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Leadership Coaching Intervention Plan to Improve The Effectiveness of The *Front Office* Department team at Hotel X

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Abstract

This research aims to improve the effectiveness of the team by providing leadership *coaching* design at the *Front Office* Department at Hotel X. This type of research is *Action Research*. Samples in this study used *Purposive Sampling* techniques, due to the specific criteria given for the sample withdrawal process. The number of samples in this study were 17 employees of the *Front Office* Department. The effectiveness of the team was measured using questionnaires, interviews and observations. The questionnaire used was " five dysfunctions of a team " from Lencioni consisting of 15 items based on five aspects: *absence of trust*, *fear of conflict*, *lack of commitment*, *avoidance of accountability* and *inattention to result.* Value of validity and reliability based on the Delta (2012) of a = 0,924, meaning the entire item is valid in predicting criteria and is already reliable. Data analysis techniques used to know the needs of coaching using the program *Microsoft Excel* tailored to the calculations through Lencioni. The results showed that all aspects were in the medium category, but the lowest scores were found in the *avoidance of accountability* aspect that need to be considered to be developed through leadership coaching. The research is expected to also be a consideration for subsequent studies.

1. Introduction

The rapid development of the hospitality business creates a competition among hospitality companies to make quality improvement in attracting hotel guests and build a positive image. The hospitality industry is doing many developments in service or *service* to guests.

One of the hospitality industry is Hotel X that wants to see what happened to its company based on *Feedback report* to continue to fix his system in achieving the company's visions and missions. Hotel X has many departments consisting of *Front office department, housekeeping, food and beverages, sales and marketing, accounting* and others. But there are some less effective departments, one of which is the *Front Office Department*. This is seen from the high *turnover* rate, so the HRD department wants to know the problems that occur in the *Front Office Department.*

In the process of developing Hotel X, it requires competent human resources that are formed in a team. The team collaborates with each other and supports each other to achieve the company's goals or objectives. A team is a unit of two or more people who interact and coordinate their work for a specific purpose (Daft, 2003). Joining a team makes employees have a sense of togetherness.

Based on that, Hotel X wants to see if the departments consisting of teams within the company are running effectively and in accordance with their objectives or should be improved. The effectiveness of the team according to Lencioni (2005) is a condition achieved by a group of mutually trusting persons, in a situation of healthy conflict, having commitments, relying on each other, and focused on common goals. Thus the ideal team situation will be able to increase the satisfaction of employees and work productivity.

Some of the ways Hotel X did to improve the effectiveness of the team is to conduct *family gathering* and other training that are carried out or run by each department periodically or training held by the company itself. This implementation has been done in the past year, but has not produced enough significant results but slowly walked towards the target or target to be achieved.

The *front Office* department has a compound task in which all departments run different programs and processes. On that basis, the effectiveness of the team needs to be considered so that the objectives to be achieved can be effective and efficient. In Working Group is required to develop innovation, skill, and empowerment process, therefore the effectiveness of the team is very important in a team.

The size of the success of a team can be seen whether the team is able to achieve the preset results. To do so, a team should be able to overcome the five dysfunction according to Lencioni (2005): *absence of trust*, *fear of conflict*, *lack of commitment*, *avoidance of accountability* and *inattention to results.*

Based on what has been shown above it appears that the team's effectiveness in the *Front Office* Department is still constrained and there are issues that should be corrected to see the various issues that exist within the internal team.

The purpose of this research is to know the effectiveness of the team on the *Front Office* Department. In addition to the above objectives, the research will be drafted appropriate interventions to improve the effectiveness of the *Front Office Department* based on the results.

2. RESEARCH METHODS

The subject in this study was conducted on the employees of the *front office* Department at Hotel X which amounted to 26 people. The employee obtained with *purposive sampling* is based on the criteria. This research has the following criteria: (1) The research subject is the employee of the *Front Office Department* in the department of *Assistant front office manager*, *Guest Service Manager*, *duty manager*, *Guest Relations Officer*, *front desk agent* and *operator,* (2) The research subject of this leadership coaching design is on the managerial level: *Assistant Front office manager*, *Guest Service Manager* and *duty manager* at Hotel X. So that the main subject is found to be the final sample according to the criteria as many as 17 employees.

