THE EMPLOYEE COMMUNICATION:
A CASE STUDY OF
UMANG ISLAND RESORT

By
Yoana Raissa H.
009200800027

A thesis presented to the
Faculty of Communication President University
In partial fulfillment of the requirements for
Bachelor Degree in Communication Major in Public Relations

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THESIS ADVISER RECOMMENDATION LETTER

This thesis entitled “The Employee Communication: a case study of Umang Island Resort” prepared and submitted by Yoana Raissa in partial fulfillment of the requirements for the degree of Bachelor in the Faculty of Communication has been reviewed and found to have satisfied the requirements for a thesis fit to be examined. I therefore recommend this thesis for Oral Defense.

Cikarang, Indonesia, January 20, 2012

Mohammad Raudy Gathmyr, S.Sos., M.Si.
(Advisor)
DECLARATION OF ORIGINALITY

I declare that this thesis, entitled “The Employee Communication: A Case Study of Umang Island Resort” is, to the best of my knowledge and belief, an original piece of work that has not been submitted, either in whole or in part, to another university to obtain a degree.

Cikarang, Indonesia, January 20, 2011

Yoana Raissa H.
PANEL OF EXAMINERS
APPROVAL SHEET

The Panel of Examiners declare that the thesis entitled “The Employee Communication: A Case Study of Umang Island Resort” that was submitted by Yoana Raissa H. majoring in Public Relations from the Faculty of Communication was assessed and approved to have passed the Oral Examinations on January 31, 2012.

M. Rudy Gathmyr, S.Sos., M. Si. – Chair Panel of Examiners

Dindin Dimyati, S.Sos., M. M. - Examiner I

Dra Baby Poernomo, MA- Examiner II
ABSTRACT

This research was being conducted because the researcher found something run poorly during the observation in Umang Island Resort. In order to investigate the barriers that hinder the effective employee communication problems and also to get more inputs about hotelier, the researcher has used qualitative research method. In this process to solve the problem, the company tried to make a change, and it worked, the problem stopped working, unfortunately the changes didn’t run smoothly, and it caused some new problems.

Actually the biggest problem came from the human resource itself whereby they don’t really know how to treat and to talk with someone. They came from the local people that should be employed. The manners, awareness and responsibility from them were not as good as the well educated people from Jakarta.

The result bought some impact to the service that was hard to be accepted by the guest, because it didn’t run smooth and has caused quite major guest’s complains.
ACKNOWLEDGEMENT

I would like to gratitude God for the blessing and guidance that He gives to me until finished this research and the paper. Therefore I would like to express my gratitude to all the people who have supported me:

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3. To my families, especially my parents and sisters, David Hurst, and Nicholas Selwyn, big thanks for the support until I finish this research.
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LIST OF ACRONYMS

GSM : Griya Sukses Mandiri

ha : hectares

KM : kilometers

KG : kilograms

SHM : Sertifikat Hak Milik

SPPT : Surat Pemberitahuan Pajak Tahunan

PBB : Pajak Bumi dan Bangunan

No. : Nomor

SIUP : Surat Izin Usaha Perdagangan

TDP : Tanda Daftar Perusahaan

NPWP : Nomor Pokok Wajib Pajak

SK : Surat Keputusan

BPN : Badan Pertahanan Nasional

BMG : Badan Meteorology dan Geofisika

etc : etcetera

BSD : Bumi Serpong Damai
UTDC : Ujungkulon Tourism Development Centre

NGO : Non Government Organization

GRO : Guest Relations Officer

GRM : Guest Relations Manager

SOP : Standard Operating Procedure

HK : House Keeping

HR : Human Resource

UCS : UjungKulon Conservation Society

CSR : Corporate Social Responsibility
CHAPTER I

INTRODUCTION

This chapter introduced to the readers about the topic that was investigated and also in order to describe the reason why the research was conducted. Also how the research was contributed to an understanding of the topic.

This research was a study case of Umang Island Resort. The researcher investigated the communication crisis or communication problems within the employees or internal communication.

This research was conducted because the researcher has a desire to identify more about the communication and management in an organization which becomes the foundation of an organization.

The research had been done by qualitative research method with corporate communication theory that was focused in the internal communication to investigate the problems that occurred.

1.1. Background of the Study

“The achievements of an organization are the results of the combined effort of each individual.” -Vince Lombardi

“Bad human communication leaves us less room to grow.” -Rowan D. Williams

The combination between effort and each individual in an organization is a way to get achievements. A good human communication brings us a bigger room to grow. That is the main point that we could absorb from the two quotes above. In this research, the researcher investigated and had found the way out of problems in Umang Island Resort regarding the communication crisis or communication problem within the employees’ communication or internal communication.
A crisis is a major occurrence with a potentially negative outcome affecting the organization, company, or industry as well as its publics, products, services, or good name. Crisis communications is the dialog between the organization and its public prior to, during, and after the negative occurrence. The crisis management is a process of strategic planning for a crisis or negative turning point, a process that removes some of the risks and uncertainty from the negative occurrence and thereby allows the organization to be in greater control of its own destiny (Fearn-Banks, 2006).

Umang Island Resort is a gorgeous island that is located in a middle of a sea, a silent place full of relaxing natural environments. Unfortunately as a matter of fact, not everyone knows this amazing place and people didn’t always recommend the place to the others. This situation had made the researcher eager to know and eventually brought in a desire to investigate more about what problems those might had been occurred in between.

The researcher started the investigation by having internship program for five months and three weeks period of time as the guest relations officer in the Umang Island Resort (observation). During the observation, the researcher discovered that there was communication problems occurred in management among departments which were cluttering the main duties from each department and producing confusion conclusions. This confusion had driven some departments perform poorly and came along as the consequences, it affected the services that the guests should receive.

For examples, when guests willing to have water sport activities, the equipments of the facility were not ready or cannot be used (broken). As a frontline that face the guests and as the one whom guests usually meet, the guest relations officers would be the one to blame on by the guests for that situation. But in fact, activity department is the one that should be responsible to this problem. The same problem also happened when there was something wrong with the cleanliness, foods, and electricity. This should be under control of House Keeping, Kitchen, and Mechanical Engineering. But again, since the one that known by the guests was the guest relation officers, they were the one to blame on. The guest relation officers that actually should be the front line in facing the
guests became more like pioneers who had to sacrifice themselves to face every and all complaints which were basically unrelated to their actual main duties. This wouldn’t happen if the other department could perform well.

By doing more investigations and using some theories, we would know where the problems started and how to encourage some small changes into a significant change

1.2. Company Profile

1.2.1 Resort’s History

Umang Island Resort consists of an island which is part of the province of Banten, precisely located in the way Sumur-Pandeglang, Banten, Indonesia, that is located 183 km from Kebun Jeruk Jakarta’s toll road.

We can reach Umang Island by driving a car about 4 hours from Kebun Jeruk highway towards Merak and exit at Serang Timur (KM 71), continues towards Pandeglang and will end in Sumur Village. The vehicles can be parked in the Arrival Hall (Legon Hill) and then we ought to cross the sea by using a speed boat for 10 - 15 minutes.

It can also be reached by the sea, using a ship in the speed of ± 20 - 25 knotts for about 5 - 6 hours from Ancol, 3 hours from Anyer, 2.5 hours from Carita or Labuan, 1.5 hours from Panimbang, and 1 hour from Tanjung Lesung. Meanwhile, for reaching Umang Island through the air is still under the progress.

Umang Island is located in the Bay that is protected and safe from waves that come from the open sea because it has such a natural barrier islands and the mainland in the vicinity such as:

1. In the North side of the island is protected by Tanjung Lesung
2. On the West side of the island is protected by Panaitan Island
3. In the South side of the island is protected by Ujung Kulon
4. In the East side of the island is protected by Java Island
The potential of tsunami is unlikely to happen on the seaboard around Umang Island, because there is no tsunami potential of guilt on the seaboard around Umang Island. All buildings and installations in Umang Island have been designed against earthquake risk that consist of houses on stilts, with the structure and the pole-concrete pillar, wall and floor tiles and light roofs.

The island is called Umang Island because there are lots of hermit crabs (kelomangs) on it, and so it was called Umang Island by the local communities. The water quality in Umang Island is very good, it’s clean and clear because the director of Umang Island has committed to fulfill their own needs of clean water for the entire territory. It is not easy, because the width of Umang Island isn't too big and very vulnerable to abrasion. So they made some constructions of water absorption wells so that the reservation of the fresh water would be higher.

Umang Island area is about 5ha, PT Griya Sukses Mandiri (GSM) has been establishing Umang Island since 2004 by adopting the concept of “Living in Nature” with the architectural design of natural breathing entirely open that impress it united with the nature. It can be seen from the villas design as well as the other facilities which provide a direct open view over the sea.

Umang Island Resort is divided into two areas, namely “Sunrise Area” and “Sunset Area”. An island with 60 natural’s nuance cottages which are located on the seaside, and each cottage has two rooms those are alike (suite) with a connecting door in between. The area is about 64m2 that consists of mezzanine (bedroom) in the second floor, living room, and bathroom.

Not everyone may go to Umang Island freely, only guests who have been through a reservation in advance or prior arrangement and guests who conduct a survey (one day trip) are allowed to go to Umang Island. Therefore, Umang Island becomes a very private island which is away from the crowds.

Having a beautiful and peaceful scenery, Umang Island is ideal for leisure and refreshing, meetings, company gatherings, outbound team buildings, trainings, taking pre-wedding pictures, holding wedding parties, honeymoon vacations, or carrying out activities for families or corporate outings that can be held on the Legon Hill (mainland) or in Umang Island.
Activities that can be held in the nature such as:

1. Legon Hill the Outbound Adventure. Situated on a hilltop with spectacular view of the open sea, it is a complete outbound area to conduct “back to nature” activity with a combination of tracking to the hill, rafting in the river, and traditional "saung" for outdoor meals. All facilities were backed up by a group of nature lovers who are creative and professional in the fields of the development of human resources with the adventures in nature.

2. Umang Island Summer Camp. Guided by a professional team, offering outing programs designed specifically for children in order to recognize their potentials and strengths, as well as on the environment and the natural surroundings.

3. Hill adventures, river trip, kids outdoor activities, and more exciting adventures that will not be forgotten by integrating the activities of natural challenges with exciting games. Everything is to be done in the location with complete safety facilities and guards teams provided.

As a resort hotel, this place is not only for tours. Umang Island is also often used for meetings and other activities in the open air while enjoying the refreshing atmosphere.

Umang Island also has another small island that is located approximately 1.5 KM from Umang Island, and known as Oar Island. Oar Island has an area of 3.5ha which are uninhabited and the main attraction in this island is snorkeling. The underwater scenery around this island is really amazing, diverse species of corals and fishes are relying on our impression of snorkeling.

The sand around Oar Island is whiter and softer than Umang Island’s sands, we will feel comfortable even we walk with our bare feet. The beauty of the ocean view comes along with some mangrove trees (mangrove area) which become the favorite place to shoot some pictures, especially for pre-wedding.

Umang Island and Oar Island that are located adjacent to the Ujung Kulon National Park was owned by Christian since 1970 by having bought from Sumur Village’s communities with the authorization of Pandeglang’s district
government. In this current of time, these two islands have the certificates of ownership (Sertifikat Hak Milik/SHM).

These two islands were allegedly and deliberately sold by Pandeglang’s district government to Christian which is at the same time as the President Director of PT Griya Sukses Mandiri, with profiles as follows:

1. Island : Umang Island. Village of Sumberjaya, Pandeglang, Banten Province.

2. Area : 50.298 m²
   (SPPT – PBB 2003: 30.01.011.001.012.0001.0)


5. Management and Developer : PT. Griya Sukses Mandiri
   a. Ratification of Justice : No. C-5418 HT.01.01TH2002,
      dated April 2, 2002.
   b. Share Holder : Prasetio. B. Halim – 90% - PresDir
      Hanna Iskandar – 5% - Komisaris
      Christiana K Gunawan – 5% - Direktur
   c. SIUP : No. 502/063-INDAGPAS/PM/2002
   d. TDP : No. 10301550048
   e. NPWP : No. 503/245-IMB/KTRP/2003

6. SK determination of land use permits: No. 503/936/IPPT-KTRP/2003


1.2.2 Resort’s vision and mission

1. Vision:

To create a professional company that provides benefits to many people.

2. Mission:

- Making the company as an exceptional event for all employees.
- Creating a conducive, accommodating, and positive work climate.
- Creating and improving the company profit.
- Improving the welfare of employees.
- Developing business.

1.2.3 Organization’s Chart and the Main Role

1.2.3.1 Board’s Chart

![Figure 1.1 Board’s Chart]

- ADVISOR: Christian P.B. Halim
- PRESIDENT DIRECTOR: Desy Herawati
- EXECUTIVE DIRECTOR: Desy Herawati
- FINANCE & ADMINISTRATION DIRECTOR: Christiana Kumala Gunawan
The roles for each board are:

1. Advisor is to monitor and control daily activities from the company and give suggestions to improve the company’s objectives.
2. President Director is to lead and manage the overall organization.
3. Executive Director is to act as decisions maker for all policies in operation.
4. Finance and Administration Director is to handle and be responsible to the finance, administration, human resource, and electronic data processing.

1.2.3.2 Executive Director’s Chart

The roles for each executive are:

1. Marketing manager is responsible in selling aspects.
2. Purchasing manager is to plan and control material supplies, regarding to fulfill the customers’ needs during their stay at Umang Island Resort.
3. Hotel manager is to lead the operational of the resort.
Public relations manager is to promote all of the sales programs, customers’ care and customers’ satisfactions and to update data with BMG regarding the weather and natural disaster such as earthquake and tsunami.

Guest relations manager is to monitor all guests’ activities and make sure that they are satisfied.

Kitchen manager is to monitor the supplies of food and beverages production department.

Restaurant and banquet manager is to monitor restaurant activities (meals venue, meals equipments, etc).

1.2.3.3 Finance and Administration Director’s Chart

The role for each finance and administrator are:

1. Finance manager is to manage the financial transactions and cash flows.
2. Human resource administration is taking care of the employees’ records (working’s performance and presence) and employees’ recruitment.
3. Payment and Administration Controller is to control the sales payments, preparing sales reports, issuing receipts, and issuing invoices.
4. Electronic data processing is to create the programs needed, maintain computer’s hardware, email connection and website.

5. Head administration is to prepare sales and financial reports.

### 1.2.4 Resort’s Identity

<table>
<thead>
<tr>
<th>Name of Company</th>
<th>PT. Griya Sukses Mandiri</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Resort</td>
<td>Umang Island Resort and SPA</td>
</tr>
<tr>
<td>Location of Resort</td>
<td>Sumur Village, Pandeglang, Banten - Indonesia</td>
</tr>
<tr>
<td>Resort Phone</td>
<td>(+628) 11 888 55 00</td>
</tr>
<tr>
<td>Marketing Office</td>
<td>Barcelona Square E9/53, Nusa Loka Sektor 14, BSD CITY Tangerang - Indonesia</td>
</tr>
<tr>
<td>Marketing Phone</td>
<td>(+6221) 531 53 008</td>
</tr>
<tr>
<td>Marketing Fax</td>
<td>(+6221) 531 57 299</td>
</tr>
<tr>
<td>Marketing E-mail</td>
<td><a href="mailto:marketing@pulau-umang.com">marketing@pulau-umang.com</a></td>
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<tr>
<td>Promotion Phone</td>
<td>(+6221) 531 57 292</td>
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</tr>
<tr>
<td>Website</td>
<td><a href="http://www.pulau-umang.com">www.pulau-umang.com</a></td>
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Source: www.pulau-umang.com

Table 1.1 Resort’s Identity

### 1.3. Problem Identified

Completing internship program in Umang Island Resort, the researcher found out there was something wrong with organization management in the resort that was caused by the communication crisis among departments. Guest relation officers who were supposed to be the front lines in facing the guests become more like the pioneers who had to sacrifice themselves to deal with every and all complains which should not had happened if the other departments could had performed well.

Here were some of the example cases of the improper things that were found by the researcher as the guest relation officer in the Umang Island Resort: When guests were willing to have water sport activities, the equipments of the
facility were not ready and able to be used. As a front line who had to deal with the guests face to face, the guest relation officers would be the one to be blamed on by the guests for that situation. Which in fact, activity department was the one that should have been responsible for this case. The same problem also happened when there was something wrong with cleanliness, foods, and electricity. Those things ought to be under control of the House Keeping, Kitchen, and Mechanical Engineering departments. Yet again, since the one who were available to be known by the guests were the guest relation officers, they were the ones whom to be blamed on.

From the examples above, the researcher assumed that there were some communication crises in the management among departments and there was less effort among the related employees to be responsible for their own tasks. This assumption had urged the researcher deciding to choose this problem as an object for investigation in order to help them finding their way out.

1.4. **Statement of the Problem**

**Topic:**

This research was aimed to investigate the barriers that hinder proper managing main duties in internal organizational that was effected by communication problem in management.

**Question:**

There were two main questions that the researcher wanted to find out in this research. They were:

1. What were the barriers that hinder proper managing main duties in organizational communication from each department?
2. How to solve this case?
Rationale:

This research was conducted in order to show the barriers that hinder managing proper main duties in internal organization that was effected by communication problems in management and also added by some recommendation steps to minimize or address these problems, and as well in order to achieve the proper management.

1.5. **Research Objectives**

This research used qualitative research method for analyzing the factors of communication crisis in management. The main objectives were to find the barriers that hindered to a well managed proper main duties in organizational communication and figured out some steps to start some small improvements to reach a better organization.

1.6. **Significant of the Study**

1.6.1. **Theoretical Significance**

I expected that this research would be able to contribute something into the development and implementation of public relations theory in general, and also in the Public Relations Communication concept.

1.6.2. **Practical Significance**

I expected that the result of this research would be able to have a contribution to the company and became one of many references to maintain the communication crisis or communication problem in management in the internal organization and yielding some abilities to overcome those current problems at Umang Island Resort.

1.7. **Theoretical Framework**

An organization emerges through communication, that’s why it is always being constituted; it is “a property of communication” and organization cannot
exist without communication (Taylor & Van Every, 2000). The point here is that the topic cannot be separated from the concept of the organizational communication or corporate communication.

Regarding the usage of the corporate communication theory, the researcher focused on internal communication theory. The simplest internal communication programs historically relied on an organization’s existing hierarchical structure to move information to employees, the best internal communication programs go far beyond publications, and used effectively, social networks are an excellent way for internal communicators to connect effectively and inexpensively with their employees (Gillis, 2006).

1.8. Scope and Limitations of the Study

This research was designed to cover one area which is in Umang Island Resort, Pandeglang, Banten. The researcher analyzed the factors of communication crisis or communication problem in management which was cluttering the main duties from each department and has produced a confusion conclusion at Umang Island Resort continued by recommendation steps to start the changes to be better. The owner of this island (Christian Prasetio B. Halim), a director of finance and administration in office at Jakarta (Christiana Kumala Gunawan), and a guest relations manager in operational at the island (Henry Yostin Hidayat) were the participants in this research.

