

**UNDERGRADUATE THESIS**

**THE EFFECTIVENESS OF MARRIOTT GLOBAL SOURCE  
ONLINE TRAINING IN ENHANCING FRONT OFFICE  
EMPLOYEE PERFORMANCE  
AT THE RITZ-CARLTON BALI**



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**TOURISM DEPARTMENT  
POLITEKNIK NEGERI BALI  
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**This undergraduate thesis is submitted as one of the requirements to earn  
Applied Bachelor's Degree in Tourism Business Management Study Program  
in Politeknik Negeri Bali**



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## ACKNOWLEDGEMENT

Praise God Almighty for His mercy and grace so that the author can complete the thesis titled “Effectiveness of Marriott Global Source Online Training in Enhancing Front Office Employee Performance at The Ritz-Carlton Bali”. This undergraduate thesis aims to fulfill one of the requirements for students to achieve an applied bachelor’s degree in the Tourism Business Management Study Program, Tourism Department, Politeknik Negeri Bali.

The writer realizes that this undergraduate thesis cannot be finished without parties support, guidance, and assistance during the preparation and writing process. On this occasion, I am deeply thankful for:

1. I Nyoman Abdi, SE., M.eCom. as the director of Politeknik Negeri Bali, has given the writer the opportunity to gain knowledge at Politeknik Negeri Bali.
2. Prof. Dr. Ni Nyoman Sri Astuti, SST.Par., M.Par. as the Head of the Tourism Department at Politeknik Negeri Bali, for the directions and guidelines during the writer’s study.
3. Putu Tika Virginiya, S.Pd., M.Pd., as the Secretary of the Tourism Department as well as supervisor II, who has given directions, guidelines, and provided advice to complete this undergraduate thesis.
4. Dr. Made Satria Pramanda Putra, S.H., S.E., M.M, as the Head of the Tourism Business Management study program, who has provided guidance and information to complete this research.
5. Ir. I Gusti Agung Bagus Mataram, MIT, as Supervisor I, has willingly taken his time to give guidance and advice during the creation of this research.
6. All seniors at The Ritz-Carlton Bali, especially those in the Front Office Department, who welcomed the author to study at the hotel, provided support and assistance in data collection, understanding, and imparting new knowledge to the author, which was very useful for the smooth writing of this thesis.

7. My beloved parents, as well as all family members who cannot be mentioned one by one, who have continuously provided support and motivation in the form of physical assistance and prayers during the writing of this thesis.
8. All my friends who always provide enthusiasm and inspiration to the writer.

The writer realizes that this research still has shortcomings and limitations. Therefore, constructive criticism and suggestions are highly expected to improve in future writing. Hopefully, this undergraduate thesis will benefit both the writer and those interested in this research.

**Writer**

**Ni Kadek Ariesta Sri Dwita Maharani**

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## ABSTRACT

Maharani, Ni Kadek Ariesta Sri Dwita. (2025). Effectiveness of Marriott Global Source Online Training in Enhancing Front Office Employee Performance at The Ritz-Carlton Bali. Undergraduate Thesis: Tourism Business Management, Tourism Department, Politeknik Negeri Bali.

This thesis has been supervised and approved by Supervisor I: Ir. I Gusti Agung Bagus Mataram, MIT and Supervisor II: Putu Tika Virginiya, S.Pd., M.Pd.

Keywords: Employee Performance, Online Training, Effectiveness, *Marriott Global Source*, Front Office.

This study aims to determine how the Marriott Global Source (MGS) platform is implemented for online training and to analyze its effectiveness in improving the performance of Front Office employees at The Ritz-Carlton Bali. This study uses a qualitative approach with qualitative descriptive analysis techniques. Data were collected through observation, in-depth interviews, documentation, and literature review. The informants in this study consist of the Assistant Guest Relations Manager as the key informant and several Front Office employees as primary informants. The results of the study indicate that the MGS platform has been consistently implemented as an effective online training tool for developing employees' technical competencies and work behavior. The effectiveness of training through MGS has contributed positively to improving the quality, quantity, reliability, and work attitude of Front Office employees. Thus, MGS-based online training has proven to be an effective strategy in supporting employee performance improvement in the luxury hospitality environment.

