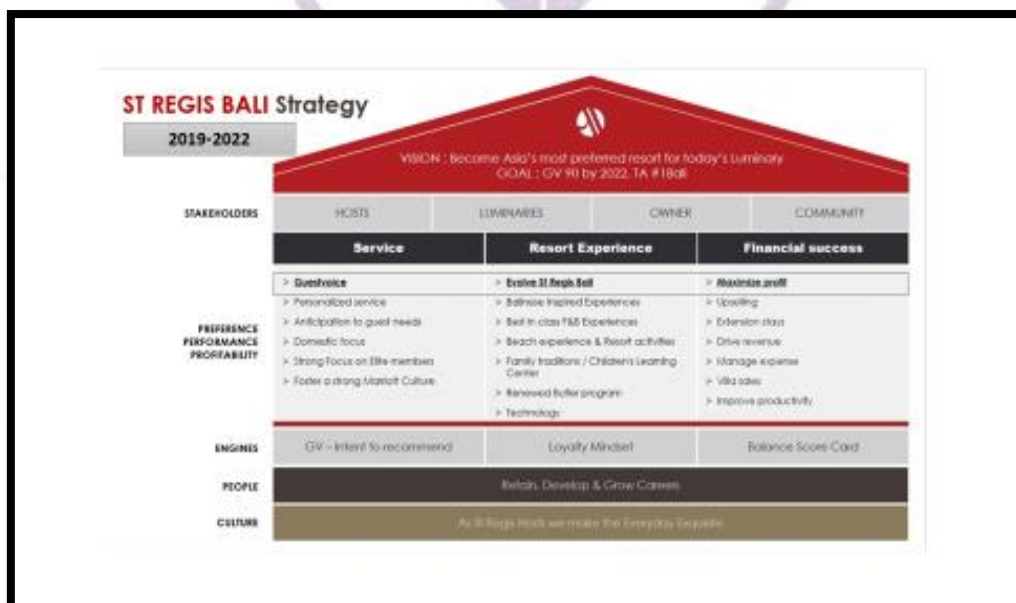
consecutive years from 2019-2022, with the Goal of Guest Voice (GV) for each year, as in table 1.1 below:

Table 1. 1
Guest Voice Goal

Year	GV Goal	GV Achievement
2019	90	85
2020	90	87
2021	90	87
2022	90	-

Sources: The St Regis Bali Resort.

Table 1.1 above shows that The St Regis Bali has not been able to reach the Guest Voice target, indicating that the Performance property has not reached the target.



Figur 1. 1 St Regis Bali Strategy

Sources: The St. Regis Bali (The data is processed by researchers)

Based on Figure 1.1, the strategy requires a management team collaboration and maximizes the performance of stakeholders such as Employees, Owners, Community and convinces guests by improving Service, Resort Experience and Financial Success. As indicators of achievement are the ITR (Intent To Recommend), Loyalty Mindset and Balance Score Card for Managers. Seeing this, in order to achieve the Goal in 2022, namely achieving the GV 90 target, it is necessary to improve organizational performance by building an organizational culture so that company performance is good, then in this study taken the title "Organizational Culture to Enhance Organization Performance at The St. Regis Bali Resort"

1.2 Problem Formulation

Based on this background, the formulation of the problem in this study:

1. What is the organizational culture at The St Regis Bali Resort?
2. What is the organizational performance at The St Regis Bali Resort?
3. How is the organizational culture supports the organization performance at The St Regis Bali Resort?
4. What model is applied in organizational culture at The St Regis Bali Resort to enhance the organizational performance?

1.3 Research Objectives

1.3.1 General Objective

This research conduct to identify the model of organizational culture in improving company performance, it is hoped that there will be awareness that

organizational culture plays a significant role in increasing company income which will have a direct impact on owners, employees and vendors.

1.3.2 Specific Objectives

In particular, this research has the following objectives.