This research focused on the communication crisis in management in the internal organization that occurs. This research also illustrated the organization chart and the main roles from each department.
CHAPTER II

LITERATURE REVIEW

In this chapter, some theories applied to explain the problem in- question.

2.1. Corporate Communication

“Corporate communication” encompasses marketing communications, organizational communications, and management communications. By “corporate communication”, we mean a coherent approach to the development of communications in organizations, one that communication specialists can adopt to streamline their own communications activities by working from a centrally coordinated strategic framework.

Corporate communication adopts a “corporate” point of view. Derived from the Latin “corpus” meaning “body” or “the whole”, it invites communication specialists to focus, first and foremost, on the problems of the organization as a whole. Corporate communication therefore addresses the fulfillment of organizational objectives. Developing a corporate communication perspective does not require establishing a new function in organizations.

Corporate communication requires an emphasis, not only on external image improvement, but on internally directed activities aptly described by Luscuer (1993) as creating a “diagnostic and alteration capability” to stimulate all employees to work together to support the company’s overall objectives, rather than merely focusing on their functional tasks.

The responsibilities of corporate communication are therefore:

1. to flesh out the profile of the “company behind the brand” (corporate branding);
2. to develop initiatives that minimize discrepancies between the company’s desired identity and brand features;

3. to indicate who should perform which tasks in the field of communication;

4. to formulate and execute effective procedures in order to facilitate decision-making about matters concerning communication; and

5. to mobilize internal and external support behind corporate objectives.

The holistic perspective of corporate communication makes it an area that can be meaningfully positioned within the interdisciplinary research and educational field of management. As we pointed out in the previous section, for decades training in “Business Administration” has given short shrift to communication topics, and addressed them under multiple names and with varying content. The differences we have observed lie mainly in the emphasis placed on:

1. Skill building versus theory development: skills are necessary to successfully execute communication tasks, but business education in communications over-emphasizes skills at the expense of research and theory.

2. Holistic versus specialist training: specialist perspectives are overemphasized in communication research, fostering fragmentation of the field and a lack of coherence, thereby contributing to further fragmentation of the function in organizations.

In our view, academic departments addressing “corporate communication” should be holistic rather than specialized, and oriented to theory-building and testing rather than to skill-building.

We define corporate communication as the set of activities involved in managing and orchestrating all internal and external communications aimed at creating favorable starting points with stakeholders on which the company depends. Corporate communication consists of the dissemination of information
by a variety of specialists and generalists in an organization, with the common goal of enhancing the organization’s ability to retain its license to operate.

Ideas about corporate communication are relevant to both private and public companies, to businesses and to not-for-profit organizations. Because they operate in competitive environments, businesses have been aware for some time of the value of developing attractive images. Corporate communication has therefore been more heavily associated with business than with other organizations.

2.1.1. Internal Communications

When an organization grows in size or complexity or spreads across borders and time zones, it needs an internal communications program to help keep its team in sync. There are three fundamental building blocks to any internal communications program: hierarchical communication, where CEOs, vice presidents, directors, managers and frontline supervisors play key role in the communications process; mass media communications, where newsletters, e-mail, videos, blogs, and other vehicles reach broad employee audiences; and, most often overlooked, the non formal networks of invisible communicators that exist in every organization (Gillis, 2006).

The simplest internal communication programs historically relied on an organization’s existing hierarchical structure to move information to employees. Patterned after military command-and-control structures, such programs started with to-down messages driven from the highest levels of the firm, typically the chairman, president, or CEO. Successive layers of executive, managers, and supervisors were expected to push or cascade the messages down until they reached every employee. The more levels of management there were, the more difficult it was to ensure timely and consistent delivery of information. This cascading practice still exists and can work effectively for some organizations, particularly smaller and simpler ones. However, far too many companies rely on managers as their only means of communicating with their workforce. For large,
complex organizations with many layers of management and multiple sites, this approach is not very timely or efficient (Gillis, 2006).

Over the years, many organizations have been removing extra management layers and flattening their hierarchical structures, largely as cost-cutting moves to be more competitive. An unintended benefit has been improved internal communication. A big drawback to this form of internal communications is that some managers do a far better job of communicating with their teams than do others (Gillis, 2006).

The best way to assess the effectiveness of a company’s internal communication efforts is by determining what employees’ attitudes are about the firm that can be done through a communication audit.

The Elements of internal communications:

1. Changing environment,

2. Organizing the intercom effort (goals for effective intercom & where should intercom report?),

3. Implementing an effective intercom program: communicate up and down, make time for face-to-face meetings, communicate online, create employee-oriented publications, communicate visually, focus on internal branding, and consider the company grapevine.

4. Management’s role in intercom.

Even in larger organizations, however this intimacy in the internal communication effort is a good start for building a more formal program. In this section, we will explore some of the key steps in implementing an effective internal communication program, from personal, one-on-one mechanisms to programs that use technology to distribute messages broadly and instantaneously.
1. Communicate up and down

Many large companies are perceived as being faceless, unfeeling organizations, an impression that is only reinforced when no upward communications exists from employee to management. When high-level managers isolate themselves physically and psychologically from other employees, effective communication cannot happen. Mass electronic communication can sometimes compound the “facelessness” of management.

The best approach to communicating with employees is through informal discussions between employees and supervisors. Employees need to feel secure enough in their positions to ask questions and offer advice without fear of reprisals from top management. An organization should be credited for a significant improvement in employee morale and overall corporate culture at continental. Conversations with management promote feelings that employees themselves are serving as catalysts for organizational change.

Respecting employees as well as listening and interacting with them from the basis for an effective internal communication program. Creating an atmosphere of trust and paved the way for a remarkable turnaround at Navistar.

2. Make time for face-to-face meetings

One means of ensuring that employees have access to senior management is to hold regular, in-person meetings with fairly large groups of employees. Such meetings should take place frequently (at least quarterly) and should be used as opportunities for management to share company results and progress on key initiatives and to demonstrate responsiveness to prior employee feedback. Most importantly, such meetings should provide employees with an opportunity to ask questions of management in an open forum. If size and geography prevent employees from participating in person, video or telephone conferencing should be used to facilitate their inclusion.

Topics for these types of gatherings should be limited, rather than trying to tackle everything that is going on at the company, managers should survey
employees beforehand to find out what is most important to them. Then a presentation can be build around one or two critical issues from the employee perspective, plus one or more messages that management wants to share. Too often, management only sets up such meetings when the company has an important pronouncement reducing the likelihood of relevant dialogue.

For instance is an open forum. Open forum sessions are held quarterly at 14 different venues nationwide, comprising three hours of senior management presentations, updates on critical issues, and informative videotape, and extensive Q&A. while the sessions are not mandatory, attendance rates are high as employees take advantage of opportunities to interact with senior management and hear firsthand about company strategy and goals. In some cases, offering employees an online dialogue appeals to those not comfortable standing up in front of colleagues and speaking in a public forum.

Certainly, large-scale events are an effective means to reach out to the greatest number of employees at one time, but managers should not overlook the importance of also meeting with employees in smaller groups. If they are seeking feedback or opinions about key initiatives, managers may find that employees are more forthcoming when not in a large group setting. Smaller groups are also more conducive to resolving specific problems.

3. Communicate online

While meetings are an important way to communicate with employees, the advent of company intranets in the late 1990s provided a new channel through which companies could reach their employees quickly and broadly with important news on events and key management initiatives. Many company intranets also serve as interactive platforms where employees can rally together and share their views on company programs, activities that contribute to building trust.

Internet technology while extremely powerful, must be used thoughtfully if it is to enhance communication rather than detract from the impact of management’s messages. Employees are bombarded by information, especially
given the near ubiquity of e-mail and voice mail. In fact, information overload was one of the primary complaints cited in every corporate employee survey conducted in 1997 by Vander Houwen Public Relations.

Consequently, companies need to invest a considerable amount of thought into ensuring their messages are getting through to employees and that information is easy to find. Portal technology is being used more frequently to help employees more readily locate and manage online information. Portals combine links to key intranet pages, headlines, and applications on a single screen, similar to a Google or Yahoo! Home page.

A company intranet should be dynamic and engaging, with the home page regularly refreshed, so it becomes an employee’s go-to resource for the latest company information. Ideally, it should be integrated into an employee’s workday, so that he or she checks it continuously throughout the day.

Managers should resist the impulse to move all communication online unless sure that all employees will use this medium. An effective internal communication strategy should focus on both content and channel, recognizing that use of multiple channels (some traditional and some more innovative) offers the best potential for success.

And while video and online communication channels are often expedient and engaging, they should not be used as a substitute for personal, face-to-face communication between all levels of management and employees.

4. Create employee-oriented publications

In addition to online communications, another common form of information sharing in many companies is through the print medium. Print communications are particularly important to prevent employees without e-mail access from feeling marginalized.

Ideally, the publication should connect employees with goings on beyond their local surroundings, it should discuss important happenings and
accomplishments across the company and give employees a clear sense of the company’s overarching direction and strategy.

Creating an employee publication is an ideal job for a former journalist. The most senior communication official and the CEO also should take an interest in company publications to ensure that employees are getting the real story about what is happening to the company and the industry in the most interesting presentation.

Another way to reach employees through company publications is to send the magazines to their homes rather than distributing them at the workplace. It helps make the company a part of the family, something that will be a source of price for the employee and his or her spouse. Every publication must be honest about anything that might affect employees. The goal is to make employees feel like a part of the team, and on the cutting edge of what is happening within the firm and its industry. The tone of publications also should be realistic as many employees will see through and distrust anything that seems more like propaganda than a genuine communication.

Management also can use memos and letters to communicate to employee about internal changes, such as management succession, new group structures, or important deals or contracts. Certainly in the case of major events such as a takeover or merger, employees need to be informed ahead of external constituencies.

The timing gap between internal and external communications about such events must be narrow, however, as it can be damaging to the company if employees communicate sensitive information haphazardly to external constituencies before the company can make an official statement to the media or its client base. If employees hear critical company news from external sources prior to receiving an internal communication, the impact on morale and trust can be damaging.
5. Communicate visually

Employees are becoming more visually oriented in their consumption of information, particularly given increased use of company intranets. As a result, many companies have developed ways to communicate with employees through this powerful medium, now including everything from basic Webcasts to multimedia presentations allowing for employee interaction.

Managers should not see expenditures on such communication as frivolous or wasteful but rather as an investment in the firm, a way to make each employee feel more connected, while also “humanizing” senior management.

And visual communication does not always have to be high-tech. Visual communication is inexpensive, easy to implement, and virtually impossible for any employee on the plant floor to miss.

6. Focus on internal branding

Internal branding is also important to building morale and creating a workplace where employees are “engaged” with their jobs. While communicators do inform employees about new advertising campaigns, they seldom recognize the need to “sell” employees on the same ideas they are trying to sell to the public.

Internal branding is especially critical when an organization is undergoing changes such as a merger or a change in leadership. The launch of new advertising or rebranding campaign is also an appropriate time to think of internal branding.

Internal branding campaigns also can be launched when results of internal audits reveal that employees are not connecting with a company’s vision or when morale is low. When internal and external marketing messages are misaligned, the customer experience will suffer, with adverse effects on the company.

A national ad campaign profiling individual Wal-Mart workers and highlighting benefits and opportunities for professional development and
advancement at the company has been credited for helping instill a sense of belonging and pride among many employees.

Even when employees understand the company’s brand promise or key customer deliverable, it is not until they believe it that they can really help the company carry it out. Just as external branding campaigns aim to create emotional ties among consumers to your company, internal branding’s goal is to do the same with employees. Focusing attention on this important area will generate improved employee morale and, ultimately, better results for the company.

7. Consider the company grapevine

An informal communications network including everything from private conversations between two employees to the latest anecdotes shared in the cafeteria should be considered as much of a communication vehicle as a company’s house organ or employee meetings.

In fact, given that nearly half of all employees credit the grapevine with bringing them word of major corporate changes, distributing messages faster and in more credible forms than formal channels, it is even more crucial that managers tap into it.

Ultimately, if employees do not receive complete or timely information from their employers, they will have no choice but to rely on one another to fill in the gaps. Managers can find out what employees think by simply asking questions and some companies conduct such all-employee surveys on an annual basis.

The stronger the sense of trust, commitment, and engagement between employees and management, therefore, the less often employees will resort to the grapevine as the chief means of expressing their voice and hearing those of fellow employees.
CHAPTER III

METHODOLOGY OF RESEARCH

This chapter explained in details how the researcher designed the research processes based on chosen approaches and methods. It elaborates the research design, research instruments, sampling design and statistical treatment.

3.1. Research Method

The method was used in this research was qualitative research method which is a non-hypothesis research. Data collected in this study are the words, not numbers. Data in this study comes from interviews, notes, recordings, personal documents, memos, or other official document (Moleong, 2006).

Qualitative research method is a research containing in-depth exposure or description, and not numbers (Ruslan, 2003).

Qualitative research is a naturalistic, interpretative approach concerned with understanding the meanings of certain observed phenomena or actions. It examines, analyzes and interprets observations for the purpose of discovering underlying meanings and patterns of relationships in a manner that does not involve mathematical models. Qualitative research also provides explanation of reasons and associations between social variables. The data in this type of analysis is not in the form of numbers (Ritchie and Lewis, 2003; Royse, 1999).

Characteristics of qualitative research in Patton’s point of view (1990):

1. Naturalistic inquiry: the study of situations of real world, by nature, not manipulation, and it opens to everything that occurs.

2. Inductive analysis: explore the details and particularities of data in order to find categories, dimensions, and the interrelatedness of relationships.
3. Holistic perspective: the entire studied phenomenon is understood as a complex system, more than sum of its parts.

4. Qualitative data: detail descriptions of study conducted in-depth.

5. Personal contact and insight: the researchers have direct relationships and interact closely with people, situations, and phenomena that being studied.

6. Dynamic systems: attention to the process; consider a constant and continuous change, both individually and overall culture.

7. Unique case orientation: consider each case is special.

8. Context sensitivity: findings the research in the social context and historical time.

9. Emphatic neutrality: research done in neutral to be objective, but it is empathy.

10. Design flexibility: research design is flexible, open, and adaptable in accordance with the changes that occurred.

In the other side, Daymon and Holloway (2002) mentioned the characteristics of qualitative methods as follows:

1. Words. Qualitative research focuses on words rather than numbers, although occasionally numbers are used to indicate the frequency that a theme is found in transcripts or the extent to which a form of action occurs.

2. Researcher involvement. The main research ‘instrument’ in qualitative research is the researcher him- or herself who closely engages with the people being studied. This differs from quantitative research where researchers are remote from their informants (because their research is based on methods such as surveys or structured interviews.)

3. Participant viewpoints. A desire to explore and present the various subjective perspectives of participants is associated with qualitative research.
4. Small-scale studies. Qualitative researchers are interested in deep exploration in order to provide rich, detailed, holistic description as well as explanation. Therefore, small samples are the norm.

5. Holistic focus. Rather than directing their attention to one or two isolated variables, qualitative researchers tend to be oriented to a wide range of interconnected activities, experiences, beliefs, and values of people in terms of the context in which they are situated.

6. Flexible. Although researchers have a topic and an agenda which fuel their research progress, they are usually committed to exploring new and often surprising avenues that emerge as informants reveal their understandings and interests.

7. Procession. Qualitative research rarely provides static portraits of phenomena. Instead it aims to capture processes that take place over time.

8. Natural settings. On the whole, qualitative investigations are carried out in people's natural environments such as in their offices or where they shop.

9. Inductive then deductive. Qualitative research tends to start out with inductive reasoning and then, through a sequential process, employs deductive reasoning.

According to Bogdan and Biklen (1982), the characteristics of qualitative research are:

1. Qualitative research has the natural setting as the direct of data and the researcher is the key instrument.

2. Qualitative research is descriptive.

3. Qualitative researchers are concerned with process rather than simply with outcome of products.

4. Qualitative researchers tend to analyze their data inductively.
5. “Meaning” is of essential concern to qualitative approach.

There are some advantages of qualitative method according to Raco (2010). At the first, qualitative method has its base data because it has the data from the facts, events, and reality. Second, its discussion is in-depth and focused, because the data were explored in-depth. The other advantage is open on more than one perspective, especially in this study, the perspective and information from the participants. The result of this research was not assumed by the researcher at the beginning, but gained from the participants and analyzed by the researcher. Others are its characteristic that is realistic from this method. The researcher who use this method, believe in dynamic and process. Human and natural environment are live, evolve, and change from time to time. Reality is no doubt that is that everything changes. This process is never end. This thing is that really accommodated by qualitative method. The advantage in use this method is: if a person wants to know something deeply, when the symptoms are less known and still not clear, if symptoms cannot be measured and if the research cannot made a in experiment at laboratory. At the last, this method really put humans as they should. Humans are really treated as subjects. Humans cannot be used as objects and dwarfed by the figures.

For those reasons, the researcher used this method because this research described the employee communication in Umang Island Resort as the case study which also included the analysis from deep information that collected from trusted and qualified participants. And in order to support the information from the participants, the researcher did an observation for almost 6 months and made some documentation during the observation.

3.2. Research Approach

In this research, the researcher is using case study approach. According to Yin (1994), case study approach can be interpreted as a method or strategy in qualitative research to examine the particular case. The case study is an approach
to study, explain or interpret the cases in the context of natural or nature without any intervention from outside parties.

As said by Geertz (1988), case study inquiry enables the researcher to collect 'rich', detailed information across a wide range of dimensions about one particular case or a small number of cases. The ability to offer a rich portrait in this manner is a major advantage of case study research. Readers of this study should be made to feel as if they have been there with the researcher in the research, seen what the researcher have seen, and concluded what the researcher have concluded.

Merriam (1988) mentioned four essential characteristics of case study research as follows:

1. Particularistic. This means that the case study focuses on a particular situation, event, program, or phenomenon, making it a good method for studying practical, real-life problems.

2. Descriptive. The final product of a case study is a detailed description of the topic under study.

3. Heuristic. A case study helps people to understand what's being studied. New interpretations, new perspectives, new meaning, and fresh insights are all goals of a case study.

4. Inductive. Most case studies depend on inductive reasoning. Principles and generalizations emerge from an examination of the data. Many case studies attempt to discover new relationships rather than verify existing hypotheses.

According to Simon (1985), the case study method is most valuable when the researcher wants to obtain a wealth of information about the research topic. Case studies provide tremendous detail. Many times researchers want such detail when they do not know exactly what they are looking for. The case study is particularly advantageous to the researcher who is trying to find clues and ideas for further research.
In Gillham’s (2000) point of view, case study is a main method. Different sub-methods are used within it: interviews, observations, document and record analysis and work samples.

3.3. Research Instruments

On the word of Moleong (1998), the position of researcher in the qualitative study is as a planner, and also as a tool for data collection. Since this is a qualitative method research, the data is collected through observation and interview which proved with supporting documentations. And the data were divided into two types, which are primary data and secondary data.

3.3.1. Observation

Observations can be classified on the observation by participating and not participating (Moleong, 1998). In participant observation, the observer performs two roles at once, namely as a researcher and also became an official member of the group observed. While, in observation without participating, researcher only do one function that is observation. In this research, the researcher positioned as a participant observer. The researcher was a member of Umang Island Resort as an intern of guest relations officer for around six months.