This type of research is research using *action research* methods. *Action Research* is a model that focuses on planned changes, where the data collection and diagnosis lead to the planning of the next action. The results of actions that have been performed will be traced to a guide in the implementation of the next action. *Action Research* strongly emphasizes the collection of data and diagnosis to determine action planning and implementation, and there is an evaluation of the results of actions carried out (Cummings & Worley, 2009).

Data retrieval is obtained using the effectiveness questionnaire of the "five dysfunctions of a team*"* team. This measuring instrument consists of 15 items based on five aspects measured: *absence of trust*, *fear of conflict*, *lack of commitment*, *avoidance of accountability* and *inattention to results*. Data retrieval is also conducted with interviews and observations at the employees of the *front Office* Department at Hotel X.

The data analysis technique used is *Microsoft Excel* program tailored to the calculations through Lencioni. The measuring instruments used have passed the reliability and validity tests based on Delta research (2012) of a = 0,924, meaning that the entire item is valid in predicting the criteria and is already reliable. This is the scale to see the effectiveness of the team, whether there is a problem with the *front Office* Department in hotel X.

3. RESULTS AND DISCUSSION

Subject	Absence of Trust	Fear of Conflict	Lack Of Commitment	Avoidance of Accountabillity	Inattention to results
A	4	9	8	7	7
B	6	6	7	6	6
C	7	8	8	6	7
D	6	8	7	6	6
E	6	7	7	6	6
F	7	7	5	6	5
G	9	9	9	9	9
H	6	4	7	5	7
I	8	9	9	7	7

A	6	6	6	6	6
K	5	5	7	4	7
L	4	5	6	6	6
M	7	9	8	6	7
N	7	9	8	8	9
O	6	8	6	5	7
Q	9	9	9	6	9
Q	6	9	8	5	7
Total	109	127	125	104	118
Average	6.4	7.5	7.4	6.1	6.9
Category	Medium	Medium	Medium	Medium	Medium

Based on the results of the questionnaire was seen that the five aspects are in the medium category, so that no problem arises significantly. But it's seen that there's still a lack of responsibility about the agreed commitment such as: The leader changed the policy that originally scheduled 5 working days 2 days off into 5 working days 1 day off without deliberation and mutual agreement, the leader did not hold a *front office meeting* that was held every month to discuss complaints that occurred in the department. Then in the aspect of *ovoidance of accountability* need to be considered to be developed.

The results of interviews with some employees confirmed that the most problems arose on the team due to leadership patterns. The conception that tends to be negative towards leaders such as: replacing the policy without deliberation and mutual agreement, less able to resolve the problem that occurs only until it accommodates the problem without *follow up,* dissolving the information is less understandable so that the error occurred and information is not known by all employees, returning the resolution of the problem to the task of each job, subjective Employees. Doing a lot of work and helping others' jobs make it unclear which is the main task, the absence of a *front office meeting* to discuss complaints, the lack of democracy in decision-making, the age gap that distinguishes mindset and style of speech.

The observation results were seen that there were some employees when the superiors gave orders but the employees did not directly listen to his boss orders, so the boss called him repeatedly. Researchers found that between leaders and subordinates was still less effective in the leadership patterns that had been run by superiors.

The effectiveness of the *front office* Department team is seen to be especially developed in terms of leadership, which is known to cause the poor relationship between superiors and subordinates within the internal team that feels and impacts on performance because of the negative perception of leaders, lack of democracy and communication done by leaders to employees. To fix this problem, it is advised to Hotel X to intervene in the form of *coaching* Leadership in the *Front Office Department.*

The results of the research by Widyaswari, Utami & Ruhana (2016) said that the leadership style has a significant influence on teamwork, so the influence of leadership style to teamwork creates a significant result. According to the research results Delta (2012), the condition of the team is not well influenced, among others, because the capacity of *leaders* who are less capable in managing subordinates. This is evidenced by measuring the relationship between subordinate perception of *leadership practices* of superiors with *team*

effectiveness. The results showed a significant positive relationship between subordinate perception of *leadership practices* of superiors and *team effectiveness*. The higher the *leadership practices,* the higher *the team effectiveness* will be. Research conducted by Fairholm (2009) showed that the effectiveness of an organization or team will be achieved if it focused on strategic thinking and leadership plays a more important role which also supported by managerial roles in the organization. Zalatan (2005) states that leadership is the ability of a leader to be able to influence and manage his or her subordinates so that they can form an effective team. In addition, Kuo (2003) also stated that the leadership style applied by superiors could influence how far a team can achieve its effectiveness.