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## ABSTRAK

Maharani, Ni Kadek Ariesta Sri Dwita. (2025). *Effectiveness Of Marriott Global Source Online Training In Enhancing Front Office Employee Performance At The Ritz-Carlton Bali*. Skripsi: Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali.

Skripsi ini telah disetujui dan diperiksa oleh pembimbing I: Ir. I Gusti Agung Bagus Mataram, MIT dan Pembimbing II: Putu Tika Virginiya, S.Pd., M.Pd.

Kata Kunci: Kinerja Karyawan, Pelatihan Daring, Efektifitas, *Marriott Global Source*, Kantor Depan.

Penelitian ini bertujuan untuk mengetahui bagaimana implementasi platform Marriott Global Source (MGS) yang digunakan untuk pelatihan daring serta menganalisis efektivitasnya dalam meningkatkan kinerja karyawan Front Office di The Ritz-Carlton Bali. Penelitian ini menggunakan pendekatan kualitatif dengan teknik analisis deskriptif kualitatif. Data dikumpulkan melalui observasi, wawancara mendalam, dokumentasi, dan studi kepustakaan. Informan dalam penelitian ini terdiri atas Assistant Guest Relations Manager sebagai informan kunci dan beberapa karyawan Front Office sebagai informan utama. Hasil penelitian menunjukkan bahwa platform Marriott Global Source telah diterapkan secara konsisten sebagai sarana pelatihan daring yang efektif dalam mengembangkan kompetensi teknis dan perilaku kerja karyawan. Efektivitas pelatihan melalui Marriott Global Source berkontribusi positif terhadap peningkatan kualitas, kuantitas, keandalan, dan sikap kerja karyawan Front Office. Dengan demikian, pelatihan daring berbasis Marriott Global Source terbukti menjadi strategi yang efektif dalam mendukung peningkatan kinerja karyawan di lingkungan perhotelan mewah.

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# **CHAPTER I**

## **INTRODUCTION**

### **1.1 Research Background**

Service quality in the hospitality sector impacts not only customer satisfaction but also their level of loyalty. Service quality can be assessed through various aspects, such as reliability, responsiveness, assurance, empathy, and physical evidence (Bungatang & Reynel, 2021). Each of these aspects plays an important role in shaping guests' opinions about the hotel and can influence their decision to stay again or recommend the hotel to others. Based on research conducted by Widodo (2022), it is concluded that service quality significantly impact guest satisfaction, which in turn can increase hotel competitiveness. One of the strategies that can be used to improve service quality is to conduct employee training at the hotel.

Employee training in the hospitality sector has a significant role in improving employee performance and achieving optimal service standards (Putranto et al., 2023). Especially for the employees in charge of the front office to become the image of the hotel and are responsible for the starting point for interacting with guests. Therefore, they need adequate skills and knowledge to provide high-quality services. Effective training aims to improve employees' technical skills and also aims to improve employees' understanding of service standards and procedures that must be followed so that service quality can remain consistent (Harefa, 2024). With the appropriate training, employees can handle unexpected situations and handle complaints more effectively. Training for

employees is delivered through two methods, namely face-to-face (offline) training and online training.

The use of digital technology is growing rapidly to all aspects for example, the way employees are trained. One significant innovation is online training, which offers a new approach to human resource development. This method has grown in popularity, especially after the COVID-19 pandemic, where many companies have turned to remote training systems to ensure operations continue. Online training has several advantages that make it an attractive option for companies, including time and place flexibility, which allows employees to access training materials anytime and anywhere (Kasus et al., 2024), with the use of features such as videos, simulations, and online tests that can increase learning effectiveness. In addition, it provides access to various training resources that can be tailored to specific employee needs, making it more relevant and interactive than traditional methods.

Consistency in providing quality service is very important for every international hotel chain. Marriott International, as one of the largest hotel chains in the world with thousands of properties spread across various countries, has proven that its success depends not only on facilities or strategic locations, but also on the quality of human resources capable of providing services in accordance with the global standards set by the company. To ensure every employee has the necessary knowledge and skills, Marriott has developed a digital learning platform called Marriott Global Source (MGS). This platform serves as an information and learning hub accessible to all Marriott employees worldwide.