3.3.2. Interview

Interview is conversation between a researcher who is questioned and the interviewee’s answer to this question (Moleong, 2006).

The main advantage of the interview is the researcher has more opportunity to get more data. But the weakness is emotional aspects can involve in the interviews (Sarwono, 2006).

Interviewing is communication that proceeds by question and answer. Through interviewing you learn about others and what they know, counsel or get counseling from others, and get or don’t get the job you want. Today much interviewing (especially initial interviews) takes place through e-mail and (video) phone conferencing (DeVito, 2005).
On the word of Patton (1990), there are three choices of interview technique, they are:

1. The informal conversational interview. Question is largely dependent on interviewers itself and the spontaneity in asking question.

2. The general interview guide approach. Interview is conducted based on the framework and describe the key points outlined in questions according to the conditions of respondents in the context of the actual interview.

3. The standardized open-ended interview. In here, the interviewer uses a standard question to eliminate the biases.

In the interview, the researcher needed some tools to record the interview process. The tools were used to prove that the researcher had done the interview with the participants. The tool was a blackberry smart-phone, some blank papers to write notes or additional data that might be needed, and a laptop to make the transcription. In this research, the researcher interviewed the owner of the island, the director of financial and administration in the office at Jakarta, and the manager of guest relations officer in the operational at the island. For the first interview, the researcher used direct interview with the director of financial and administration and with the guest relations manager, but since the owner was in Banten, and had many things to do, the interview had been done by using e-mail service (Yahoo-mail to Google-mail) for the questions and answers session. In the second interview, the researcher used direct interview to all three participants. The researcher should transcribe every words exactly the same with the conversation for the direct interview and attached the mail’s print preview in this thesis.

The researcher made documentation while observing and interviewing. The documentation was provided in the form of image of the content in Umang Island Resort as guest relations officer’s trainee, some of guest comments, and also the transcriptions of the interview via e-mail service.
3.3.3. **Primary Data**

Primary data was gained from observation and direct in-depth interview with the participants of the research who had different position in the organization.

3.3.4. **Secondary Data**

Secondary data was gained from the result of literature study, including some relevant books, internets, and other supportive media.

3.4. **Data Collection tools**

The data collection technique in this research did through in-depth interview with interview guide as the research instrument. The interview guide was explained to the owner of the island, to the director of finance and administration, and to the guest relations manager that competent and has experiences in interact with each department and many guests. It was used in order to know the communication barriers and the communication crisis in management in the internal organization.

3.4.1. **In-depth Interview**

Interview is one of the methods in gathering the data in qualitative research. Interview had been started with a conversation between the researcher and someone who wants to get information and the informant or participant or someone in assumption has so much information about an object (Berger, 2000).

In-depth Interview gathered the data of information in a face way of communication in order to get a deep and a complete data. The interview was done in high frequency intensively.

According to Boyce and Neale (2006), in-depth interview is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation. In-depth interviews are useful when the researcher need the
detail information about a person's thoughts and behaviors or wants to explore new issues in-depth. On the word of them, are the in-depth interview steps are:

- Figure 1.4 In-depth Interview Steps (Boyce and Neale: 2006)

In the other side, Creswell mentioned his data analysis and the hierarchy as stated below:

1. Figure out the whole meaning of the data, choose the most important and most brief.
2. Ask on what is the information gets from the data and interpret the meaning contained.
3. Make a note on each statement. Coding can also be made to sort out the topic in accordance to the setting and context; participants' perspective; participants' way of thinking; process; activity; social relations and structures.
4. Encoding is next followed by listing the generated code, for furthermore used to get the main idea or main topic.
5. Determine four to five themes or patterns. This theme is considered as a new discovery. After that, this theme is interpreted based on references from previous studies. This theme became the basis for researchers' reflection.

Figure 1.5 Data Analysis System by Cresswell
There are 6 steps for constructing a theoretical narrative Auerbach (2011). In order to know about how the coding procedure works, Auerbach illustrates these following figures.

1. Taking the Text Manageable
   - Explicit state your research concerning and theoretical framework
   - Select the relevant text for further analysis. Do this by reading through your raw text with step one in mind and highlighting relevant text.

2. Hearing What Was Said
   - Record repeating ideas by grouping together related passages of relevant text
   - Organize themes by grouping together related passages of relevant text.

3. Developing Theory
   - Develop theoretical construct by grouping themes into more abstract concepts consistent with your theoretical framework.
   - Create a theoretical narrative by retelling the participant's story in terms of theoretical construct.

![Diagram of Coding Procedures]

Figure 1.6 Coding Procedures by Auerbach, 2011

The researcher conducts an interview with Christian P.B. Halim, as an owner of Umang Island Resort, Christiana Kumala Gunawan as a director of finance and administration in Umang Island Resort, and Henry Yostin Hidayat as a manager of Guest Relations Officers in Umang Island Resort. In addition, the researcher had a brief face-to-face interview regarding the employee communication at Umang Island Resort and focus in the Cresswell data analysis system to analyze the data.

1. The informal conversational interview. This type of interview resembles a chat, during which the informants may sometimes forget that they are being interviewed. Most of the questions asked will gradually move from the immediate context. Informal conversational interviews are useful for exploring interesting topic/s for investigation and are typical of ‘ongoing’ participant observation fieldwork.

2. The general interview guide approach (commonly called guided interview). When employing this approach for interviewing, a basic checklist is prepared to make sure that all relevant topics are covered. The interviewer is still free to explore, probe and ask questions deemed interesting to the researcher. This type of interview approach is useful for eliciting information about specific topics. For this reason, Wenden (1982) formulated a checklist as a basis to interview her informants in a piece of research leading towards her PhD studies. She (1982) considers that the general interview guide approach is useful as it ‘allows for in-depth probing while permitting the interviewer to keep the interview within the parameters traced out by the aim of the study.

3. The standardised open-ended interview researchers using this approach prepare a set of open-ended questions which are carefully worded and arranged for the purpose of minimising variation in the questions posed to the interviewees. In view of this, this method is often preferred for collecting interviewing data when two or more researchers are involved in the data collecting process. Although this method provides less flexibility for questions than the other two mentioned previously, probing is still possible, depending on the nature of the interview and the skills of the interviewers (Patton 1987:112).

In this research, the researcher was using the standardized open-ended interview to gain the information toward resources. The questions were asked can be probing depends on the skills of the interview.
3.5. Time and Place of Study

The research was conducted on September 02, 2010 to December 6, 2011 by having an observation and doing some interviews with some people from high position in Umang Island Resort, which was according to the researcher should be relevant to the research topic, namely the employee communication.

3.6. Limitation

In conducting this research, the researcher had some obstacles and limitations. They are:

1. This research was designed to cover one area which is in Umang Island Resort, Pandeglang, Banten.

2. The researcher analyzed the factors of communication crisis or communication problem in management which was cluttering the main duties from each department and making a confusion conclusion at Umang Island Resort continued by recommendation steps to start the changes to be better.

3. The owner of this island (Halim), a director of finance and administration in office at Jakarta (Tina), and a guest relations manager in operational at the island (Henry) were the participants in this research.

4. This research focused on the communication crisis or communication problem in corporate communication in management in the internal organization that occurs. This research also illustrates the organization chart and the main roles from each department and the things that were supposed to take place.
CHAPTER IV

ANALYSIS OF DATA AND INTERPRETATION

4.1. Data Analysis

This was initiated by interviewing one of the participants of this research, the problems that occurred during the observation had been solved, but the communication crisis in management in the internal organization unfortunately still remained. The researcher did the observation by joining in the company as an internal guest relation officer during September 2nd, 2010 – February 20th, 2011.

During the observation, the researcher found out something wrong with the organization’s management that was caused by the crisis of communication among the existing departments that had produced some confusion in running the main duties in each department. Guest relation officers that actually should be the front line in facing the guests became more like pioneers who had to sacrifice themselves to face every and all complaints which were basically unrelated to their actual main duties.

Yet then the problems had been solved by using the smart-phones. The company provided a blackberry smart-phone to each department. By joining a company’s group chat in the smart-phone, guest relation officers were able to post guests’ complains promptly and the other departments would respond quicker since the group was being monitored by the owner who also joined into the group chat.

In order to get the needed information in this research, the researcher had interviewed the participants during the research and here the result is.

4.1.1. Participants Identity

The participants in this research were amounted to three participants whose domiciles are all in Indonesia and who have had at least five years experiences in having interactions with guests, clients, or other parties as well as been dealing with varieties of business aspects.
The participants in this research are divided into three categories, for example from the operational sections in the island, from the representative marketing office in Jakarta, and from the board of leaders of both side. The purpose of divided it into three categories were to have specific point of view of each side as well as the objective one over all.

Here the list of the participants is:

1. The first participant, Christian Prasetio B. Halim (1957), the owner of Umang Island Resort which has been established since 2005, whose domicile is in Serpong, Tangerang.

2. The second participant, Christiana Kumala Gunawan (1960), who has been working for almost 26 years for the owner of Umang Island Resort, whose domicile is in Kebun Jeruk, Jakarta.

3. The third participant, Henry Yostin Hidayat (1982), who had worked for 3 years in corporate sales management in Indosat and has been joining the Umang Island Resort management for almost 2 years, whose domicile is in Ciledug, Tangerang.

4.1.2. Data Collections from Each Participant.

4.1.2.1. The first interview

The first participant, Christian Prasetio B. Halim, who decided to build up Umang Island Resort with its warm hospitality as his business, was motivated by its unique scenery and so became very eager to expose the beauty of Umang Island. It is strategically located nearby the UjungKuron National Park, where the 58th java rhinos living by the area of 70,000ha tropical forest which produces 35,000 ton oxygen as well as absorbs 14 million liters carbon each day, that yields to the air surrounding Umang Island which is so fresh. However his biggest reason to build up Umang Island Resort and its hospitality as his business is because he loves the nature so much.
As the owner of Umang Island Resort, his major responsibility is to check and measure the guests’ guaranteed satisfaction feelings and at the same time to ensure that the services would meet his guest’ satisfactory expectations.

His main concern is to lead, manage, motivate, and obtain his employees’ utmost abilities and capabilities by providing them the appropriate synergistic training programs, and to build up best understanding deep within that the property of Umang Island Resort is just the body, while the employees are its soul, who could color the experiences of their guests during their stay with the greatest happiness in the most unique way. He has also been holding some regular training in order to maintain his employees’ good self-motivation, while on the other hand the employees are welcomed even encouraged to share their advices during monthly briefings and gatherings in other to improve their whole services at the Umang Island Resort.

As the owner of Umang Island Resort, the biggest problem that he had ever faced concerning the communication crisis in management was when the company strategy was not well conveyed onto the teams but stayed or remained at the manager level only. Each department had their own interest to do their own job without considering what would be occurred in the other departments is case some discrepancies happened. In the case of this circumstances happened without being solved properly, it might turn out to be the biggest disaster because the company might lose its business, as their guests would never want to come back.

In Christian’s point of view, this problem could occur because the system was not solid enough while the managers did not possess sufficient interests and patience to train their teams. It might also occur due to the gap of know how between the Jakarta’s and local staffs. In order to settle this problem, Christian P. B. Halim had replaced some inappropriate managers and held regular trainings for his entire staffs. According to him, during this current moment all of the staffs have been highly motivated to serve their best services to the guests.

Within the next 5 to 10 years, Christian Prasetyo B. Halim has been expecting, dreaming, and wishing that the company would be able to develop the
UTDC, a 500ha land, and all of the international hotel operators would join the UTDC but they must have shown in advance their green concepts as well as established their community development programs, in order to end the poverty off of the people in the area surrounding Ujungkulon National Park. The company believed that it would be very effective to act as the entry barrier to the national park of Ujungkulon.

The second participant, Christiana K. Gunawan, who decides to work in the same principle for almost 26 years because she enjoys the situation and the teamwork in the company. And in Umang Island Resort, she has been working as a director of finance and administration for about 26 years since the establishment.

As a director of finance and administration in Umang Island Resort, the biggest problem that she ever faced regarding to communication is that not every person has the same perception in the importance of communicating and coordinating. And this problem could occur because the majority of the operational people do not put the administration as an important thing that caused some problems for finance and administration to submit a proper financial report.

Regarding to the case above, here were the suggestions from Christiana. The company has to make a workshop and training to give more understanding for all team about the needs and correlation between one to another in teamwork, and understanding about a careless thing doing by one department will have impact to other department. Awareness is needed by all employees in this company, it has to become a self-consciousness of everyone, and each department has to give update info to avoid missed data, because, the wrong info from one side can make any inefficiency and high cost than it should be.

In order to solve the cases, the company did a brain-storming through each department to let them know about the inter-relationship among department in teamwork, then they go through a deadline.
In the five to ten years, Christiana hope that there is a continuous training from the company to all employees, so they can improve the team-building and their awareness about the importance of communication in administration which is support data for each department as a feedback to make a better improvement for all. According to her, it will minimize miscommunication occurred.

The third participant, Henry Yostin Hidayat, who decided to work as a guest relations manager in Umang Island Resort for almost 2 years. As a manager of guest relations, his main duty is to organize the team and to achieve guests’ satisfactions.

As a manager of guest relations, the biggest problem that he ever faced regarding to communication in management is lack of communication within organization which is caused in so many guests’ complains in the actual fact.

Another problem is come from the department itself. Guest relations department do not support well by the other departments. By do not perform well, the other department can caused in the bad impact to the guest relations officers.

According to Henry’s point of view, this problem could occur because the employees are lack of awareness to do their main job. They only think that it is not their part, they do not want to do more. This problem also occurred because the other departments always think that it is useless if they work harder because they think that at the end, the one who get the advantages or tips is guest relations officer. For the marketing–guest cases, the problem could occur because the marketers do not really know the actual condition since some of the marketers are new marketer and never go to the island before promoting, just based on their imagination from pictures.

From those 2 cases above, Henry suggested that the most important thing for marketing to reconfirm first to the island about the guests’ questions about Umang Island before they inform to the guests. If they are worry or doubt regarding to the questions, better they write down the question first and ask to the Umang Island.
The second suggestion, it’s important to explain to other departments that working hour of guest relations is more than 8 hours and without extra payment but guest relations have to be ready whenever needed by the guest, even in the midnight.

In the current situation, Henry said that the communication is getting better. The company provides a smart-phone for each department and made a room chat for their daily activities’ report. So, if guest relation send message about guest’s complaint to the group, it’s will be responded quicker by related department, because it is monitored by the owner of the resort.

Henry thought that the problem about coordination within department for the guest support had solved. But it raised a new case by using the smart-phone which is each department reported directly to the group without confirm first to related department.

In Henry’s point of view, before someone post something in the group chat, it is better to recheck or make sure of something before posting a statement or picture in the group. It is also better if they reconfirm to the related department regarding to the statement, means that they ask to the related department first. If they still confuse or there is no good answer from related department, then just broadcast to the group. So, they have to make sure first is it really need to post or not, after got the information or confirmation from related department, then they can post to the group as the report.

According to Henry, to solve these crises communication in the organization without raising another problem like the smart-phone is come from the human itself. If they perform well, be responsible with their duties, and respect each other within the organization, the problem will not occur. Because as good as system with high technology or etcetera, if the human itself not responsible to his duty, it means nothing.
4.1.2.2. The second interview

The first participant, Christian P.B. Halim who usually called Halim, that was born in Bandung, 24th of November 1957. He lives in Puspita Loka blok D 1 / 2 BSD City, South Tangerang with his families. He said that in the age of his business adventure, he have be aimed of build Yayasan Tunas Mandiri as the social NGO to helping mostly the young generation of build up their self esteem, confidence building, trust building, and they are be able to stand by their own feet and look into the world in the better way. He said that the business itself now will be running by all the professionals, hotelier involve and put the business is not just as a business, but more as a place whereby the people can practice and explore their ability, skill, experience, and after that they may have a better position in the other place, which is more like a course that the job in the company is not their destination, but is only a step forward, to go forward to a better place.

Umang Island that he bought in 1980 which was starting the development and finish the completion during 2004 was start the operation by mid of 2005 because of the tsunami disaster that made everyone afraid of beach activities at that time. But now he just drive the professional to have a big dream because they have about two hundred hectares in the mainland that they are trying to develop as UTDC whereby there is a place for eco-tourism hotelier that all of the building, energy, and every things related with the environment.

The idea to build this resort is because he likes to be in the nature, in the country – side, and also because the business of tourism is very good because job is to pleased other people and this is very good for our heart too, and also we have to taking care of our emotion. According to Halim, this is a very good business to the environmental as well as to all the staff and employee that have to act and behave very nice that hopefully can be a habit which will be influence and be a very good behavior to all the staffs and employees.

Halim said that Umang Island have a strategy of communication by heart and also working by heart as the platform. Which means that all employees have
to understand about their job well, about their function, about their impact when something goes wrong or everything goes very good, and in the same time also are able to present how good our communication with all of the guests at Umang. According to him, all employees have to understand very well the important things when in the position to serve the guest. In his point of view, the imperfection could be happen, but how we handle all of the guest complain would be the most important, and the communication between all the staffs and employees to the guests is very important. So, in conjunction with their program of working by heart, is to build up the communication with the guest since they are on the way to Umang to inform that they are waiting for them and also give the direction.

According to Halim, since Umang Island located in the Sunda Strict, western part of Banten Province close to Taman Nasional Ujung Kulon, communication is very important to them to build a good communication, the appreciation, and the respect to the guest so when they are arrive at the arrival, at the mainland, their greeter or GRO is already waiting for them to welcoming the guest to make them feel pleased that someone is waiting for them. And according to him, this is very important SOP include introducing all the facilities and activities that might be proceed during the guest staying at Umang, and also the precaution of safety procedure to make them more comfortable and convenience during when they are staying with them.

And as the owner, his main duty is to explain to all of the directors and management to understand about the purpose of this working by heart. In his point of view, working by heart is when you have the skill, then the brain, then to be responsible. When you have the experience, you have to be reliable, and also the action made by all the staff and employee as to be conjunction with the main purpose of their job, which means you have to understand your job and you have to understand the impact when everything goes wrong or everything goes smoothly. So then we have to build empathy when something goes wrong. All staffs and employees have to understand very well their job and also are able to communicate with other section. In this situation, Umang Island using the
advantages of blackberry that let us uploads something and can be contributed by everyone. He said that even though he is not on the spot, he still can monitor and contribute his advice about what is happening in the field, because the communication through blackberry is very fast and leverage to everyone at one, which means the communicate up and down happened directly through blackberry online service.

Umang Island also has some face to face meeting such as leader’s club, training for trainer, monthly briefing to evaluate the achievement of and the result of our services through all the guest with the guest comment through the guest comment which are very helpful to emphasize the weaknesses that still happen, so we can rush to improve the services, as well as the new strategy that we have to improve form time to time and more activities delivered for the guest. So, meaning this forum is very important that we have a leader’s club erm meeting for twice a month, and also brief meeting with all staff and employees once a month, and about the communication, mostly are using online communication through blackberry service and email that can be opened everywhere, anytime, very responsive and are able to link up to all parties which are needed in the decision making with very fast sending process.

