

The Effectiveness of Morning Briefing in Building Employee Engagement at Novotel Bandung Hotel

Cantika Raka Permata Putri¹, Chandra Hendriyani², Fenny Damayanti³
Akademi Sekretari Manajemen Taruna Bakti, Bandung, Indonesia^{1,2,3}

Abstract. After the Covid-19 pandemic has changed the order of the tourism business which must prioritize health, cleanliness, and security. Hoteliers such as Hotel Novotel Bandung anticipate changes in tourist trends by implementing Cleanliness, Hygiene, Sanitation, and Environment (CHSE) certification and developing internal service strategies so that hotel occupancy rates can quickly increase again. Teamwork and achieving the vision become management orientation. Therefore, the morning briefing is used as an internal communication medium to continuously monitor service quality and build employee engagement. This study uses descriptive qualitative methods with data collection techniques using observation, interviews, and secondary data. The results of the study show that having a morning briefing before starting work makes internal communication run smoothly and coordination between departments becomes easier and employee engagement is built. The culture of morning briefings must be carried out regularly to maintain the commitment to creating business sustainability for Novotel Hotels.

Keyword. employee engagement; morning briefing, employees; occupancy; hotel

Article History. Received July, 2022. Revised October, 2022. Accepted December, 2022

Corresponding Author: cantikaraka.mhs@asmtb.ac.id¹, chandra@asmtb.ac.id², fennydamayanti@asmtb.ac.id³

INTRODUCTION

The Covid-19 pandemic that was endemic in Indonesia in early 2020 was very influential on economic and business growth, especially in the tourism sector. Activity restrictions change consumer behavior and tourism industry services. One of the impacts of the pandemic that has occurred in the hotel business sector is the implementation of a strict Cleanliness, Hygiene, Sanitation, and Environment (CHSE) certification during the Implementation of Community Activity Restrictions (PPKM). This certification is the key so that the hotel business can continue to run during the Covid-19 pandemic and is one of the things that is a very concern during pre and post-pandemic times. The hospitality industry must prioritize meeting customer needs as its main goal (Lahap et al., 2016)

This became a challenge for the hotel business industry because there was limited space for business movement which was very clear in that field at that time. According to data from the Central Statistics Agency (In the Ministry of Manpower, 2021) which explains that the hotel room occupancy rate decreased dramatically in March to 32.24%, and continued to decline to 12.7% in April, however, the number of hotel occupancy rates continued to persist. below 20% until entering June 2020 even now the situation has started to return to normal and the number of occupancy at the beginning of 2022 has returned to normal, namely 42.43%.

To maintain the normal occupancy value, the hotel industry players need to find a strategy to increase hotel occupancy as before the pandemic with the level of competition between star hotels getting higher at that time. More specifically, the business strategy needed by the hotel at that time was to include elements of experience, creating a meaningful moment of experience and excitement for tourists who came. To create this requires a commitment from business people, especially employees, to provide the best service to tourists.

This commitment can be built by company management using informative communication techniques as explained by Lihapsari (in Nasor, 2019) that informative

communication is a communication skill by conveying various signs of information both verbal, non-verbal, and paralinguistic. This indicates that communication is built based on the informative principle in that communication, the recipient or listener receives in the form of information or messages that are informative. According to Agustiani and Purnaningsih (2019), internal communication can be understood as the foundation and building of organizational culture so that good internal communication will be in line with the organizational culture that exists within an organization. The communication media formed by the hotel management must be effective in conveying information so that internal communication can be well established and in harmony with the organizational culture of Hotel Novotel Bandung. One of the effective and easy-to-implement communication techniques is to use a morning briefing.