1. To identify the organizational culture at The St Regis Bali Resort.
2. To identify the organization performance at The St Regis Bali Resort.
3. To know the relationship between organization culture and the organization performance of The St Regis Bali Resort.
4. To know the model applied in organizational culture to enhance the organizational performance at The St Regis Bali Resort

1.4 Research Benefits

The benefits of this research can be divided into 2 (two), namely:

1.4.1 Theoretical Benefits

As part of applied sciences research in tourism, this research is useful for developing multidisciplinary applied sciences in tourism, especially in the field of tourism business planning. the industrial context as well as general skills demands Level 8 Indonesian National Qualification Framework for Applied Masters, from the reality that occurred at The St Regis Bali Resort. This multi-discipline takes place from the work of the tourism sector (applied science of tourism) itself together with at least the fields of gastronomy, marketing (study of marketing), culture (cultural studies), and

sociology in a single unit of study on the practice of work culture and organizational culture in Indonesia. hotel industry.

1.4.2. Practical Benefits

In relation to various related parties, the practical benefits of this research can be explained below.

1. For students as practitioners of applied tourism science, this research is beneficial for the mastery of applied tourism science which offers a broader and more diverse management system related to hotel management and workforce so as to contribute to improving services to guests, so that they are always the choice of influential guests. directly on the welfare of employees and make the company able to have international competitiveness.
2. For the State Polytechnic of Bali, especially the Tourism Planning Study Program, Applied Master's Program, Department of Tourism, the benefit of this research is to add to the treasury of scientific literature related to organization culture.
3. For the government, the benefit of this research is to contribute practical and pragmatic thinking for the improvement of tourism policies especially regarding organization culture do not always lose when faced with big and global things. The policy is intended to improve the condition of the company which is the responsibility of the government to maintain the sustainability of organization.

4. For Researched Company is able to provide input on company management based on realities in the field which can later have a positive impact on company performance, so that the company always achieves the desired target.
5. For the tourism industry, especially the hotel industry, this research can be used as a model an organization culture to developing organization performance.



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BAB VI CLOSING

6.1 Conclusion

Every organization has a different culture. An organizational culture has an important role in the company because it has a number of functions in the organization, namely, culture creates a clear distinction between one organization and another, culture brings a sense of identity for company members, culture facilitates the achievement of a broader commitment to common interests than individual and cultural interests increase the stability of the organizational system and are able to achieve good performance.

Organizational culture at The St Regis Bali Resort has an organizational vision and mission that is used to achieve common organizational goals. In addition to the vision and mission, it also has corporate cultural values which are highly respected by all members of the organization. Organizational culture has elements that form and function in the daily life of the organization, namely St Regis Core Values, including: 1) Immersive, 2) Bespoke, 3) Exemplary, 4) Address. To provide an understanding of the common direction for all employees as well as guidelines for employee daily behavior. Also as a basic foundation in planning with a house strategy designed to achieve organizational goals in synergy with all components as a stakeholder such as Host, Luminaries, Owner and Community.

Organizational performance at The St Regis Bali Resort is good, but there are some things that need to be improved so that later it becomes a cultured company and is able to give the best to guests, employees and owners. The St Regis Bali Resort in achieving performance based on Preference performance profitability such as Service, Resort Experience and Financial success with its barometers namely Guest Voice, Mindset loyalty and Balance Scorecard.

Organizational culture supports the organization performance at The St Regis Bali Resort with the motto that applies to all employees, namely "As a St Regis host we make everyday exquisite".

Model applied in organizational culture at The St Regis Bali Resort to enhance the organizational performance based on Marriott Culture support with organization aspect and culture dimension.

6.2 Recommendations

In this research several things can be recommended, including:

First, corporate cultural values at The St Regis Bali Resort, especially the value of integrity, are needed in the daily behavior of employees. This is done so that the company's goal of becoming a trusted company/hotel can be achieved.

Second, in order for employees to understand and understand the value of integrity, leaders must disseminate core values and strategies to employees, both old and new employees.

Third, to anticipate the fading of core values, it is necessary to carry out continuous socialization as well as two-way communication between employees and management, and always discuss the strategies that have been prepared in daily operations so that they stick to all employees so that the company's goals can be achieved consistently.



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