Through Marriott Global Source, a variety of training materials are available, ranging from interactive e-learning modules, updates to standard operating procedures (SOPs), service standard training, compliance modules, to leadership development training. With Marriott Global Source, Marriott can ensure that guests, whether staying at The Ritz-Carlton Bali or at other Marriott properties worldwide, continue to receive the same professional, high-quality service experience consistent with the brand's international reputation.

As a prestigious five-star hotel, The Ritz-Carlton Bali is highly committed to maintaining excellent service quality by paying attention to employee performance. One of them is the front office department, the face of the hotel, and the first interaction guests have when they arrive at the hotel. However, in reality although online training and various initiatives have been provided, occasional errors still appear, which are generally due to employees not yet having a complete understanding of their tasks and based on observations, there are still guest negative cases or complaints directly and in the form of reviews on travel agent websites.

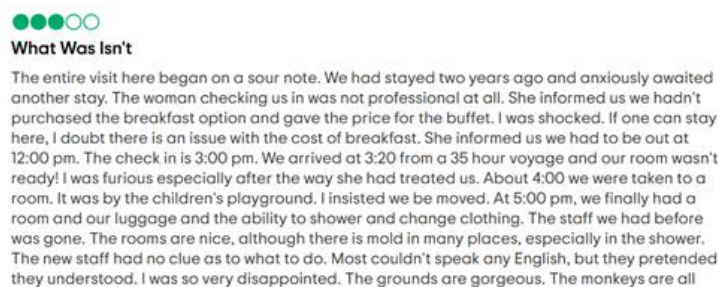
Table 1. 1 Negative cases in November 2024

<b>Week</b>	<b>Total Complaints</b>	<b>Daily Average</b>
Week 1	41	4.5
Week 2	49	7
Week 3	31	4.4
Week 4	29	4.1

Source: The Ritz-Carlton Bali (2024)

Based on existing data regarding in-house guest negative cases directly recorded at GXP (Guest Experience Platform) Marriott Bonvoy, where in average

there are 4-7 guest negative cases per day related to the front office. In addition, there are reviews from guests who have stayed at The Ritz-Carlton Bali through travel agent sites (Figure 1.1) and (Figure 1.2). The complaints include waiting too long for the check-in and check-out processes, luggage issues, golf cart pick-up, and others.



**Figure 1. 1** Guest Comment on TripAdvisor

Source: (TripAdvisor,2024)

From the reviews mentioned above, guests have expressed complaints about the performance of the front office department at The Ritz-Carlton Bali. This is quite unfortunate, considering that the employees have already received online training through the Marriott Global Training platform. Based on the background above, the writer is interested in examining how effective the online training is in supporting employee performance, particularly within the front office department. Therefore, to better understand the impact of this online training on improving employee performance, the writer determines the research title “Effectiveness of Online Training Platform in Enhancing Front Office Employee Performance at The Ritz-Carlton Bali”.



## **1.2 Research Questions**

From the background that has been outlined, the formulation of the problem in this research is:

1. How is Marriott Global Source used for training front office employees at The Ritz-Carlton Bali?
2. How is the effectiveness of Marriott Global Source online training in enhancing front office employee performance at The Ritz-Carlton Bali?

## **1.3 Research Objectives**

Based on the problem identification, the purpose of this research is as follows:

1. To explore, describe, and explain the implementation of a Marriott Global Source used for online training at The Ritz-Carlton Bali
2. To analyse how the effectiveness of Marriott Global Source for online training in enhancing front-office employee performance at The Ritz-Carlton Bali.

## **1.4 Research Significance**

The benefits of this research can be divided into two, namely theoretical benefits and practical benefits, as follows:

### **1.4.1 Theoretical Benefit**

The theoretical benefit of this research is to provide additional information for further research on the effect of using online training platforms in improving employee quality and performance. In addition, it is hoped that the results of this study can provide additional knowledge and insight into the challenges that will

be faced in improving the quality and performance of employees by using online training platforms.

#### **1.4.2 Practical Benefit**

The benefits of this research have three practical benefits that can be divided, namely:

1. **Benefits for the company**

It is hoped that this research can make a valuable contribution to the company by improving the use of an effective training platform to improve employee performance in the front-office. In addition, this research can also be a useful evaluation tool to evaluate the success of the implementation of online training platforms.