Morning briefing can be concluded as a communication activity or morning briefing that provides brief explanations by managers or employee leaders to employees to receive certain explanations according to the provisions of the organization or company (Pace & Faules, 2019). From the explanation above, these activities use informative communication techniques which can foster work commitment for employees. This can be the key to the success of the hotel business in Indonesia, including the Novotel Bandung Hotel as a four-star hotel that needs to maintain the quality of its human resources that are expected and needed by the company at that time. Therefore, the authors are interested in conducting research entitled "The Effectiveness of Morning Briefing in Increasing Employee Engagement at Novotel Hotel Bandung.

METHOD

The research locus is Novotel Bandung which is a four-star hotel from the Accor Group with the concept of a family-friendly hotel also has various certifications and achievements at the international level such as green hotel, ISO 14001, CHSE, and ALLSAFE so that it can compete with other hotels and is always the top choice of tourists who visited Bandung.

The research method used by the author is a descriptive qualitative research method. According to Sugiyono (2016: 9), the qualitative descriptive method is a research method based on the philosophy of postpositivism used to examine the condition of natural objects (as opposed to experiments) where the researcher is the key instrument of data collection techniques carried out by triangulation (combined), data analysis is inductive/qualitative, and the results of qualitative research emphasize meaning rather than generalizations. Qualitative descriptive research aims to describe, describe, explain, explain and answer in more detail the problems to be studied by studying as much as possible an individual, a group, or an event. In qualitative research, humans are research instruments and the results are written in the form of words or statements that are by the actual situation.

Data collection techniques carried out by the author are through observation and interviews. The author conducted direct interviews with the head of the department (HOD), admin & general, room division manager, food and beverage manager, chief engineering, ass talent and culture manager, director of sales and marketing, and financial control at Hotel Novotel Bandung.

RESULTS AND DISCUSSION

Employee engagement is very important for hotel performance (Van Nguyen et.al, 2021). Employee engagement can be well-formed if there is good communication and one form of internal communication of the company, especially Novotel Hotel, is the morning briefing activity which is carried out every day where in this activity the general manager receives reports of daily activities carried out by each department. Each department through its representative will convey any problems encountered to the general manager. The general manager as the leader of the morning briefing provides opportunities for other departments to provide input. This habit forms better communication and cohesiveness between departments. At the end of the morning briefing, the General manager closed the activity by giving motivation and strategies for what to do.

Morning briefing activities improve coordination and employee engagement at Novotel Bandung because in these activities all departments know reports from other departments so that they are updated on things that are happening in the company. This morning briefing is led directly by the executive office, namely the general manager. The heads of departments who attended the morning briefing were the finance department which was responsible for the hotel's financial situation, such as managing the RAB and purchasing audits, the sales & marketing department was responsible for sales and purchases, and there was a rooms department that was responsible for room and room problems. The hotel, then the food & beverage department in charge of food and beverage supplies at the hotel, the talent & culture department in charge of employees in each hotel department such as attendance and managing employee vaccine schedules, the engineering department in charge of problems related to machines such as door installation and repair of broken lifts.

The implementation of the morning briefing has an impact on the freedom of communication and giving opinions to employees. It is proven in this activity that employees from other departments can provide input or ideas on problems faced by a department. At the end of the activity, the leader will decide on the solution that is considered the best and most effective solution to the problem at hand. In this case, employees also learn to be able to accept what has become a joint decision and then implement the decision. In the end, employees have a sense of belonging to the company and have a passion to solve problems together. Morning briefing helps solve problems by providing the right solution through positive communication. Positive communication is communication that is able to produce changes in attitudes in others and can be seen in the communication process. (Bambang, 2015). Positive communication becomes a motivation for employees by creating a conducive atmosphere so that the ultimate goal is achieved and employee engagement can be established better

By involving employees to always participate in determining company policy decisions, employees will feel more valued and increase the sense of belonging between employees and the company (Rachmawati, 2013). This is indicated by an increase in the quality and ability of employees to solve the problems faced as well as the achievement of all planned targets and reduced missed communication between departments. An indicator that employee engagement can avoid missed communication is the regular morning briefing every morning. With the morning briefing, each employee can know their job desc and responsibilities. The points in the Minutes of Meeting are usually compiled based on reports from each division.