According to Halim, the understanding of working by heart is very important, which is the purpose of working is not only for money. In his point of view, money is very important, but it’s not the main purpose of why people are looking for a job, because working is the opportunity for everyone and everybody to explore their ability to be better and better and to raise their capability of responsibility and to raise the knowhow and knowledge whereby sky is the limit which means no ending of improving the skill.

Halim always tell the employee that once you are be able to explore yourself you can working very happy and do the job without any burden. So, we are very happy with our job and the money will be following us. And sometimes, in the middle of the briefing or the training they put the picture, song, or a good movie that reflect the contents of the story which will be give the positive impact
to the viewer. It means that the system of motivation will be done in different way that there is motivation one on one from the leader to the staff and also they have program of a golden love that usually those people is only knows the name of their collage but in our area of company, they have to know exactly at least about three friends of them, such as who is their wife, how many kids, and what is the situation of their atmosphere of live. This is very important to understand more about their collage at the same time is easier to response in the way of empathy to all friends.

Discussing about the tagline of Umang Island which is the amazing umang island resort, Halim said that it is the tagline of the beauty of nature, because the beauty of Umang Island is beyond of our imagination.

About the philosophy of Umang Island, he said that a good thought will produce positive thought and will create positive attitude and at the same time all the words through our tongue will be positive and also we will having a good barrier of all negative things that might be happen to us that with positive thinking we are be able to face all the problems in a better way and everything has to be started from our heart. Means we have to build our own integrity which means when your heart is good, your thought will be good and your attitude will be better and all the words comes from mouth will be good and will react all happen in front of us in a positive way.

About the vision and the mission of Umang Island resort, Halim said that they are aiming that their place will be a place for whom having the willingness and ability to be independent, but at the same time also willing to share with others. And about the mission, there are five missions which are the first is putting the company as a place for the opportunity to raise their ability and achievement. Second, putting the job that they are responsible to be part of a good and conducive environment and atmosphere of organization, by not allowed all of the people to say something bad from one to another employee that will produce a negative thought. Third, be able to raise a good business and get a profit. Fourth,
give a better welfare to all employees. Fifth, expand the business that they have the opportunity to give more place form the employees.

About the company grapevine, Umang Island has the NGO activities that called UjungKulon Conservation Society, whereby Halim stand for the executive director for community development that the job is to offering all the corporate activities in Umang that if they have social activities, like recently they have a program of clean water for the villagers, this is one of the poverty program to help others, since the clean water is very important for the health of the people that in their district region is about twenty thousand people are living, with almost dirty water because the water is almost coming from the river and they use it to wash the cloths, the motorcycle, and also the caws in the river. So this is not healthy. And this is very good that some of the national company is having the intention to be part of this program.

For example, last month (November) the Kobelco Indonesia is willing to support one of the clean water programs. So, they are very happy with it. So, they have this UCS that working more for plantation that they have program of one million trees. Because we have to understand that one tree of 5 years old is producing about 5 KG of Oxygen and an adult is only needed about 4.8 KG in a day. It means when we plant one tree within 5 years, the oxygen is more than enough for one adult. He is very happy that Umang Island is nearby the UjungKulon National Park whereby the Java Rhino is there, very limited which is only 58 Java Rhino at this moment with the 4 kids through the information of WWF and this 70.000ha of tropical forest in Taman Nasional Ujungkulon is producing about 35.000 ton oxygen in a day and also taking about 14 million liters carbon in a day. So, we can imagine when we are at Umang Island, we can feel that the weather is so clean, so fresh, and so healthy.

About the Yayasan Tunas Mandiri, they are helping the people as they put the organization as more like a course that their aiming is that even though they are limited in school, with the training and the skill they have within 2 or 3 years, they are having the ability to be a professional that they can work in Jakarta’s
hotel for instance. They also put more programs for educational like English course and personality development, so they can raise their confidence building. If Umang Island put the organization as a course and can accept about 100 employees, within 5 years they can produce 500 people.

According to Halim, they don’t have such a serious problem in the serious way, but in the beginning of the business, they need time to understand more about the culture of the people surrounding Umang and at the same time also all the staffs and employees, they need time to understand what is the organization has to be. So, he believe that in the 1st – 2nd year, that is the time for them built a better communication, skip all the negative thought, and the trust building should be there. So, the difficulty he believes is only in the 1st year when each party was trying to understand more. So, the management was trying to understand the culture of the villagers among the Umang Island and the employee was trying to understand about the rules, about the regulations, and the procedures of how the administration has to be.

According to his opinion, this problem could occur when there is lacking of communication, means if there is a problem with the communication, everything will be goes a problem too. Fortunately, they don’t have such a serious problem of communication with their employees, because they have monthly briefing, communication with the staffs, and discussion to share all problems, which means a matter of communication is the result of the communication, should be an understanding. So, when the understanding is there, we will have no problem with the communication.

Halim’s dream is the Ujungkulan Tourism Development Centre and he believe that the business of tourism industry will bring a lot of goodness and a betterment, because they will train all the people to have a good behavior, positive thinking, and at the same time, they have to treat and maintain all the environment and in conjunction with the UjungKulan Tourist Tourism Development Centre that will be hoping that will be happen within 5 years. Whereby the hotel can share about how important is the nature to the living of the
human being, because at the end that still we are as a part of the nature, which is means that our responsibility is not only to survive in our live, but we also have to prepare what our next generation will be living in what kind of world. So, if we are not starting the environmental improvement from now, it will be too late. So, therefore in our UCS campaign that our slogan is no forest no future, which means that forest is very important.

The second participant, Christina Kumala Gunawan. Tina was born in Samarinda, South Kalimantan in June 1960 (51yo). She lives in Jl. Pulau Panjang, block M, no. 25, Taman Permata Buana, West Jakarta. She has one brother, and she is working at Umang Island Resort as finance and administration director. Before she works at Umang Island Resort, She was working at garment factory and she has been working for 26 years with the same owner.

In her point of view, the communication problem in communication system was depending on how they treat it, how they overcome every problem occurs. In Umang Island, many local people are working, it’s about 80% - 90% workers. They have to develop the economic and local people who are living around Umang Island. They were not only digging for the business, but they also have to think about the community.

Her main duty in her workplace is to communicate about the budgeting, and administration. In each department, they have to report to the human resource. The problem is sometime in operation, they only focus in the activity not at the administration. The solution was they have to train more, give support to them to get their understanding for what is the importance of the communication that they should give to the company. So, if they have the data, they can give the feedback to company.

In Umang Island Resort, they implement communication up and down. Interaction was come from the upper level to the lower level. For the feedback, it was from down to up. The lower level have to give feedback, after that the administration would collect the feedback by the fact, then they have to cross with the standard they had, whether is it already good or not, and then they have
to make an evaluation. Finally they must motivate one by one with brief in each section every day. In Uamang Island, they have two shifts and three shifts for security, every time they use lock book so the other shift will know what happened in the shift before, so they can communicate each other about the job have done and what should do next.

Uamang Island used the online communication through email, hand-phone, and the advantages of blackberry service. They also have a website in promoting Uamang Island, in the other side, they have flyer and banner.

About the employee oriented-publication, they have wall-magazine and intern memo. They also communicate visually. They did man to man motivation, brief for every section every day and general briefing schedule once a month. In general briefing, there was a speech from the president director and the hotel manager. They also had the activity slide which is present their jobs, what should be done, and what have done. From the slide, they might know which part they should improve and still should improve.

The other visual communication was bringing the operational teams to the field and shows them which is the correct one and which is the wrong one. So, they show the team on the spot. This kind of activity might be done in the Jakarta office but it’s not too much because in the marketing office, they use more time to create file. They meet people outside, and the administration just like reporting team.

They have already the guest relations officer team in the operational field, who will accompany the group during they stay to take care of the schedule, of the guests’ activities, but sometimes the sales would accompany the guests if it could make it easier since they do intense communication before. Sometimes the guests will feel more comfortable with the sales to escort them.

Talking about the internal branding, they want to have positive thinking, positive attitude and also in direct communication from all of their employees. They didn’t want the employees grumbled to a wrong person. She said that if we
have any problems, we should not ask anybody who might be not related to the case, because we will get a wrong solution. It’s better for us to go to our supervisor and share the case then ask for the correction and solution. The supervisor might tell us about what their willingness and thought.

About the mission of Umang Island, she mentioned that Umang Island Resort want to create conducive working environment, create profit, improve the employee’s welfare, and develop the business. For the vision of Umang Island Resort, they want to create a field that facilitated the people who want to improve themselves. They have tagline the amazing Umang Island Resort because of the situation and condition from the location of Umang Island, and because they wanted to give a better service and experiences to all of their guests, to their client not to forget the amazing experience and returned home with the amazing experience. Another point that she said was having positive thinking, positive attitude, and positive talk were the motto of the company.

Umang Island was considered to the company grapevine, they have the program called one million trees plantation and asked the guests to participate in maintaining the environment in the mainland. They gave free tree for each family or each group and then when they want plant more, they could pay for the administration fee for lifetime. For the symbolization, it was planting in the Umang Island, and afterword they move it to the mainland.

They also think about the local social welfare like public toilets. They already calculate for the amount, like when they got 25 million or else. They also asked companies who want to chariest and participate in giving something to local people. They also collect fund from corporate. If the corporate gave some money, they would make a realization and held a ceremony directly to the local people, and help the company in building the facilities.

Umang Island also take care the widows, child, and orphan around the island that did once a year before lebaran. Umang Island has some activities called CSR. She said that for more details, can be asked to the owner of Umang Island (Christian P. B. Halim). He built an orphanage, and he is the one who have
the idea about creating better life for other people. He also built an organization that focus in helping others to have a better living in our surrounding.

The biggest problem that Umang Island had in her department was less awareness from the employees of how important administration is. Most employees spent time and focus only in the operation and the action, but then forgot about the report, while employees in administration needed the report and data urgently as the source for the administration’s report. The operational worker or employees didn’t always give daily report to the Jakarta because of their tight schedule. They busy with the guest and already tired and there were many reasons from them, but she think it was the challenge for them in administration regarding how to make them realize about it and how to make them complete the procedure. They could make it by heart, without pushing the employees. So, not only by pushing from other department, but they realize that it is for all teams. Since some people like to meet and communicate orally but not for the written because they don’t really like to make it written report so the finance and administration become hard to make the report the result. When they didn’t get the data, they couldn’t make the report. According to her, this problem could occur because of the human themselves whom were less awareness. To solve this problem, the company made a memo to remind the employees and put it as discrepancy, and the board will also always remind the staffs to do that and gave understanding to the staffs about the importance of their work.

In order to solve the problems that occurred from time to time, they have to improve. When they made changes, they have to create something better. For instance how they could make it easier for paper to be reported. They also think about the program to make everything easier. The way to solve this problem was trying to make the problem or the system look easier for the worker. She thought from every company, when they solve a problem, it might comes up another problem. She thinks it is human error, but the point is how we can solve it how we can manage it how can we anticipate and prepare for the solutions.
The communication problem in their communication department is how to make others understand in preparing a good report. Another example of problem that caused by lacking of communication was about overtime. In overtime, actually the department head have to prepare their staffs for the shift. The total guests in the second shift then calculate how many staffs needed to handle the guests, but sometimes they didn’t do it properly and in the spot the company need to add more people called casual to handle the guests. In reality, if they could plan well, the company didn’t need to add more people.

In order to solve this case, she was suggesting in making a checklist note for each department to write which things to do first, and then give the checklist from each company to the leader and at the weekly briefing, they can crosscheck, support and remain each other.

In the next 5 - 10 years forward, she want the company to grow professionally, that run by professional employees, professional management, always change and improve from time to time, following the trend and the latest management trend where the procedure is becoming well.

The third participant, Henry Yostin Hidayat. Henry was born in Tasikmalaya, March 28, 1982 (29yo). His study background is tourism management in Bandung tourism institute. He lives in Cileduk, and working as a guest relations manager in Umang Island Resort for almost 2 years. His hobby is watching movie in every weekend. His recent activities are looking around, doing indoor shopping, watching movie in the theatre, and cheat chat with his friend and family.

He chose to work for Umang Island Resort because his background is tourism management, he loves the activities and also because he loves the main job of GRM or guest relations manager. He feels it’s suitable for him because he loves to meet people and outdoor activities. Become a GRM or guest relations activities were seems like his hobby.
According to him, the communication system in Umang Island Resort seems like the other hotel, but they called they are a remote island which was divided into two office. The main office is in BSD and the island is in Sumur or in UjungKulon that called Umang Island. So, the communication between main office in BSD and the island were using blackberry service or group chat. They were using email and phone as well, but within the department they had a group and briefing to communicate the trouble or preparations for guests’ activities.

His main duty or roles regarding to the employee communication in his workplace was to increase guest satisfaction. He had to fulfill the guests’ expectations, to meet their perfection. He and his team had a role as an ambassador from Umang, because they communicate directly to the guests. Once troubles or something else happened, the guest will contact him, even to the guest relation officer or direct to him to accept the guests’ complaints, suggestions and anything regarding the communication. The guests are the most important thing in his team, he has to upgrade or make sure that his team has capability to communicate well with the guest, because, they become ambassadors as guest relations officers. Once they mention wrong words or statements, it would have impact to the guests. Their mood would be change into bad mood or something else. The other sides if the guest relations have a good communication with the guests, once the guests were in a bad mood, the good communication would change the mood to be a nice mood. That circumstance had shown the importance of communication for guests relations.

He had to control his team because once there’s a problem, for instance the guest wanted or needed something that couldn’t be fulfilled by the hotel or guest had complaint something else, the guest should contact GRO first. Once GRO cannot handle the trouble, they should contact him to deal with the guest. He also has to meet the best team in Umang Island. To serve well to the guests, they have to increase guest relations capability first

Once GRO had a great capability, it would be good to service the guest. He was increasing his team by creating programs for guest relations. He had a
briefing to his team, he also had weekly brief and mini course for problem’s solving and sharing session, and training session for communication senior. Besides internal training, they also made programs for the guest because Umang Island is a remote area which is located in the middle of a sea, around 5 minutes from the mainland to the island by boat, Java Island, Ujung Kulon. They have to make programs for the guests in order to give some activities to keep away from bored. Since the guests could not go outside the island, the guest relations should make in house activities. When they had a family guest, couple, and 2 children, the GRO should make a rundown or a program during their stay in Umang Island, and kept the guests well informed. While the GRO was welcoming the guest, they should introducing their self, having brief conversation such as “how are you?” and “how was the trip?”, then gave the activities schedules during their stayed. For example “good afternoon Mr. X, welcome to Umang Island Resort, have a seat please, we are preparing your welcome drink”. After check in session, the GRO should suggest for their activities. For example “today’s activities in Umang Island, we have outbound activities in 3pm until 4pm in kid garden. So I suggest you to follow the activities. We also have life entertain at night from 7pm until 10pm, and for tomorrow, we have a breakfast early in the morning around 7am, so please make sure that you have get up or prepare for breakfast. At 8am is the best weather for snorkeling activities an Oar Island”. Then the GRO should explain one by one the activities. So, once the guest came to Umang Island, they would not feel alone, because they kept in contact with their GRO. This is the important thing, the personal approach between the guest relations officers and the guests.

As a manager of guest relations, he has to monitor and evaluate his team by written and oral test, create a program for internal employee, make a training, then make a program such as finding a rhino’s reel, special interest such as fishing, monitor the guest’s satisfaction either with the GRO or with the services itself. In every meals time, the GRO should ask the guests whether the dinner or lunch or breakfast was suitable with their taste. Especially to the foreigner,
because they don’t like traditional food, so the GRO should ask them whether they could replace the food or something else.

He gave test to his team because it’s important for him since they have to upgrade their knowledge, for instance they are in the middle of a sea, they have a coral reef, and then they also near with UjungKulon, where the Rhinos are living, which can be found only in Indonesia, since their population is around 50 rhinos in the world.

He said that we are lucky because Indonesia has Rhinos. He stated that their GRO or guest relations officers should be capable to explain about what rhino is, how they live, how they eat, how they give birth, and also they should be capable to explain another environment, the company’s green programs such as 1 million plantation, coral reef, and about fish that can be found near Umang and Oar Island.

He said that every month his team will be present different topic one another. He was guessing that it was good since it could increase the team’s knowledge, to make them have a capability to explain to the guests. It’s good information since not all guests announced regarding rhinos or coral reef. Beside rhinos and coral reef, other information was about the location of Umang Island which is around 80 miles from Krakatau Mountain where could be seen clearly in the morning or in the afternoon.

Around 3 to 4 months ago until now, Krakatau Mountain has been a hot topic in television. But he said that we don’t need to worry because Umang is safe since it’s far enough from Krakatau. He said that guest relations officers should be capable to explain to guests that they are safe from Krakatau. They also had to explain to guest regarding the history of Krakatau. Besides, some guests also asked regarding the safety in Umang. He stated that it is safe because they are located in the middle of a sea. If the worst things happen, for instances storms or Krakatau erupted or something else, Umang Island already has the prevention. All the employees, especially the guest relations, they have to know about how to evacuate the guests since in the island they have evacuation reel and sign.
If unpredictable bad things happen, they already knew about which way they had to go, and also about the location of meeting point for all guests. He said that guest relations had to explain regarding the safety procedure they had. For example, all guests should use life vest while having activity in the sea, and then also monitoring the children while they were having activity near the beach.

An effective employee communication should implement seven factors. The first one is communicate up and down. Umang Island was having weekly internal or management meeting, and each department was having daily and weekly briefing. For all departments or employees in Umang Island usually were having monthly briefing that called general briefing. In this briefing, could be included strike between staff and the management. So it’s not only discussing the guest depression, but also regarding the benefit of the employees, especially regarding their job, their safety, their health, their salary or something else. For some cases, it seems like instruction-feedback, but for some cases, it also seems like sharing session.

He stated that the communication up and down and make time for face to face meeting could be individually when a person met the HR manager or to their department head or collected per department. So, it could be individually per person or per department.

About communicate online, this company has communication by email, phone, SMS, and recently they have communication by blackberry messenger. They have a group chat called Umang Team. The members are all employee, from the supervisor level until manager level of each department. He was guessing that it worked because once they shared some cases, it could be directly read by all.

Henry said that the company always suggests all employees to report daily activities, especially for special cases. For example, once housekeeping found something such as a watch or guest’s stuffs in the room, it should be reported to the group. Once the employees had reporting to the front office or for those whom could solve special case, the company would give a love appreciation to them.
For someone whom becomes an honest employee, the company would give something to them. He said that it’s important for them to teach the employees to be honest because they are in hospitality industry. When the guest found something inconvenience in the resort that might be caused by the staffs, it could give long time impact since the guest could write their un-satisfaction to public. Basically, he said that they have to teach their staffs to be polite, honest, and give the best service. Once the staffs could perform the good service, the company would give an appreciation to them as the motivation.

About the employee who feel desperate or down, the company had some solutions to cheer them up again. They held daily and weekly briefing that feels like a sharing session, to find the problem in each person. Then the department-head from each department or the HR manager would approach to the person personally to know the problem and also the problem solving.