4. Intervention Plan

The design of the intervention to be given is leadership *coaching*, where a series *of coaching* activities to improve leadership behavior in the process of cooperation between leaders and teams to improve the effectiveness of the *Front Office Department.* Coaching was given for two days.

The *coaching* process is known for its *Connect, focus, activate* and *review*. This process is useful for managing individuals and teams as well as helping individuals to engage, focus, and act oriented.

Stage *Connect*, one of the efforts that coach can take at the *connect* stage is to conduct communication with the *coachee*. At This stage it will take FGD to see a picture of the *Coachee* 's behaviour prior to its *coaching,* in the FGD process will be given a case sheet which must be resolved by *Coachee* and an observation sheet to assess the behavior of *coachee* when FGD progresses. Then by determining the expectations of *Coachee*, understand the needs that must be fulfilled through the *coaching* program by making a contract to ensure *Coachee* feel comfortable later in the process of coaching and arrange the *coaching* schedule that will be agreed to do the *coaching* process useful to know the readiness of *Coachee*. Then the process requires *a Informed consent sheet and a report coach sheet* which should be filled by *Coachee* and *coach.*

The *focus stage*, by reviewing the results of the team's assessment that is useful to provide understanding and explanation about the results of the assessment that has been done before, thus concentrating the implementation of *coaching* on the most important topic. Explain and provide understanding of *coaching*, objectives, benefits and techniques to be undertaken during *coaching*.

The *activate stage,* to help *coachee* to determine and take useful actions by conducting discussions about leadership styles in cooperation with the team and the given pocket book as the handle or instructions for *coachee* later, make the development that will be done by filling the planning sheet to know what purpose *Coachee* will do next. Next step is *role play* to seee how *coachee* can practice transactional and transformational leadership in a role played with the given case that must be solved and an observation sheet to see *Coachee* 's behavior during *role play*. After *Coachee* understands what action he should do then he is given a task to do in the field by filling in the provided worksheet so that the *coachee* understand the task field and can apply the transactional and transformational leadership style given for 1 month.

The *review stage, Coaches* actively ask for feedback from *coachee* on *coaching* sessions. Asking *Coachee* to draw conclusions from the *coaching* outcome and giving input to things to improve, it is necessary to see the extent to which the *Coachee* understands the material that has been conveyed regarding the transtransactional and transformational leadership style. As well as *Coachee* can draw conclusions from

the results of assignments that have been given for 1 month, whether *Coachee* has been able to perform transactional and transformational leadership in the field according to the previously created draft.

5. CONCLUSIONS AND SUGGESTIONS

The effectiveness of the team can be done by recognizing the content of the Working Group. How the employees in it support the Working Group. The Hotel X *front office* Department wants to see how their team's effectiveness is. The results of the questionnaire is the higher the score gained, the more dysfunctions the team, and the lower the score gained, increasing the need for intervention to increase the effectiveness of its team.

The results showed that from the questionnaire there was no problem appearing significantly, but the interviews gained from all employees had the most problems arising from the leadership patterns. Also when viewed from the observation results on the employees of the Department of *Front office,* the leader was not too respected by employees. To fix this problem, the researcher made intervention draft of *Leadership Coaching* on the *front Office* Department at Hotel X.

It is best to replenish research questionnaires to wait until employees finish filling, to avoid it being biased and reduce the likelihood of a questionnaire that does not return at a predetermined time. For the intervention or coaching given, it is best to take place in the morning and not when many guests stay in order to focus more on the *coaching*. *Coach* on *coaching* should be accompanied by people who already experienced and experts in their field. Furthermore, measurements of the effectiveness of this team and *coaching* are advised to be provided periodically and applied to other departments.

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