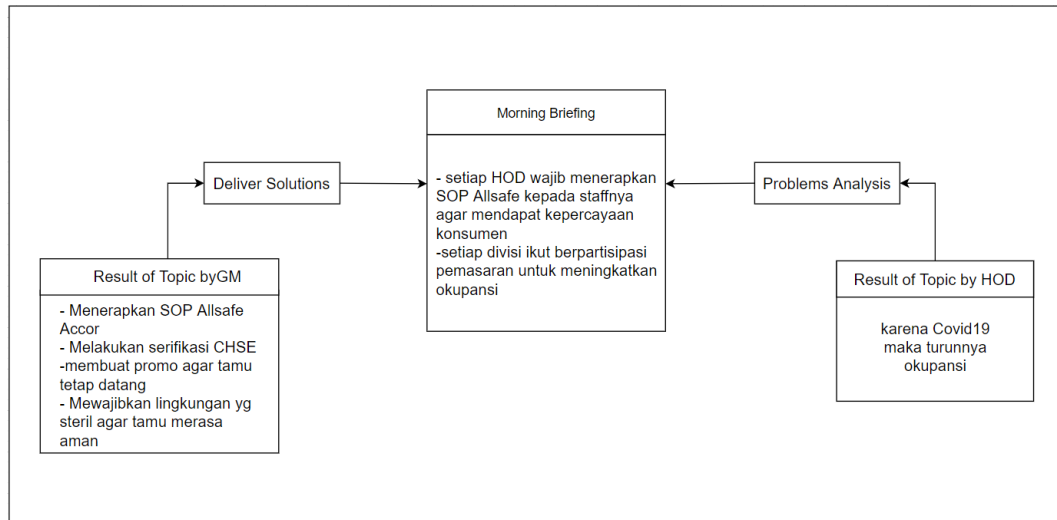


Figure 1. Problem mapping morning briefing

Source: Data Processing (2022)

CONCLUSION

Morning briefing as part of group communication activities in an organization has an important role. The effectiveness of the morning briefing activities at the Novotel Hotel Bandung can be seen from the emergence of enthusiasm or work motivation, improvement of internal communication between departments, a sense of ownership and concern for the problems being faced, and the desire to solve these problems together and ultimately lead to employee engagement.

Employee engagement can be formed from Morning briefing activities that are carried out regularly and consistently where Morning briefings can help employees with the problems they face.

Suggestions that the author can convey to Hotel Novotel Bandung is that with a morning briefing the head of department (HOD) can continue to innovate and develop management performance and do a rewarding program for employees to increase employee motivation at Hotel Novotel Bandung

REFERENCES

- Afsar B, Al-Ghazali BM, Cheema S, et al. (2020) Cultural intelligence and innovative work behavior: the role of work engagement and interpersonal trust. *European Journal of Innovation Management* 24(4): 1082-1109
- Agustini, N. A., & Purnaningsih, N. (2018). Pengaruh Komunikasi Internal dalam Membangun Budaya Organisasi. *Jurnal Komunikasi Pembangunan*, 16(1), 89-108.
- Astuti, B. R. (2018). Pengaruh Motivasi Dan Disiplin Kerjaterhadap Kinerja Karyawan Pada Pt Pos Indonesia (Kantor Pos Besar Yogyakarta). Semarang: Unika Soegijapranata.
- Bambang Syamsul Arifin, (2015), *Psikologi Sosial*, Bandung: Pustaka Setia
- Christensen Hughes, J., and Rog, E. (2008), "Talent management: A strategy for improving karyawan recruitment, retention, and engagement within hospitality organizations", *International Journal of Contemporary Hospitality Management*, Vol. 20 No. 7, pp. 743-757. <https://doi.org/10.1108/09596110810899086>