The company did the approach because once the employee was in a bad mood that caused by their personal problem or family’s problem, it could give an impact to the working environment, they would be lazy or something else. So, the company would give a motivation, and also did a controlling about how to be a professional staff. In hospitality industry, the guests would never think about the company’s problem. The company’s staffs should be in a good appearance, in a good personality, showing the smile and looks cheerful whether in the deep of their heart, they have a big problem. Regarding this situation, the company gave a motivation to all employees regarding how to be a professional staff, to be able to separate between personal problems with the company’s problem.

The fifth factor of an effective employee communication is communicated visually. According to Henry, Umang Island did the visual communication, especially in his department which is guest relations department. They have a special training through video that called training stimulation. In this training, each GRO would be recorded in how they handled the guest from the first step until the last step. After the video, there would be a discussion in a meeting with the actor of the recorder. In this discussion, each staff would give a comment
regarding the video about how they should act while they were introducing their
self or how they should act while they were escorting guests to the room or
something else. Henry was guessing that it was good since the staff would learn
personally. Henry said that recently he was acting seems like in the video but still
need some improvement to be better by having some suggestions from the other
staff. Besides the video, they also have a training program called working by
heart that contains of sharing session about how to be a good employee.

The 6th factor of an effective employee communication is focus in internal
branding. Henry said that seems like the other company, Umang Island also has
vision and mission, but the most important thing for Umang Island, they not only
build a resort for leisure, but they also create programs for nature which is mean
that they keep the balance between human and the nature. Since they are located
in the middle of a sea, they have to maintain the environment.

Discussing about the vision of the company, Henry said that one of the
company’s programs is one million plantations. Every room got a compliment to
plan a Trembesi or Ketapang tree. While planting the tree, it would be explained
to the guest about the benefit of planting the tree, such as to the water, to the
guest, and also to the environment. He said that the company always creates
education program to the employee, to the guest, and also to the environment or
citizens around the Umang about how to keep environment still clean and good.
He said that it’s important since it could have impact in our future. The company
also has some corporate social responsibility’s program which gave donation for
local citizen such as made a mosque or public toilets. Henry guessed that it’s
good because the people will think that the company still considers the
environment and life of the local citizen. And as the return, the local residence
will maintain the island either.

About the mission of the company, Henry said that the company wants to
make people around Umang to have good prosperity. The company tried to
contact all youth residence or teenagers, who could not keep their studies level
then give them training about hotelier then give them an opportunity to work in
Umang Island Resort to help their economic. Henry said that the mission is not only about getting benefit only for the company, but also to create the benefit for local people, for the environment and also give the best service to the guest.

Henry said that the motto of the company is one team, one heart, go Umang, go for the best. He said one team by heart and Pulau Umang go for the best because they are in a team that could not work individually or oneself only. They have to work in corporation, with all departments and all people. He said by heart because they should give the service by heart. Everything done should be considered from heart, an honest thing, and not money oriented. About the Pulau Umang go for the best, the company hope that Pulau Umang could be the best resort who can create the happiness to people around Umang.

About the philosophy, Henry said about positive thinking, heart, and attitude which are really important as an individual. For example, when staffs met guests that just arrived in a bad mood because of tired, Henry said that the GRO would think about why they should handle guests who were in a bad mood and speak loudly to them. In the fact, as GRO they should have positive thought such as “maybe they are tired because of the long trip” but the employees should give good service and keep smile. The employees should keep a good attitude since in hotelier and in all companies, attitude is an important thing for individual in showing the personality.

About the logo of Umang Island Resort which is the amazing umang island resort, Henry said that they are different resort that located in the middle of a sea, in a remote area which is not like in the other resort that still located in the mainland and reachable by public car. They called it’s amazing for people who could spend their holiday in Umang Island because of the scenery and the location that could not be found in another resort.

The last factor of an effective employee communication is considering the company grapevine. According to Henry, Umang Island consider to the social factors such as charity or social activities and responsibility. He said that the company had charity for local people. They also have internal program for guests
that called melody charity. The guests bought 1 until unlimited forms from the company about 5 to 10 thousand rupiah each, then there would be a singer that sing a song, and the guests should make a cross line, either horizontally or vertically or diagonal. For those who could find a complete line, they should be hands up and mention “melody”. About the money or donation that collected, it will be donate to the local people. The game seems like playing BINGO game, but they called melody charity in Umang.

Besides the game, Umang Island also suggests the corporate guests to indult or to give their donation through corporate social program to local people via transfer. For example, the last donation came from Kobelco Company who had gathering in Umang Island Resort and donated around 26 million for local people. The donation had been received by Umang Island Resort to give to the local people to build public toilet. According to Henry, this program is working well since all companies who visited or gathered in Umang Island was giving their donation. Besides from the company guests, Umang Island also has internal program which means for the staffs who want to give donation, Umang Island also receive and the donation would be transfer to the local people.

Discussing about the biggest problem regarding the employee communication, Henry said that the biggest problem came from the local people that should be employed which was not all employees were in a good education. The company should hire the local people with limited education that mostly are graduated form senior high school or junior high school. Henry said that sometimes the company had the different capability between local people and the employees from Jakarta or Bandung which were in a higher education such as diploma of hotelier or else.

Henry stated that once he communicates with the local people, he should communicate clearly to minimize the misunderstanding. This situation shows that the company has to realize that the local people’s education is not good enough which means their emotional and attitude sometimes frontally act in front of others which means not a good attitude in hotelier. In order to solve this problem,
the company gave a sharing session and training about how to be a good person, and about how to have a good attitude. One example that mentioned by Henry was, once the company gave an instruction to the local people while they were not in a good mood, sometimes they cannot retake the instruction or wish. They just leave the instruction and make it getting worse.

Henry said that honestly the problem it still exist, because they need long progress to increase the capability of how to communicate well, how to behave in front of the management or in front of the guest. The company understands that they graduated only from junior high school or senior high school in the local institution, but as a management, they always give motivation to the local people.

Umang Island always keeps the local people because in all area, if we build a resort, the local people always ask to be indul in that industry. According to Henry, the local people would feel that they are local people, but why the company didn’t give them a job. From a company side, they also have to think about the capability of the local people in each position. The company would give the local people training, selected all the people, then put them not directly to the guest, for example in the housekeeping, kitchen, and porter. For those who have good attitude would be put as a greeter. Henry said that even the company had train the local people, sometimes when they were in a bad mood, they was acting like there are the boss. They just leave the job and went home. Henry said that it’s the problem that company faced. In order to solve the problem, the company called the employee and warned them about giving them a warning letter one it happens again. Henry said that for several local people, they were not responsible enough in doing their job or staffs.

Henry mentioned that another problem still exist in Umang Island Resort, such as a problem that caused by online communication through blackberry messenger that called Umang Team Group. In this group, all the members should give daily report to the group for their activities and for the guest’s complains at that day. Henry said that it was good, and it was working. For example, for guest
relations, once they broadcast message or problems to the group, it will be respond direct by their department-head or supervisor.

The example of the case was a case that happened around 2 months ago (October) when the security reported or broadcast to the group regarding they found something or stuff. The security found a stuff that seemed like a bottle and also three bottles and took a picture then broadcast to the group. When Henry saw the picture, it looked like a big stuff, and the three bottles of toilet cleanser seemed like new bottles, but after they recheck the picture, it was only a small thing and it was useless while in the group, the owner and the other departments-head, gave a comment such as “wow it’s a big thing, what is that”. The picture gave assumption that the porter would keep the bottles since it found in a rubbish basket that could deliver from the island to the mainland.

Many members in the group who had negative assumption, but after they crosscheck the stuffs, all were rubbish because the bottle is empty. Henry said “why the security didn’t check it first before they broadcast to the blackberry messenger”. Henry said that the impact was accepted by the department head of housekeeping. They felt upset since the security didn’t ask them to crosscheck before they broadcast the picture. The picture made the owner directly complaint to the housekeeping supervisor about why it could be happened. Henry said that all the members should be given education regarding how to broadcast well and about how to give accurate information.

The group chat in the blackberry is needed, because it’s good and it worked in solving some problems. In order to solve the problems without raising another problem, Henry suggested that people should find crosscheck first all the pictures and statements before they broadcast to the group. It’s needed because there was a crosscheck among related department that resulted in good accurate information to be broadcasted.

Henry said that Umang Island is a nice resort, with nice environment and nice beach that it’s rarely found in Indonesia. It has a great coral reef and people can find sunrise and sunset in Umang Island. Henry stated that it’s amazing if we
can spend time in Umang Island. Besides, Henry was expecting, dreaming, and wishing that they could increase their services to guests. They should give more experiences to the guests. So, the guests were not only stay in Umang Island, but they also had the experiences. The second point was about the management and the communication system that also need improvement, because in technology era and the globalization, guest could give a negative or positive comment directly to the internet which could be read by all people in the world.

Henry said for Umang Island itself to keep the best service that would impact to the guest satisfaction. So, the guests could spread their happiness to the others. Henry said that a promotion word by mouth is the most important promotion since people would trust friends or relatives to give the comment rather than company’s advertising.

In conclusion, in 5 to 10 years from now, Henry said that it’s important to create a guest satisfaction, keep the regular training to employees, be a professional staff, having higher teamwork and the team member become more solid, give the best service to the guest through working by heart, and improve the communication in minimizing the misunderstanding among managements.

According to Henry, the most important thing is that the management of Umang Island would let the departments head to have their own authority in making a decision, because recently the owner was indult too much in the management, the power of the owner is too high that sometimes resulted in the decision of program from each department could not work well because there were another decision from the owner.

Henry also hopes to get support to each department head when they are handling a problem or program. For example, when guest relations have a good program to increase entertainment or guest satisfaction, Henry hopes that the company will give full support, not only from the operation team, but also from Jakarta office.
### 4.2. The Employee Communication According to The Participants (from first and second interview)

<table>
<thead>
<tr>
<th>Participant I</th>
<th>Participant II</th>
<th>Participant III</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Why do you decide to build/ work for Umang Island Resort?</strong></td>
<td>Unique scenery</td>
<td>Enjoy the situation</td>
</tr>
<tr>
<td><strong>What is the communication system in Umang Island Resort? And what is your perception about this communication system?</strong></td>
<td>Communication by heart</td>
<td>Depends on the leader, management, etc</td>
</tr>
<tr>
<td><strong>What are your main duty/ role as an owner/ director/ manager at Umang Island Resort?</strong></td>
<td>Check and measured the guest satisfaction, and also explain the purpose of working by heart</td>
<td>Communicate about the budget</td>
</tr>
<tr>
<td><strong>How long you have been lead/ work at Umang Island Resort?</strong></td>
<td>Six years, since 2005</td>
<td>Six years, since establishment</td>
</tr>
<tr>
<td><strong>How do you lead/ manage/ motivate/ keep your employees/ staffs?</strong></td>
<td>Training and build understanding</td>
<td>Training</td>
</tr>
<tr>
<td><strong>The implementation of communicate up and down</strong></td>
<td>Interaction from the upper level to the lower level and feedback form</td>
<td>Internal meeting, monthly briefing, and sharing session</td>
</tr>
<tr>
<td>Function</td>
<td>Method</td>
<td>Example</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>The implementation of make time for face to face meetings</td>
<td>Man to man motivation, general briefing, section brief</td>
<td>Individually or per department</td>
</tr>
<tr>
<td>Leader's club, training for trainer, monthly briefing, and evaluation</td>
<td>Via blackberry service</td>
<td>Email, website, cell phone, and blackberry service</td>
</tr>
<tr>
<td>The implementation of communicate online</td>
<td>Email, website, cell phone, and blackberry service</td>
<td>Email, phone, sms, blackberry messenger and blackberry group</td>
</tr>
<tr>
<td>The implementation of creating employee – oriented publications</td>
<td>Give understanding and golden love program</td>
<td>Daily report, employees appreciation, briefing, sharing session</td>
</tr>
<tr>
<td>The implementation of communicate visually</td>
<td>Pictures, song, or a good movie</td>
<td>Activity slide in general briefing</td>
</tr>
<tr>
<td>The implementation of focus on internal branding</td>
<td>Try to implement vision, mission, logo, and philosophy</td>
<td>Try to implement vision, mission, logo and philosophy</td>
</tr>
<tr>
<td>The implementation of consider the company grapevine</td>
<td>NGO activities (UCS)</td>
<td>One million plantation tree, social welfare, and some CSR activities</td>
</tr>
<tr>
<td>What is the biggest problem that you ever faced regarding to crisis communication in Umand Island Resort?</td>
<td>Messages did not convey to the team and different interest from each department</td>
<td>Charity for local people</td>
</tr>
<tr>
<td>Why do you think that is the biggest problem? (refer to the 5th question)</td>
<td>Different perception and less educated employees</td>
<td>Lack of communication within organization and less educated employees</td>
</tr>
<tr>
<td>Losing the business and guest will not return</td>
<td>Hard to submit proper report</td>
<td>So many guests complains and less professionalism</td>
</tr>
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<td>---------------------------------------------</td>
<td>-----------------------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>Why did this problem could occur? (refer to the 5th question)</td>
<td>Majority of operational team put report as unimportant thing, prefer oral communication rather than written, and less awareness</td>
<td>Lack of awareness of their main job, jealousy, and have to employ local people</td>
</tr>
<tr>
<td>Not solid system, bad trainer, skill differences, and lacking of communication</td>
<td>Communication improvement, confirmation, staff’s awareness, warning letter, and training</td>
<td></td>
</tr>
<tr>
<td>How did you handle the problem? (refer to the 5th question)</td>
<td>Workshop, training, brain-storming, update info from each department, make easier system</td>
<td></td>
</tr>
<tr>
<td>Replacement and regular training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is there any other problem that still exists in Umang Island Resort?</td>
<td>Transportation coordinating, miscalculation, arrangement, didn’t follow the SOP, and lack of communication</td>
<td>Marketing promotion and un-proper communication</td>
</tr>
<tr>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What is your expectation or your dream or your wish to Umang Island Resort in the next five to ten years?</td>
<td>Continuous training, to do list checklist, minimize miscommunication, company growth professionally,</td>
<td>Service improvement, management system, communication system, less misunderstanding, give entrust and authority to the leader,</td>
</tr>
</tbody>
</table>
management improvement, and going international and keep the daily and monthly report and the monthly briefing.

Table 1.2.

4.3. The Employee Communication Major and Minor Topic

<table>
<thead>
<tr>
<th>Topic Questions</th>
<th>Major</th>
<th>Minor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reason to join in Umang Island Resort</td>
<td>Unique scenery, enjoy the situation and suitable with the study background.</td>
<td></td>
</tr>
<tr>
<td>Communication system in Umang Island Resort</td>
<td>Communication by heart, depends on the leader or management, using blackberry communication, email, phone, group discussion, and briefing</td>
<td></td>
</tr>
<tr>
<td>The main duty</td>
<td>The guest satisfaction</td>
<td>Explain the purpose of working by heart, communication about budget, organize team, creating program, train the team</td>
</tr>
<tr>
<td>Working period in Umang Island Resort</td>
<td>6 years</td>
<td>Two years</td>
</tr>
<tr>
<td>Managing staffs</td>
<td>Training</td>
<td>Build understanding, sharing session</td>
</tr>
<tr>
<td>Communicate up and down</td>
<td>Direct communication by blackberry service, interaction and feedback, internal meeting, monthly briefing, and sharing session</td>
<td></td>
</tr>
<tr>
<td>-------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Face to face meetings</td>
<td>Briefing, man to man motivation, Leader’s club, training for trainer, evaluation</td>
<td></td>
</tr>
<tr>
<td>Communicate online</td>
<td>Blackberry service, email, phone, SMS</td>
<td></td>
</tr>
<tr>
<td>Create employee-oriented publications</td>
<td>Give understanding or briefing or sharing session, Golden love program, majalah dinding, internal memo, daily report, employees appreciation</td>
<td></td>
</tr>
<tr>
<td>Communicate visually</td>
<td>Stimulation training by pictures slide or video or good movie, song</td>
<td></td>
</tr>
<tr>
<td>Focus on internal branding</td>
<td>Try to implement vision, mission, logo and philosophy</td>
<td></td>
</tr>
<tr>
<td>Consider the company grapevine</td>
<td>NGO activities or UCS or one million plantation, Charity for local people, social welfare and some CSR activities</td>
<td></td>
</tr>
<tr>
<td>The biggest problem that ever faced</td>
<td>Less educated employees, Messages didn’t convey to the team, different interest from each department, lack of</td>
<td></td>
</tr>
<tr>
<td>The reason why it is the biggest problem</td>
<td>Less professionalism or losing the business, guest complains or guest will not return</td>
<td>Hard to submit proper report</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>The reason why the problem could occur</td>
<td>Lack of awareness</td>
<td>Not solid system, bad trainer, skill differences, lack of communication, jealousy, have to employ local people</td>
</tr>
<tr>
<td>Problem handling</td>
<td>Regular training</td>
<td>Replacement, workshop, brain-storming, update info from each department, make easier system, communication improvement, confirmation, staff’s awareness</td>
</tr>
<tr>
<td>Another problem that still exist</td>
<td>Un-proper communication or lack of communication</td>
<td>Transportation coordinating, miscalculation, arrangement, contravene the SOP</td>
</tr>
<tr>
<td>Expectations for Umang Island Resort in the next 5 to 10 years from now</td>
<td>UTDC development, minimize miscommunication or misunderstanding, management</td>
<td>Continuous training, to do list checklist, service improvement, communication system, keep the daily and monthly report and the</td>
</tr>
</tbody>
</table>
improvement  monthly briefing, give entrust and authority to the leader, company grow professionally, going international

4.4. Interpretation of Research

According to all of the participants which were interviewed by the researcher, the participants said that the communication system in Umang Island Resort is using their feeling, but sometimes depends on the leader or the management, and also using communication technology such as blackberry smart-phone, email, and briefing, as stated by these participants:

According to the first participant, working by heart is a matter of the skill that we have, such as the brain to know the responsible, the experience to be reliable, and the action that made by all the staff and employee as to be conjunction with the main purpose of the function of their job. People have to understand that the job we have would have an impact either it goes wrong or smoothly. People have to build empathy when something goes wrong. Working by heart is a matter of responsibility which is not just doing the job. Whatever it takes, employees have to safe the situation and condition to please the guest. (Appendix p. 29).

According to the second participant, handicap for the community is depends on the leader and on the management (Appendix p. 46). Besides, in the third participant’s point of view, the communication between BSD office and the island is using communication through blackberry or group, and also using email, phone, and a group within department. The company also has briefing to communicate what the trouble they had in preparing for guests activities (Appendix p. 76- 77).
Regarding the implementing of communication system in Umang Island Resort, each department has their own main duty, but almost all department concern to the guest satisfaction while the other department concerns more in the documentation.

“To checked and measured the guest satisfaction and at the same time to insure the services meet our guest satisfactory” said the first participant (Appendix p.8).