2. **Benefits for campus**

This research is expected to be an additional source of reference for all Politeknik Negeri Bali students, especially for tourism majors, and provide additional knowledge to improve employee performance.

3. **Benefits for students**

Hopefully, this research can provide additional knowledge and references to students that interested in studying topics about the benefits of online training platforms in improving the effectiveness of worker performance.

#### **1.5 Limitations and Scope of Research**

This research discussing the effectiveness of online training platforms in enhancing front office performance is very broad. Limiting the problem needs to

be done to focus research so that it has a specific scope. The limitations of the problem in this study are:

1. The variables in this study include the effectiveness of online training and employee performance
2. This study took samples from the Front Office department at The Ritz-Carlton Bali.



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## **CHAPTER V**

### **CONCLUSIONS AND SUGGESTIONS**

#### **5.1 Conclusions**

Based on the results of qualitative research conducted through in-depth interviews and analyzed using the Miles and Huberman model, it can be concluded that online training through Marriott Global Source is used effectively to support the performance improvement of front office employees at The Ritz-Carlton Bali. In terms of using Marriott Global Source, the training is conducted continuously, structurally, and flexibly, with access available through both work and personal devices. The training materials cover various important topics such as handling guest complaints, hospitality language, grooming standards, and genuine care, all of which are relevant to front office work requirements. The training process begins with leadership guidance, self-access to modules, completion of materials, and learning evaluation. The alignment of the materials with daily work practices on the ground is a key factor making this training popular and directly applied by employees.

Based on the findings of this study, it can be concluded that the training delivered through Marriott Global Source (MGS) at The Ritz-Carlton Bali has proven effective in enhancing the performance of front office employees. The positive responses toward the interactive and accessible training methods helped strengthen employees understanding of SOP, technical skills, and professional attitudes. These improvements are reflected in performance dimensions such as

quality, quantity, reliability, and a more disciplined and motivated work attitude. The tangible impact of the training is evident in the efficiency of work processes, improved ability to handle guest complaints, achievement of high service audit scores, and alignment of services with Marriott standards collectively demonstrating that the online training significantly contributes to improving service quality in the Front Office Department.

## **5.2 Suggestions**

Based on the results of the research conducted, here are some suggestions that can be considered to improve the effectiveness of training and employee performance in the future:

### **1. Hotel Management**

Online training should be integrated with the performance appraisal system. This way, employee achievements in Marriott Global Source, such as the number of modules completed and test evaluation results, can be used as performance assessment indicators. The implementation of this system will encourage employees to take training more seriously, as the results will directly affect their chances of promotion, bonuses, and other forms of reward.

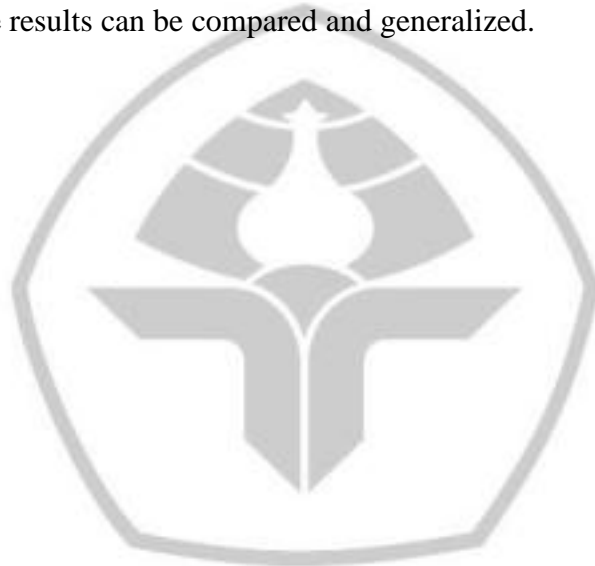
### **2. Front Office Employees**

Employees are expected to make optimal use of the training available on Marriott Global Source to enhance their knowledge and work skills. In addition to regularly participating in training, employees need to apply the results of training in their daily work practices, particularly in terms of service quality, work

accuracy, and professional attitude. Active participation and a continuous learning mindset will significantly contribute to improving individual performance and the hotel's overall image.

### 3. Future Researchers

For future research, it is recommended that the scope of the study be expanded to include more respondents from various departments or different hotels, so that the results can be compared and generalized.



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