- Fauzia Jabeen, Adrienne A. Isakovic, (2018) "Examining the impact of organizational culture on trust and career satisfaction in the UAE public sector: A competing values perspective", *Karyawan Relations*, <https://doi.org/10.1108/ER-02-2017-0038>
- Ivancevich, J. (2018). *Human Resource Management* (10th ed.). Boston: McGraw-Hill.
- Lahap et al. (2016) A Study of Brand Image towards Customer's Satisfaction in the Malaysian Hotel Industry. *Procedia - Social and Behavioral Sciences* 224, 149 – 157
- Luciana, O. (2018). Peranan Morning Briefing Terhadap Motivasi Belajar dan Inspirasi Bagi Mahasiswa Teknik Elektro Politeknik Enjinerung Indorama : Telaah Hasil Jawaban Pada Kuesioner. *Jurnal Ilmu dan Budaya, Vol 41, No 61, 1-2.*
- Michael J. Tews John Michel Shi Xu Alex J. Drost, (2015), "Workplace fun matters ... but what else?", *Karyawan Relations*, Vol. 37 Iss 2 pp. 248 – 267
- Mohammad Faraz Naim, Usha Lenka, (2018) "Development and retention of Generation Y karyawans: a conceptual framework", *Karyawan Relations*, Vol. 40 Issue: 2, pp.433-455, [HTTPS:// doi.org/10.1108/ER-09-2016-0172](https://doi.org/10.1108/ER-09-2016-0172)
- Mujiasih, E., & Davita, S. D. (2018). Hubungan Antara Persepsi Terhadap Iklan Media Sosial Dengan Intensi Membeli Jasa Layanan Grab-Bike Dalam Aplikasi Grab Pada Mahasiswa Fakultas Psikologi Universitas Diponegoro. *Jurnal Empati*, 238-243.
- Muliawan, Y., Perizade, B., & Cahyadi, A. (2018). Pengaruh Keterikatan Karyawan (Karyawan Engagement) Terhadap Kinerja Karyawan Di Pt. Badja Baru Palembang. *JEMBATAN – Jurnal Ilmiah Manajemen Bisnis Dan Terapan*, 70.
- Mulyana, D. (2020). *Komunikasi Efektif Suatu Pendekatan Lintas Budaya*. Bandung: PT Remaja Rosdakarya.
- Nasor, M. (2019). Teknik Komunikasi dalam Perubahan Sosial. *Ijtima'iyya*, 77.
- Pace, R. W., & Faules, D. F. (2019). *Komunikasi Organisasi: Strategi Meningkatkan Kinerja Perusahaan. (terjemahan)*. Bandung: Rosada.
- Robinson. (2019). *The Drivers of Karyawan Engagement Report 408*. . Brington: Institute for Employment Studies.
- Tkalac Verčič, A., & Špoljarić, A. (2020). *Managing internal communication: How the choice of channels affects internal communication satisfaction. Public Relations Review*, 101926. doi:10.1016/j.pubrev.2020.101926
- Sugiyono. 2019. *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung : Alfabeta
- Van Nguyen, L. T., Duy Nguyen, P. N., Nguyen, T. Q., & Nguyen, K. T. (2021). *Karyawan engagement in brand value co-creation: An empirical study of Vietnamese boutique hotels. Journal of Hospitality and Tourism Management*, 48, 88–98. doi:10.1016/j.jhtm.2021.05.01
- Verčič, Ana & Poloski Vokic, Nina. (2017). Engaging karyawans through internal communication. *Public Relations Review*. 43. 10.1016/j.pubrev.2017.04.005.

CANTIKA RAKA PERMATA PUTRI¹, CHANDRA HENDRIYANI², FENNY DAMAYANTI³/The Effectiveness of Morning Briefing in Building Employee Engagement at Novotel Bandung Hotel

Kemnaker. (2021). *Proyeksi Kebutuhan Tenaga Kerja Di Perusahaan Berdasarkan Kompetensi Pada Sektor Pariwisata Pada Tahun 2022 – 2025-*. Jakarta: Barentang Naker.