In the other hand, the third participant said that he had to create a program for internal employee, make training, and make an in house activities program and special program for the guest. He also had to monitor the guest satisfaction whether the guest satisfied enough with the GRO or the services. Besides monitoring the guest, he had to monitor or evaluate the GRO team monthly. He gave written and oral test for them. (Appendix p.79).

Most all participants had working for Umang Island for six years since the establishment and most of the participant said that the managing system is using training process.

The implementation of communicate up and down happens directly by using blackberry service, also happens in the interaction and feedback, in the internal meeting, in the monthly briefing, and in the sharing session, as stated by these three participants:

“We have the media erm on this blackberry which are very helpful to us.” said the first participant (Appendix p.30).

“As told interaction is erm it comes from the upper level to the lower level. And then, for feedback, it is erm down to up.” said the second participant (Appendix p.48)

“For sure. Erm we have erm internal meeting, means erm management meeting, weekly, and then also erm each department there is they have erm month erm sorry, daily briefing and weekly briefing. And then for all department, for all
employee in Umang, we have erm monthly briefing, we call general briefing. In this briefing, erm within strike this staff between staff, and then the management. So erm it’s not only regarding the guest, the guest depression, or something else but also regarding the benefit of erm the employee, of how they want to tell regarding their job or their safety, their health, their salary or something else. It can be erm discuss in this briefing.” “Yes, more less like that, it’s like sharing session between erm staff and then also the management.” said the third participant (Appendix p.81)

The implementation of face to face meetings happens in briefing and man to man motivation or individual meeting, as stated by these three participants:

“Of course we have erm for instance we have a leader’s club erm, training for trainer, we have erm monthly erm briefing for employee that in this occasion and opportunity we try to evaluate erm what is the achievement of our company and then erm what is the result of our services through all the guest erm with the the guest comment through the guest comment which are very helpful to us to erm emphasize the weaknesses erm with still happen, so we can rush to improve erm the services, as well as the new strategy that erm we have to improve erm form time to time and more activities erm delivered for the guest. So, meaning erm this forum is very important that we have a leader’s club erm meeting for erm twice a month” said the first participant (Appendix p.31)

“Yeah, we also have. Erm motivation one by one and also erm brief for each section. Yeah, every day we have erm section brief.” said the second participant (Appendix p.48)

“It can be individually, erm one person meet to the erm HR manager or erm dep-head, their dep-head, or erm collected per department, for example all the GRO team will be erm meet with the dep-head or with the management. Jadi, it can be individual, per person, or per department.” said the third participant (Appendix p.82)
The implementation of communicate online occur by blackberry service, email, and phone, as stated by these three participants:

“Online yes, we have erm the all the communication erm at at the time being erm from this blackberry this helping us a lot in the communication that erm through the bbm as well as the email” said the first participant (Appendix p.31).

“Hmm hmm, we use email, we use erm hand-phone, erm and also blackberry communication.” said the second participant (Appendix p.50)

“Communicate online erm seems like another hotel that we have communication by email, and then by phone or by sms and recently we have communication by blackberry messenger. We have a group, called erm Umang Team, erm the members is all employee, means erm the level supervisor until manager of each department. So, it can be used for erm daily report per each department, for each department. And, I guess it work because erm blackberry messenger erm is good enough to yes because erm for example once we want to share some cases, it can be read by all, and directly.” said the third participant (Appendix p.82)

About the implementation of creating employee – oriented publications, it is happen when the company gives understanding or briefing or sharing session, as stated by the first and third participants below:

“One of the very important to understand the working by heart is that that I always try to erm to make them understand that the purpose of working is not only for money.” said the first participant (Appendix p.31-32)

“Erm, for sure, we have daily briefing and weekly briefing, seems like a sharing session, so we can erm find erm whether erm this employee or employee A, B, C is in problem or not.” said the third participant (Appendix p.82-83)

The implementation of communicate visually happens by stimulation training by pictures slide or video or good movie, as stated by these three participants:
“: Of course erm sometimes we erm when in the middle of the briefing or the training erm we put the picture erm a song erm or a good movie that reflect the the contents of the erm story which will be erm give the the the positive impact to the viewer ya.” said the first participant (Appendix p.32)

“In general briefing, erm beside the erm besides from the erm hotel manager or from our erm president director who gave the speech, we also show the activity slide.” “we show them what happen.” said the second participant (Appendix p.51)

“Well, erm especially in my department in guest relations, erm we have a special training we call erm we called in video training yeah because erm simulation training sorry simulation training stimulation.” said the third participant (Appendix p.84)

Umang Island also focuses on internal branding and always tries to implement the vision, mission, logo and philosophy. These three participants know that Umang Island has the internal branding, but just the owner who mentioned completely, the other participants seems didn’t really understand about the vision, mission, logo, philosophy, etc, as can be seen in these statements:

“The the Amazing Umang Island is the tagline of the beauty of nature.” “The beauty” “Beyond your imagination” “The philosophy is when we have a good thought then we will produce erm positive thought and then will create erm positive attitude and at the same time all the words erm through our tongue will be positive and also we will be having a good barrier of all negative things might be happen to us that with positive thinking we are be able to face all the problems in a better way.” “So, you you have to to build your own integrity ya. So, meaning that when your heart is good then your thought will be good erm your attitude will be better will be good erm you can say all the words comes from your mouth will be good erm and we will react all happen in front of us in a positive way.” “The vision. Okay, the vision erm of our company that at the time being is that we are aiming that our place will be erm a place for whom having the willingness and ability to be eligible and independent, but at the same at the same time is also willing to share.” “With others. That is our vision.” “So, our
organization we are not aiming as a biggest erm hotel industry no, but a place to whom that having the willingness and ability to be independent and at the same time to share with others. That is the vision.” “For the mission, we have erm five mission that erm the first we put the company as a place erm for the opportunity to raise our ability and achievement. Secondly that erm we put the job that we are responsible to to be part of a good environment and atmosphere of erm organization ya conducive. “So, that we are not allowed all of the people to say something bad from one to another employee that this will create and produce a negative thought ya. So the third that we have to be able to erm raise a good business that we as a business erm organization we have to erm get a profit profit and erm the fourth we have to give a better erm welfare to all the employee. The fifth, we have to expand our business that we have the opportunity to erm give more place for erm the employee.” said the first participant (Appendix p.33-35)

“Yeah, erm we wants erm ours all of our employees to have erm positive thinking.” “Positive thinking, positive attitude, erm and also in oral communication.” “Yeah, we have mission, we have vision, and we have five mission, but I don’t erm remember exactly the the point from one to five. Yeah, because it is related to one another.” “So, erm maybe I can think like this. For the mission is first, we have to create the erm conducive” “Conducive situation erm conducive erm working working situation.” “Conducive working situation atmosphere” “Jadi menciptakan iklim kerja yang kondusif, erm the third one is to erm create profit, the fourth is to erm to improve the employee’s welfare, and then to develop business.” The third one, I forget the second one what’s that. The third one to erm create profit, the fourth one to erm improve the employee’s benefit, and the fifth is erm to develop business.” “The vision is to erm to have to create erm to create space for them who want who wants to improve himself.” “so erm Umang Island want to create a field that erm facilitated the people who want to improve themselves.” “The amazing Umang Island Resort. Oh it’s for the erm something like tagline.” “Because it’s out of the situation, of the erm condition from the erm the locate located the location from Umang itself.” “And we also want to give a better service erm to give the experience to all of our our guest to
our erm our client yeah” “So they will go back with the amazing experience.” And about the motto, she said “Positive” “Talk”, said the second participant (Appendix p.53-56).

Henry said that seems like the other company, Umang Island also has vision and mission, but the most important thing for Umang Island, they not only build a resort for leisure, but they also create programs for nature which is mean that they keep the balance between human and the nature. Since they are located in the middle of a sea, they have to maintain the environment.

Discussing about the vision of the company, Henry said that one of the company’s programs is one million plantations. Every room got a compliment to plan a Trembesi or Ketapang tree. While planting the tree, it would be explained to the guest about the benefit of planting the tree, such as to the water, to the guest, and also to the environment. He said that the company always creates education program to the employee, to the guest, and also to the environment or citizens around the Umang about how to keep environment still clean and good. He said that it’s important since it could have impact in our future. The company also has some corporate social responsibility’s program which gave donation for local citizen such as made a mosque or public toilets. Henry guessed that it’s good because the people will think that the company still considers the environment and life of the local citizen. And as the return, the local residence will maintain the island either.

About the mission of the company, Henry said that the company wants to make people around Umang to have good prosperity. The company tried to contact all youth residence or teenagers, who could not keep their studies level then give them training about hotelier then give them an opportunity to work in Umang Island Resort to help their economic. Henry said that the mission is not only about getting benefit only for the company, but also to create the benefit for local people, for the environment and also give the best service to the guest.

Henry said that the motto of the company is one team, one heart, go Umang, go for the best. He said one team by heart and Pulau Umang go for the
best because they are in a team that could not work individually or oneself only. They have to work in corporation, with all departments and all people. He said by heart because they should give the service by heart. Everything done should be considered from heart, an honest thing, and not money oriented. About the Pulau Umang go for the best, the company hope that Pulau Umang could be the best resort who can create the happiness to people around Umang.

About the philosophy, Henry said about positive thinking, heart, and attitude which are really important as an individual. For example, when staffs met guests that just arrived in a bad mood because of tired, Henry said that the GRO would think about why they should handle guests who were in a bad mood and speak loudly to them. In the fact, as GRO they should have positive thought such as “maybe they are tired because of the long trip” but the employees should give good service and keep smile. The employees should keep a good attitude since in hotelier and in all companies, attitude is an important thing for individual in showing the personality.

About the logo of Umang Island Resort which is the amazing umang island resort, Henry said that they are different resort that located in the middle of a sea, in a remote area which is not like in the other resort that still located in the mainland and reachable by public car. They called it’s amazing for people who could spend their holiday in Umang Island because of the scenery and the location that could not be found in another resort. (Appendix p.84-87).

From these statements, we can see that the one who understand the internal banding well is only the owner, the other participant didn’t really show their understanding, especially in the vision and mission. And according to the researcher, this is the main reason why the employees didn’t perform well, because they don’t really understand the goal of the company.

Umang Island also considers the company grapevine. They have some non government organization activities such as UjungKulon Conservation Society which one of the programs is one million plantations. And this is the statements from the first and the second participant who stated it.
The first participant said that Umang Island has the NGO activities that called UjungKulon Conservation Society, whereby he stand for the executive director for community development that the job is to offering all the corporate activities in Umang that if they have social activities. He said that they have this UCS that working more for plantation that they have program of one million trees. About the Yayasan Tunas Mandiri, they are helping the people as they put the organization as more like a course that their aiming is that even though they are limited in school, with the training and the skill they have within 2 or 3 years, they are having the ability to be a professional that they can work in Jakarta’s hotel for instance. They also put more programs for educational like English course and personality development, so they can raise their confidence building. If Umang Island put the organization as a course and can accept about 100 employees, within 5 years they can produce 500 people (Appendix p.35-37).

“We have the program, we called it erm erm penanaman sejuta pohon.” “Because erm we do it for erm maintaining our environment.” “We also erm think about the local sos erm social welfare. For the erm something like MCK.” “We also ask our company who wants to erm chariest who wants to erm participate yeah to to give something to the erm local people.” “We collect fund from the corporate too.” said the second participant (appendix p.57-58).

The biggest problem that Umang Island ever faced was caused by less educated employees that made the resort looked less professional and can make the resort losing the business because of so many guests complains or guests will not return. This problem could occur because of lack of awareness from the employee itself. And to handle this program, Umang Island did regular training. This

“The company strategy brief. Is not convey to the team, it stays/end remained at the mgr level. Every department have their own interest to do their own job without considering what will be occur to another department when discrepancies happened.”, and this problem is not good, because “we will loosing our business, because the guest will never come back again”, and this problem
could occur because “gap of know how between, the skill staff from jkt, and local staff”, said the first participant (Appendix p.8-9)

In the other side, Henry said that the biggest problem came from the local people that should be employed which was not all employees were in a good education. The company should hire the local people with limited education that mostly are graduated from senior high school or junior high school. Henry said that sometimes the company had the different capability between local people and the employees from Jakarta or Bandung which were in a higher education such as diploma of hotelier or else.

Henry stated that once he communicates with the local people, he should communicate clearly to minimize the misunderstanding. This situation shows that the company has to realize that the local people’s education is not good enough which means their emotional and attitude sometimes frontally act in front of others which means not a good attitude in hotelier. In order to solve this problem, the company gave a sharing session and training about how to be a good person, and about how to have a good attitude. One example that mentioned by Henry was, once the company gave an instruction to the local people while they were not in a good mood, sometimes they cannot retake the instruction or wish. They just leave the instruction and make it getting worse. (Appendix p.88-89)
CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

The barriers that hinder the proper managed main duties within the organization which were lacking of communications among its departments had resulted so many unexpected guests’ complaints in the actual fact. The employees did not really understand the company's visions and missions where-by should actually become their foundation to run their jobs, as well as to drive them realizing the whole eventual targets or goals. Besides, the barriers could also be seen when they were doing their particular tasks without considering the unexpected outcome which might occur in the other departments in case some discrepancies happened. It might also mean that the connection among departments was not solid enough and had produced too many different perceptions within.

It might be needed to hold more meetings among them in order to take decisions and once the decisions had already been made, everyone who was integrated was supposed to follow the rules or SOP, which unfortunately had not worked well in this case.

It was considered to be important as well for holding on regular meetings, briefings, sharing sessions, and trainings for all employees. These activities were expected to be quite effective for monitoring and staying highly aware of any kind of situations and conditions as early as possible, which would enable them to anticipate and solve the occurred problems promptly yet by applying the best solutions contain the least risks. Coming as the yield, it would eventually incite all the employees to work most productively and efficiently in a more convenient, secured and enjoyable working atmosphere.

Another considerable necessary point to conduct those regular activities might come from the leaders and the owner himself. In order to obtain a sustainable professional system, the owner needed to give in more trust and
authority to his department heads for taking decisions yet without losing his appropriate control in accordance to the major process and progress.

Nevertheless, in order to solve all problems that are related with communications we shall basically go back to the human resources themselves. If they perform well and are able to fully responsible for their particular duties with proper respect one to the others within the organization, the internal communication problems could be expected to occur less down to the least. While on the other hand as good as the system with high technology or whatsoever could be, if the human resources themselves are not able to be well responsible for their duty, it will however be less effective and productive.

The limitation of the human resource itself particularly appeared when the company ought to employ the local people who held on their limited education background and attitude, also when it had to make some deals with its new employees each year, which had by then performed the company more likely as a training course, which provided some opportunities for those young generations to develop their abilities and capabilities, rather than a pure kind of professional business oriented party.

5.2. Recommendations

It could be considered necessary to replace the managers who were not compatible in leading the staffs under their supervision. The supervisors need to achieve better understanding, especially concerning the company's vision and missions, in order to drive them in the most sufficient and effective way for accomplishing their best performances particularly and fulfilling the company's goals and targets generally as a whole solid teamwork.

So, the company actually needs to provide further employee communication training to their employees and staffs very well before they are put in its organization to be in charged in some particular responsibilities. In conclusion, the researcher recommends to do further research to investigate more about the employee communications in Umang Island Resort.
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APPENDICES

Appendix I

In-Depth Interview Guideline

THE ANALYSIS OF THE EMPLOYEE COMMUNICATION: A CASE STUDY OF UMANG ISLAND RESORT
(Qualitative descriptive on the internal communication in Umang Island Resort)

Jakarta, December 2011

Goal
To collect information about the experience, opinion, feeling, and other subjective points from Umang Island members as the participants in this research, that related with corporate communication.

Method
1. Questions and answers between the interviewer and the participants (recorded).
2. Transcription of the interviews.

Duration
Sixty until ninety minutes (depends on the information that will be collected, structure of the interview questions, information that will be given by the participants, and also the time that will be prepared by the participants).

Equipments
1. Blackberry smartphone as the voice recorder and camera (well charged).
2. Paper and pen to write the expression of the participants.
3. Laptop to type the transcription (well charged).
**Sort of the steps**

1. Preparation

   - Arrange the goal of the interview (what kind of information that wanted to be collected through the interview).
   - Prepare the questions as the guide of the interview (based on the goal form point number one).

Notes: please sort the questions from the introduction questions, general questions, until the specific questions.

- **Introduction questions** usually related with the identity of the participants such as full name, surname, place/ date of birth, address, recent activities, study place or working place, family background, etc.

- **General questions** usually a bit related to the goal of the interview, but still around general things. In the context to know the activities, the opinion, and the feeling of the participants regarding to the internal communication in the corporate communication. For instance is about the communication system in Umang Island Resort, the roles of the participant regarding to that communication system and also the opinion of that communication system, etc.

- **Specific questions** usually try to collect more information from the answer of the general questions (probing). Specific questions can be prepared as far as the interviewer can predict the basic answer from the participants. But sometimes it can be happen spontaneously. Specific questions also can be asked as the confrontation of the participant’s answers, for instance asking the participant’s opinion from the opposite of the answers.

   - Choose the participant that would be interviewed (the participant that chosen should be qualified and be able to give the informations that needed).
   - Contact the candidate of the interview, explain the goal of the interview, asking the permission and make a deal about the time and place of interview process.
2. Execution
- Greeting the participant and say thank you for the contribution and the time to do this interview.
- Explain to the participants:
  - The reason why the interviewer do the interview.
  - The goal of interview (what kind of information that willing to get from the participant)
  - The honesty of the participant in answering the questions from the interviewer.
  - The commitment from the interviewer to keep the participant’s identity for some information, if the participant is willing to.
  - The need to record all questions and answers section (please ask the participant’s permission to let the interviewer to record the whole interview).
- Start the interview form introduction questions, then general questions, until the specific questions.
- Before ended the interview, please re-check the informations. If still have something else which is not complete yet, please ask to the participant.
- Close the interview by saying thank you and by asking the permission of the participant to be called and interviewed again in the next time, if the researcher still need another information that haven't collected form the first interview.

3. Analysis
- Do the transcription from the voice recorder into the soft copy.
- Do the coding by choosing the important points in the transcription. For instance by giving underline or symbol in the important word or sentences or paragraph.
- Grouping the result of the coding in the same category and analyze the connection among one another.
- Make the final analysis assumption.

4. Notes for the facilitator
- Interview is a search or information collection method in qualitative research approach. So, there is no provision in determining the amount of the participants. The number of the participants dependent research purposes, the quantity and quality of information required, the capacity of the informant, and variants or the diversity of back of informant (to compare to the information between participants to enrich the information itself).

- The power of information located at the rate of beliefs of others or common people against the truth and the fact that was imaged from the information itself.

- If it’s possible, do the other methods of information collection (in addition to interviews, for example the study of references, the spread of questioner, etc.) to gather the same information that is collected through the interviews. This data collection is also called triangulation. Triangulation was done to increase the strength of the information that collected and the power of analysis and the conclusions of the analysis.

- To prevent the participant from the uncomfortable atmosphere during the interviews (e.g. tense, saturated, confused), interviewer can handle it by using several ways, such as:
  - Snacks and drinks for the course during the interview, to create an informal atmosphere and overcoming tension.
  - Photographs, pictures, schemes, charts, tables that simplify the interviewer’s questions who presented to the participants to assist them in understanding the question, responded by appropriate information that needed by the interviewer, and try to avoid the participant from a sense of saturated or confused.

President University, Cikarang, December 2011
Researcher,

Yoana Raissa Halim
Appendix II

Interview Questions Sheets

PARTICIPANT : I/ II/ III (1/ 2/ 3)
FULL NAME :
DATE :
LOCATION :

“Good … Mr. / Mrs. …. I’m Yoana Raissa from President University, faculty of communication majoring in Public Relations. First of all, thank you for your time to do this interview. This interview is being conducted to get your input about the employee communication in Umang Island Resort. I am especially interested in any problems you have faced or are aware of and recommendations you have.”

“If it is okay with you, I will be tape recording our conversation.”

“The purpose of this is so that I can get all the details but at the same time be able to carry on an attentive conversation with you. I assure you that all your comments will remain confidential. I will be compiling a report which will contain all staff comments without any reference to individuals.”

“If you agree to this interview and the tape recording, please sign this consent form.”

“I’m now going to ask your some questions that I would like you to answer to the best of your ability. If you do not know the answer, please say so.”

1. The participants’ personal identity.

   The data are used to mention:

   a. Complete name

   b. Surname
c. Place and date of birth

d. Address

e. Family background

f. Recent activities

g. Recent job (position, long time working for the company, reason to work in the company, and etc)

2. The participants’ point of view around job activities.

The data are used to explain:

a. The communication system in Umang Island Resort

b. The participants’ roles or main duty regarding to the employee communication in Umang Island Resort

c. The participants’ perception about the communication system at Umang Island Resort

3. The implementation of an effective employee communication.

The data are used to explain the factors below in Umang Island Resort:

a. Communicate up and down

b. Make time for face to face meetings

c. Communicate online

d. Create employee-oriented publications

e. Communicate visually

f. Focus on internal branding

g. Consider the company grapevine
4. The problem(s) in Umang Island Resort.

The data are used to explain:

a. The biggest problem that participant ever faced

b. The reason to choose the problem as the biggest problem

c. The participants’ point of view about the reason why did the problem occur and the suggestions to solve the problem

d. Another problem that still exist in Umang Island Resort

e. The participants’ opinion why do the problem occur and suggestion to solve the problem

5. Participants’ expectation about Umang Island Resort in the next 5 to 10 years from now.
Appendix III – Interview Transcripts

1. First Interview

   a. Participant 1. Note:

      - Name of participant : Christian P.B. Halim
      - Facility : Interviewer (yahoomail)

Participant (gmail)

Re: QnA for thesis, titled crisis communication in management
October 31, 2011 1:07 AM

1. Why do you decide to build Umard Island Resort and hospitality as your business?
   A. unique scenery, the beauty of pulau umang, is strategically located nearby the Ujungkulan national park, where by the 58th java rhino living in the area of 70.000ha tropical forest, also produce 35 ton oxygen in a day as well as taken a 14 million carbon in a day, makes the air surrounding umang island is so fresh, how ever my biggest reason because I love the nature

2. What is your main duty as an owner of Umang Island Resort?
   A. to checked and measured the guest satisfaction n at the same time to insure the services meet our guest satisfactory

3. How long you have been leading Umang Island Resort?
   6 years, since 2005

4. How do you lead/manage, motivate, and keep your employees?
   # trained the team, build an understanding, that the property of umang is just only the body, but the employee is the soul, who can colouring the experiences and the happiness of the guest in a unique way
   # we did a regular training, to keep their motivation, and also they can give their advice to improve our service at our monthly brief and gathering

5. Every company ever had problems/difficult time. And as an owner of Umang Island Resort, what is the biggest problem that you ever faced regarding to crisis communication in management?
   # the company strategy brief, is not convey to the team, it stays/and remained at the mgr level
   # every department have their own interest to do their own job without considering what will be occur to another department when discrepancies happened

6. Why do you think that is the biggest problem? (refer to the fifth question)
   # We will loosing our business, because The guest will never comeback again
7. In your point of view, why do this problem could occur? (refer to the fifth question)
   # if the system is not solid and the mgr is not having enough interest and patient to trained their team
   # gap of know how between the skill staff from jkt, and local staff

8. How do you handle the problem? (refer to the fifth question)
   # replace the manager
   # regular training for the staff

9. Is there any problem still exist in the Umang Island Resort?
   # at this moment all of the staff are highly motivated to served a better service

10. What is your expectation or your dream or your wish to your island in the next 5 to 10 years more?
    # we will be able to develop the UTDC Ujungkulu Tourism Development Centre,a 500ha land
    , and all of the international hotel operators will joint the utdc, but they must show their green concept, as well as to establish the community development program, inorder to end the poverty off the people in the area surrounding Ujungkulu National Park, that we believed it will be very affective as the entry barrier to the national park of ujungkulu

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-----Original Message-----
From: Yoana Raissa <yoana_100190@yahoo.com>
Date: Sun, 30 Oct 2011 12:51:23
To: christianpbh@gmail.com <christianpbh@gmail.com>
Subject: QnA for thesis, titled crisis communication in management

Good morning, Mr. Christian, I'm Yoana Raissa from President University, faculty of communication, majoring in Public Relations. First of all, I would like to say thank you for responding my message regarding to this Question and Answer session. And also thank you for spending your time to fill the following questions that will be used as information and reference in my thesis, titled crisis communication in management. Here are the questions.

1. Why do you decide to build Umang Island Resort and hospitality as your business?

2. What is your main duty as an owner of Umang Island Resort?

3. How long you have been leading Umang Island Resort?

4. How do you lead/manage, motivate, and keep your employees?

5. Every company ever had problems/difficult time. And as an owner of Umang Island Resort, what is the biggest problem that you ever faced regarding to crisis communication in management?
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2. What is your main duty as an owner of Umang Island Resort?

3. How long you have been leading Umang Island Resort?

4. How do you lead/ manage, motivate, and keep your employees?

5. Every company ever had problems/ difficult time. And as an owner of Umang Island Resort, what is the biggest problem that you ever faced regarding to crisis communication in management?

6. Why do you think that is the biggest problem? (refer to the fifth question)

7. In your point of view, why do this problem could occur? (refer to the fifth question)

8. How do you handle the problem? (refer to the fifth question)

9. Is there any problem still exist in the Umang Island Resort?

10. What is your expectation or your dream or your wish to your island in the next 5 to 10 years more?

That is all of my questions. Thank you for your time.


Best regards,

Yoana Raissa
b. Participant 2. Note:

- Name of participant : Christiana Kumala Gunawan
- Location : Ms. Christiana’s house
- Date : October 28, 2011
- P2 : Participant 2
- I : Interviewer

I: Good evening miss Christiana, it’s a pleasure to meet u. I’m Yoana Raissa from President University.

P2: With faculty?

I: Erm., faculty of communication, majoring in comuni., in Public Relations.

P2: Great, good evening. How should I call you? Yoana or Raissa?

I: Erm, it’s up to u, suits you.

P2: Ok then, I’ll call you Yoan. What can I do for u?

I: Actually I’m in thesis writing right now. I am researching about crisis communication in management within a company. And I choose Umang Island Resort as the case study. I really need your help to give some information as references in my thesis.

P2: When it should be done?

I: Erm, it should be done this, actually this, the latest of this month and the defense would be the first, first- second November.

P2: Wow it’s near. So, I’ll help you with pleasure. Erm, what do you wanna know?
I: Erm, First of all, could you please tell me ermm, your position in Umang Island resort?

P2: Yes, I’m working here as Finance and Administration Director.

I: Ah, how, may I know how long have you been working as a director of finance and administration in Umang Island in Umang Island Resort?

P2: Erm it’s about six years in Umang, since its establishment but actually I’ve been working with the same principle for, I think for almost twenty six years.

I: Twenty six years..?

P2: Yeah

I: How come?

P2: Because of the erm, the situation, and the, the team work here. I think it is erm, erm I enjoy the situation.

I: Oh, great. And Umang Island just establish for six years right, then how come you can work for twenty six years?

P2: Yah, first, I join in a garment company, then erm, my principle open a café and restaurant. It is in Bandung, followed in Medan and Jakarta and afterword, erm he run the Umang Island Resort till now.

I: Ohh cool, what a varr, variety experiences u have. Erm okay, let’s start with the major questions.

P2: Ok then

I: Ok, erm the first thing that I wanna know, as a director of finance and administration at Umang Island Resort, what is the biggest problem u ever faced regarding to communication and why do you think so?
P2: Erm, let me think, in my point of view, the biggest problem is that not every person has the same perception in the importance of communicating and coordinating. Yaa, for instance is in budgeting. After receiving the budget allocation, sometime we have to push for the report of the budget realization for many times before we got it.

I: You have to push the report?

P2: Yes of course, because I have to prepare the financial report.

I: Oh, I see. Erm, according to your opinion, why do this problem can occur..?

P2: Erm yes, this problem occurs because of the majority of the operational people do not put the administration as an important thing. It caused some problems for us to submit a proper financial report.

I: Ok. Regarding to this case, erm do you have any suggestions to solve the problem?

P2: Yes I do, we have to make a workshop and training to give more understanding for all team about the needs and correlation between one to another in a team work ya, a careless thing doing by one department will have impact to other department. So, the awareness needed by all employees in this company, it has to become a self-consciousness of everyone.

I: Okay. Erm, Is there any other case instead of budgeting that you can tell me?

P2: Yeah, the other is about coordinating in transportation. Actually, we have to arrange for employees’ transportation from Umang to Jakarta or Bandung and vice versa. When the human resource department gives incorrect number of persons as the passengers, then it will make miscalculation and arrangement of the transportations. Hope these two cases can help you in investigate more about the crisis communication in management within a company.
I: Ahh, ok. Thanks for the examples. Oh yeah, erm do you have any suggestions for this case? I mean about the transportation case?

P2: Hmm, I think each department has to give update info to avoid missed data. Because, the wrong info from one side can make any inefficiency and high cost than it should be.

I: Erm, what do you mean by inefficiency and high cost? Erm I mean the explanation about that, because I don’t really get the point why it can cause inefficiency and high cost.

P2: Yah, for example, one car can consist of seven person and when you have a miscalculation, it can cause us, it can force us to prepare more than one, we have to prepare two, for example erm you said that the people from Jakarta is five person and from Bandung four person, it means we have to prepare for two cars, but in fact, in actual, the people is only totally six people. So we actually we only need one car.

I: Oh I see. And open new car as the transportation can cause double cost for the gasoline, erm and then.

P2: Tol.

I: Oh yaa yaa, I know okay okay, I see I see. Okay, so, what have the company done to solve these two cases?

P2: Yah, first, we do a brain-storming through each department to let them know about the inter-relationship among department in teamwork. Then we go through a deadline.

I: Oh, ok. What a great step to solve the problem. And finally, erm I think erm I need to know, I’m really eager to know about your wish, your hope, or any comment, or anything you want to this company regarding to these cases? I mean communication, crisis communication or communication case, problem, like that.
P2: Ok. I hope there is a continuous training from the company to all employees, so they can improve the team-building and their awareness about the importance of communication in administration which is support data for each department as a feedback to make a better improvement for all. So, I think it will minimize miscommunication occurred.

I: Ho, Okay, erm I think it is enough for this interview, thanks for your time and your information that u gave to me. I really appreciate it.

P2: With pleasure Yoan, and I wish u success with your thesis and good luck!

I: Wow, ok thanks. Good bye.

P2: Bye, see u.

I: See u.
c. Participant 3. Note:

- Name of participant: Henry Yostin Hidayat
- Location: Burger King, Sarinah
- Date: October 29, 2011
- P3: Participant 3
- I: Interviewer

I: Good afternoon Mr. Henry. Have a seat please.

P3: Hi, good afternoon Yoan, thank you, eh sorry sorry I’m late.

I: Ah, It’s okay, never mind, thank you for coming. How are you?

P3: I’m fine, thank you, yoan. My pleasure. How about you? Seems you are so busy lately.

I: Yea, busy with my thesis report and thesis defense preparations.

P3: Oh I see. So, when is your schedule for thesis defense?

I: It will be in the first or second day of November. If I’m not mistaken.

P3: Oh great.

I: Yea. Well, can we start the interview? I’m worry to disturb your leisure time.

P3: Mmm, It’s fine, erm I prepared the time already. Please go ahead.

I: Okay thank you. By the way, I never asked you before, how long you have been working as a guest relations manager at Umang Island Resort?

P3: Mmm, Well, it’s almost two years I joined as guest relations manager at umang island resort.
I: Ooooh I see. Erm, what is the job description of guest relations manager?

P3: Erm, my main duty is to organize the team and of course to achieve guests satisfactions.

I: Oh I see ya ya. Okay as a guest relations manager at Umang Island Resort, what is the biggest problem u ever faced regarding to communication in management..?

P3: Wow I think the biggest problem in Umang Resort is lack of communication within organization.

I: Why do u think so? Why why do you think that’s the biggest problem..?

P3: Mm well, because in actual fact, there are so many complaints from guests that caused by lack of communication within organization. For instances, miscommunication between guest and marketing. You know that marketing

I: Ya

P3: In Jakarta right

I: Ya ya, I know, in Barcelona square, right

P3: Ya that’s right. So, Guest not well informing regarding to the island’s condition, for example beach, and then cottage, and view, and the facilities. They they just mention about the general information, the island is bla bla bla, but they don’t mention regarding the detail about the cottage. Another example is come from the department itself. Guest relations department do not support well by the other departments. For instances, it takes time to solve guests complain regarding to the cleanliness, maintenance, and etcetera.

I: Oh I see.

P3: That’s the biggest problem in umang island resort.
I: I see, so the other department do not perform well and then it cause bad impact to the guest relation officer.

P3: Correct.

I: Oh I see. According to ur opinion, why do this problems can occur..?

P3: Hmm, there are many reasons of course, first, because they re lack of awareness to do their main job. They only think that it isn’t my part, they don’t want to do more. The second one, other departments always think that it’s useless if they work harder because they think at the end , the one who get the advantages from guests means tips is gro. So they always think it’s useless if they work harder, so mmm

I: Ya ya, at the end the one who get the tips is guest relations officer.

P3: Yeah and next for the marketing-guest case, it could occur because the marketer don’t really know the actual condition.

I: Erm, you mean they promote something but they do not really understand the situation in the current place, never survey before, but already promote? Like that

P3: Yeah, correct, because they are a new marketer or someone who in charge of an event and they never come to the island. So, they don’t know the real condition of the island, some of self person.

I: Oh some of them.

P3: I’m worry is that they talk to the guest of the island but they only imagine by pictures.

I: Oh so just based on pictures or based on the flyer, brochures, like that.

P3: Yes. Like that.

I: Okay. Is there no any…
P3: I’m thirsty so can I have…

I: Ah ok, you can just drink… Erm, how, they promote something there is no based on the script, is there any text that mention what should they say to the guest? And what should not?

P3: We have but maybe for the form itself they well keep information to the guest, but for the new comer, for self person erm there are so many complains from guests when I saw the self person is a new person. They don’t mention the real condition, for example erm the beach condition. Guest always ask, guest always ask, I want a sunrise view.

I: Sunrise view is the sand beach

P3: It’s a beach sand or bla bla bla. Or the sunset view with the sand but the condition, in sunset view we have no sand over there.

I: Yea, only coals

P3: Hmm, but the marketer mention that there are sand, white sand in front of sunset view. Makes complain from guests right.

I: Yea. I know I know. Ok, from these two cases, is there any suggestion from you?

P3: Well, the most important thing for marketing to reconfirm first to the island about the guest’s questions about umang before they inform to the guests. Maybe if they are worry or doubt regarding to the question, better they write down the question first then ask to the island. And then the second suggestion, it’s important to explain to other departments that working hour of GR Guest Relations means more than 8hours and without extra payment. Can you imagine, they stand by all day. When the guest need them, even in midnight.

I: Always ready for the guest
P3: Yeah that’s right.

I: Ah ok, how about current situation..? is it still like that or it’s already have any improvement with some cases in the island.

P3: Fortunately, recently, the communication is getting better. The company provides a Smartphone for each department and made a room chat for their daily activities’ report. So, if guest relation send message about guest’s complaint to the group, it’s will be responded quicker by related department, because it is monitored by the owner of the resort.

I: So the owner is joining in the group?

P3: Yes. That’s the benefit of the smart-phone. So it will be easy for GRO, guest relation in this case yah, solve

I: So just need to post something and then the other department will be answer directly like that because this will be monitor and then will be control by the owner in the group.

P3: You know why because if those department late reply, the owner will ping!

I: (laugh)

P3: All is monitored, why you don’t respond.

I: Oh I see. I know I know, So, is there any problem still exist in the island..?

P3: Well, I think the problem about coordination within department for the guest support had solved. But it raised a new case by using the smart-phone which is each department reported directly to the group without confirm first to related department.

I: Erm new case you mean? Erm like what, I mean I don’t really get the point, Can u give me an example?
P3: Okay. For instance the security. We have a room chat for security, room chat for housekeeping, banquet, restaurant, kitchen, GRO, etcetera. Then security reported that they found five bottles of toilet cleanser in a dustbin that will be delivered to mainland. This is for example, right?

I: Oh Yea.

P3: This case is really happen. Lately, the security took a picture of the bottle and uploaded the picture to the group with note “ditemukan lima botol pembersih toilet di tempat sampah”.

I: Wow. Hahaha.

P3: The problem is, you know what, the security didn’t check the bottles whether it’s empty or still full.

I: I see.

P3: Well. It caused many questions from some members right, of the group and they assumed that it is new bottles that will be kept by the gardener, right?

I: Yea, that’s right.

P3: But after investigated, the bottle was empty and it was garbages. Hahaha, can you imagine, right? (laugh)

I: Haha yea, the security didn’t check but they make a report. How silly. Hmm okay.

P3: Yes. And that’s the problem

I: Yea, and the group make a bad assumption.

P3: Yes. The picture created negative assumption to the members of the group. Means, when I read, wow, the gardener will keep the bottle. It’s a negative assumption of them.
I: Yea, the people thought the bottle still full with the toilet cleanser.

P3: It wouldn’t happen if the security checked the bottle first. But at the last, the security restated his statement and said sorry for reporting the empty bottle.

I: Hahaha yea, at least he said sorry.

P3: It’s funny for me

I: So, i just want to reconfirm, what should they do before someone post something in the group chat?

P3: Well, erm, the first one, it is better to recheck or make sure of something before posting a statement or picture in the group. Second, second one, it is better if they reconfirm to the related department regarding to the statement, means that ask to the related department first to the PIC blab la bla. If they still confuse or there is no good answer from related department, then just broadcast to the group.

I: So they have to make sure first is it really need to post or not, after got the information or confirmation from related department, then they can post to the group as the report.

P3: Yea, that’s correct.

I: Okay. Erm, from this cases, is there any suggestion regarding to solve this, to solve crisis communication in this organization without raising another problem like this smart-phone?

P3: Well, the main point is comes from the human itself. If they perform well, be responsible with their duties, and respect each other within the organization, the problem will not occur. That's the most important point.

I: Oh yea, so back to the human itself.
P3: That’s right. Because as good as system with high technology or etcetera, if the human itself not responsible to his duty, it means nothing.

I: Yea yea, so back to the human. Ok, I think it’s enough. Thanks for ur time. Maybe you can continue your leisure time with spending your holiday or etcetera.

P3: Ok, your welcome, Yoan.

I: I think it’s enough, so I can, I got some information here, I already get the point.

P3: That’s great, success for your thesis, Yoan.

I: Ok, thank you mr. henry. Ah, it’s a long time to see you again.

P3: Hahaha

I: Ok thank you bye bye

P3: Bye.
2. Second Interview

a. The First Participant. Notes:

- Full Name : Christian Prasetio Budisetyo Halim
- Date : December 5, 2011
- Location : Mr. Halim’s house (Puspita Loka blok D 1/2 BSD City, South Tangerang)
- I : Interviewer
- P1 : Participant 1

I: Good morning Mr. Christian. I’m Yoana Raissa from President University, faculty of communication, majoring in public relations. First of all, thank you for your time to do this interview. This interview is being conducted to get your input about the implementation of the communication in Umang Island Resort. I’m especially interested in any problems you have faced or are aware of any of and reco recommendations you have. So if you have any recommendation for me or for your company, I’m really glad to to hear about that. And if it’s okay with you, I’ll be tape recording our conversation. And the the purpose of this

P1: Slow slow slow

I: Okay

P1 & I: erm

P: Just step by step

I: Ya

P1: I I don’t mind your erm take the recording

I: Ya

P1: So you are questioning me erm regarding the communication?
I: Ya, the implementation of the employee communication in Umang Island Resort.

P1: Okay. So, at the time being, we have a strategy of communication by heart. Meaning that beside all the employee understand very well about their job, about their function, about their impact when something goes wrong or everything goes very very good, the impact is actually presenting how good our communication with all of the guests at umang. So, meaning for this communication, for me or to my understanding that as long as all the all of the employee understand very well what is the most important when we are in the position to serve the guest.

I: Ya

P1: That the imperfection could be happen, but how we handle all of the guest complain, that would be the most important. So, meaning the communication between all the staff and the employee to the guests is very very much important. So, in conjunction with our program of working by heart, one of the most important is to build up the communication with the the guest since they are on the way to Umang. Even though the guest is not yet arrived at Umang, we already build a communication through a blackberry messages or through SMS or through email that we are waiting for them. And usually we already advice about the the trip ya, the how to reach umang, and so they will not be lost on the way to umang

I: Right, like a direction

P1: And then, yes the direction and this is very important because our place is somewhere of nowhere.

I: (laugh)

P1: In the sunda strict and in the southern part of Banten Province closed to Taman Nasional Ujung Kulon. So, we are exactly in the each of er
Banten Province in the western part of Banten. So, the communication is so much important to us that when we are be able to build a good communication with them, then the appreciation is already there, the respect is already there, so erm when they arrive at the arrival, at the mainland, our greeter or our guest relation officer is already waiting for them erm for welcoming erm to the guest, so the guest is very pleased that someone is waiting for them. So, this is a communication erm erm which we put as a very important erm SOP ya. And then erm also the communication with the guest that we are trying to introduce all the facilities and activities erm might be proceed erm during the the guest staying at Umang. And also erm to include the precaution of safety procedure so, they will be more erm comfortable and convenience erm when they are staying with us.

I: Oh okay, ya. Actually at the first erm I’m gonna start the interview by asking your personal identity.

P1: My personal identity

I: Ya

P1: Okay

I: It’s like our erm complete name, surname, place and date of birth

P1: You want to know everything about my personal okay.

I: (laugh)

P1: My name is Christian initial P. B. Halim

I: Christian P. B. Halim

P1: Okay

I: And your surname?

P1: My surname is Halim
I: Halim. And your date place and date of birth?

P1: Bandung twenty fourth November nineteen fifty seven

I: And may I know your address?

P1: My address is erm at Puspita Loka erm blok D one/two BSD City, Tangerang Selatan.

I: (laugh). Erm and may I know your family background.

P1: My family background.

I: Yes.

P1: What do you mean by family background?

I: Maybe your erm you have kids or married or

P1: Sure I’m married. I have a nice erm beautiful wife and beautiful kid

I: Ya, and your recent activities?

P1: My recent

I: Ya

P1: Activities. Erm honestly I’m at the age of my erm my business adventure that erm I have be aimed of erm build the erm so call Yayasan Tunas Mandiri as the social erm NGO to erm helping erm mostly the young generation of build up their self esteem, confidence building, trust building, and they are be able to stand by their own erm feet, and erm look into the world in the batter way ya, so erm the business itself now erm will be running by all the professionals, erm hotelier involve and erm we put our business is not just only erm as a business but more as a place whereby the people can practice and explore their ability, skill, experience, and after that they may have a better position in the other place. So, meaning that
our place is more or less is like a course that the job in our company is not their
destination, but is only a step forward, to go forward to a better place.

I: So your occupation is about erm creating Yayasan Tunas Mandiri and Umang
Island Resort, and working for Umang Island Resort?

P1: Yup for the business itself actually is already run by the professional and I just
drive them to to have a big dream because we have erm about two hundred
hectares erm in the mainland that we are trying to develop as erm we call it as a
Ujung Kulon Tourism Development Centre whereby this place is the only place,
maybe I don’t know but erm at the time being erm maybe it’s the only place that
erm there is a a place for hotelier erm we call it as eco-tourism that all of the
building, erm energy, every things have to be related with the environment.

I: Okay I see. So, Umang Island has established for how many years?

P1: Erm for pula Pulau Umang erm actually I bought it in nineteen eighty, but erm
for this hotel development is starting erm during zero four and finish erm
completion by the end of zero four but erm unfortunately the tsunami erm disaster
is there so everyone and everybody erm afraid of the erm erm beach activities at
that time. So, erm then we start running the operation by mid of zero five.

I: Zero five. Erm why do you choose to create Umang Island Resort or ya make an
island?

P1: I’m not making an island

I: Ya I mean

P1: The island is something when I bought it in erm nineteen eighty that I don’t
know erm what to do with the island so the ideas is because I like to be in the
nature, I like to be in the country-side, and also the business of tourism is very
good because erm our job is to pleased other people and this is very good for our
heart too and erm also we have to taking care of our emotion erm this is a very
good business erm to the environmental as well as to all the staff and employee
that erm we have to act and behave erm very nice erm and hopefully this nice behavior will be as a habit ya. So, this will be influence as well as the erm very good behavior to all the staff and employee.

I: Okay. Okay let’s back to the employee communication. So, your main duty or your roles in your employ in your company is to monitor all staff and the communication system itself is like erm working by heart?

P1: Erm working by heart is the so call working by heart is the platform

I: Platform

P1: Ya. So my duty is to explain to all of the erm directors, management to understand erm what is the purpose of this erm working by heart. So because working by heart is a matter of erm when when you have the skill, meaning erm you have the brain meaning you have to be erm responsible and erm when you have the experience, then you have to be reliable, this is very important and also the action erm made by all the staff and employee erm as to be conjunction with the main purpose of their job, meaning the function ya. So all of functions, whatever it is erm whether you are in the let’s say in the kitchen erm staff, or you are in the electricity staff, or you are in the house-keeping staff, so first of all you have to understand your job and you have to understand the impact when everything goes wrong or everything erm goes smoothly. So then erm we have to build an empathy when something goes wrong for instance when the air-con is not running well. So, this would make erm the guest erm very exhausted in the room, frustrated, and that is not what the guest paid for. They they have to be erm very very erm they need a room which they can erm spend a time, very comfort, convenience ya. So, is not only how they they erm maintain the the air-conditioning, but they have to be very very erm much pay the attention that the air-con has to run very well, because otherwise dir this air-con will give the negative impact to the guest. So, meaning erm working by heart is a matter of responsibility, it’s not just do the job ya. So, erm whatever it takes, then they have to safe this situation and condition to pleased the guest.
I: Okay, erm as we know, an effective employee communication should implement seven factors, such as the communicate up and down, make time for face-to-face meeting, communicate online, create employee orientat oriented-publication, communication visually, and focus in on internal blanding branding, and consider to the company grapevine. Erm, what I wanna ask you is erm Umang Island implement this factors or not?

P1: I don’t know, because I’m not study this erm formal communication, but as far as I know the most important is all the staff and employee understand very very well their job and then erm how they be able to to communicate with other section erm and we are erm very very in this situation we are having the advantages of the technology that erm in our hotel, all the section, they have the blackberry.

I: Ya

P1: So, erm all the problem will be upload to the blackberry and everyone will contribute. So, meaning the communication will be leverage to everyone erm at one. So, we have erm very fast communication and erm this this communication of blackberry is very erm advantage to us, very good. Even though I’m not there, but still I can monitor what is erm going on in the operation and I can contribute my advise erm as well as the director erm also they can erm add their erm opinion or advise to all the erm operational staff.

I: So means the communicate up and down erm happen by

P1: Directly yes

I: Directly by the

P1: We have the media erm on this blackberry which are very helpful to us.

I: So means erm there is no face to face meetings?
P1: Of course we have erm for instance we have a leader’s club erm, training for trainer, we have monthly briefing for employee that in this occasion and opportunity we try to evaluate what is the achievement of our company and then erm what is the result of our services through all the guest with the the guest comment through the guest comment which are very helpful to us to emphasize the weaknesses with still happen, so we can rush to improve the services, as well as the new strategy that we have to improve form time to time and more activities delivered for the guest. So, meaning this forum is very important that we have a leader’s club meeting for twice a month

I: Twice a month

P1: So, for every two weeks, and then we have all the staff and employee briefly meeting for once in a month

I: Once in a month. And about the communicate online using by mail only.

P1: Online yes, we have the all the communication at the time being from this blackberry helping us a lot in the communication that through the bbm as well as the email

I: Ya

P1: That we can open everywhere, anytime, very responsive ya, we can very fast create the decision ya and also link up to all parties which are needed in the decision making

I: Ya. And about the employee oriented-publication do you motivate your employees or have some something to motivate them, said something to them?

P1: Oh sure, I mean one of the very important to understand the working by heart is that I always try to make them understand that the purpose of working is not only for money. Money is to my personal opinion, money is very important but it’s not the the main purpose of why people is looking for
a job. Erm working is the opportunity for everyone and everybody to explore their ability to be better and better and to raise their their capability of responsibility and to raise also the knowhow and knowledge whereby sky is the limit. So meaning there is no erm there is no

I: Limitation?

P1: Ending of improve improving the skill ya

I: Ya. And

P1: So, erm this is very important erm that I always erm tell them that once you are be able to explore yourself you can working very happy you erm you do the job erm with without any burden. So, erm you are very happy with your job and the money will be follow u.

I: So we are not chasing money but money follow us.

P1: The money will be chasing for us.

I: (laugh)

P1: Really

I: Okay

P1: I I I guarantee you that

I: Okay, erm in your when you motivate them or explain to them, is there any communication visual like presenta slide presentation or else, or just by conversation only or you bring them to the spot of the workplace or any other slide or visual communication?

P1: Of course erm erm sometimes we erm when in the middle of the briefing or the training erm we put the picture erm erm a song erm erm or a good movie that reflect the the contents of the erm story which will be erm give the the the positive impact to the viewer ya. So, meaning that the system of motivation will be erm
will be doing in different way that there is motivation one on one from the leader to the staff and also we have program of we call it as a golden love that usually those people only knows the name of their collage but in our area of company that at least they have to know about three friends of them that they have to know exactly who is their wife, how many kids, and what is the the situation of their atmosphere of live. So, to understand more this is very important to understand more about our collage at the same time is more easier to response in the way of empathy ya to all the friend.

I: Ya. And I would like to know about focusing on internal branding. I believe you have internal branding such as the logo, and then the philosophy, vision, mission, I believe you have in your

P1: Sure

I: Company

P1: Sure

I: And your logo if I’m not mistaken is Amazing Umang Island Resort, right?

P1: The Amazing Umang Island is the tagline of the beauty of nature.

I: Ya, so you choose your logo Umang Island Resort, The Amazing Umang Island because

P1: The beauty

I: The beauty of the nature? And about the

P1: Beyond your imagination

I: (laugh) ok. About the moto or philosophy?

P1: The philosophy is when we have a good thought then we will produce positive and then will create positive attitude and at the same time all
the words erm through our tongue will be positive and also we will be having a
good barrier of all negative things might be happen to us that with positive
thinking we are be able to face all the problems in a better way.

I: So, it’s like beauty, brain, and behavior?

P1: I don’t know about it, but erm something like that but everything has to be
erm erm start from your heart.

I: Okay.

P1: So, you have to to to build your own integrity ya. So, meaning that when
your heart is good then your thought will be good erm your attitude will be better
will be good erm you can say all the words comes from your mouth will be good
erm and we will react all happen in front of us in a positive way.

I: Ya. How about the vision and mission?

P1: The vision. Okay, the vision erm of our company that at the time being is that
we are aiming that our place will be erm a place for whom having the willingness
and ability to be erm independent, but at the same at the same time is also willing
to share.

I: Willing to share

P1: With others. That is our vision.

I: Ya

P1: So, our organization we are not aiming as a biggest erm hotel industry no, but
a place to whom that having the willingness and ability to be independent and at
the same time to share with others. That is the vision.

I: Yes.

P1: For the mission, we have erm five mission that erm the first we put the
company as a place erm for the opportunity to raise our ability and achievement.
Secondly that erm we put the job that we are responsible to to be part of a good environment and atmosphere of erm organization ya conducive.

I: Conducive.

P1: Ya. So, that we are not allowed all of the people to say something bad from one to another employee that this will create and produce a negative thought ya. So the third that we have to be able to erm raise a good business that we as a business erm organization we have to erm get a profit profit and erm the fourth we have to give a better erm welfare to all the employee. The fifth, we have to expand our business that we have the opportunity to erm give more place for erm the employee.

I: Okay. And how about the company grapevine? Is there any charity or social responsibility to others?

P1: Erm of course. I mean erm we have the NGO erm activities, erm we call it as erm UjungKulon Conservation Society.

I: Yes.

P1: Whereby I stand for the executive director for community development that our job is to erm offering all the corporate activities in Umang that if they have the erm so call erm social activities, erm like erm recently we have a program of clean water for the villagers, this is one of the poverty erm program ya to help the poverty program. So, erm the clean water is very important for the health of the people that erm in our district region erm of kecamatan sumur is about twenty thousand erm people is living

I: Wow

P1: With erm erm almost dirty water because the water is almost coming from the river and still they are washing erm the cloths the motorcycle everything even the the caws erm in the river. So this is not healthy ya. And erm this is very good that erm some of the national company is having the intention to be part of this
program. So, even last month erm Cobelco erm Indonesia is willing to support
one of the erm clean water program. So, we are very happy with it. So, the we we
have this erm UCS that erm working more for erm plantation that we have erm
program of one million trees. Because you have to understand that one trees one
tree of erm five years old is producing about five KG of Oxygen and erm like you
erm adult is only needed about four point eight KG in a day. So, meaning when
we erm plant one tree within five years, meaning the oxygen is more than enough
for erm one erm adult ya. I’m very happy that Pulau Umang is nearby the
Ujungkulon erm National Park that whereby the Java Rhino is there, erm very
limited is only fifty eight erm Java Rhino at this moment with the four kids
erm through the information of WWF and this seventy seventy thousand hectares
of erm tropical forest erm in erm Taman Nasional Ujungkulon erm is producing
about thirty five thousands erm oxygen in a day and also erm taking about
fourteen million liters carbon in a day. So, you can imagine that erm when you are
erm at Umang Island you can feel that the weather is so clean, so fresh, and so
healthy.

I: (laugh) Ya. So the charity is erm about cleaning water and then the plantation.

P1: Ya and erm as well as the Yayasan Tunas Mandiri that we are helping the
people as I told you before that erm we put our organization as more like erm a
course that our aiming is that even though they are limited in erm school erm its
erm let say they are in the twelve grade but with the training and the skill they
have within two or three years, they are erm having the ability erm to be erm a
professional that they they also can work in in hotel in Jakarta for instance. That
erm we will put more program for educational like erm English course and erm
personal personality development ya, erm so they can raise their their really their
confidence building.

I: So it’s like scholarship?

P1: Erm it’s not scholarship but erm it’s more or less that we try to help them to
get a better job that erm you have to imagine that for Umang Island we only can
accept about one hundred employee that erm within five years then we only have one hundred employee but if we put this Pulau Umang erm as a training course that erm every year we can let say erm convey all this erm professional to erm better job, so every year let say erm we can we can send about one hundred employees to different hotel or different erm business then erm within five years then we produce already five hundred people ya

I: Wow

P1: So ev ev ev even better than only a five hundred people

I: Great. Ya and every company ever had problems or difficult time, right? Ya, what I wanna know, what is the biggest problem that you ever faced regarding to the employee communication? And why do you think that’s the biggest problem? In Umang Island of course.

P1: Erm, honestly I’m I’m very happy that erm thanks God that we have not such erm problem serious in in the serious way. But erm in the beginning erm of course we need time to understand erm more about the culture of the people surrounding Umang and at the same time also all the staff and employee also they need time to understand what is the organization has to be. So, I believe in the first year to the second year, there is the time erm for us to erm built a better communication erm that to skip all the negative thought ya and the trust building should be there. So, the difficulties I believe is only in the first year when each party is trying to understand more. So, erm the management erm is try to understand the culture of the villagers erm among the Umang Island and the employee is try to understand about the rules, about the regulations ya, the procedure of how the administration erm has to be.

I: Ya. Erm in your point of view, how do this problem can occur?

P1: Can occur?

I: Could occur.
P1: When there is lacking of communication. So I mean the problem erm erm most of all to my understanding all the organization the most important is how to build the communication. When the communication problems then everything will be goes a problem.

I: Okay.

P1: So, to understand is very important.

I: Ya. So, it means the problem erm had solved and there is no more problem till now?

P1: We erm fortunately we are not having such a serious problem of communication with their employee ya. Because erm as I told you monthly we have erm briefing we have erm communication with the staff and usually we discuss, share all the problem ya, even though we are hit by the issue of the tsunami erm then they understand that erm no guest is daring to come to our island so what can we do ya? So, I mean is a matter of erm erm erm communication is the result of the communication should be an understanding. So, when the understanding is there you have no problem with the communication.

I: Okay. Erm the last question is, could you please tell me about your expectation or your dream, your wish about Umang Island Resort for five to ten years from now?

P1: I told you, my dream is the Ujungkulon Tourism Development Centre and I believe the business of erm tourism industry will bring a lot of erm goodness, a betterment, because erm we will train all the people having a good behavior erm positive thinking, and then at the same time, we have to treat and maintain all the environment and erm in conjunction with the Ujungkulon Tourise Tourism Development Centre that erm will be erm hoping that will be happen within five years erm this is maybe erm whereby the hotel can share about erm how important is the nature to the living of the human being ya. Because at the end that still we
are erm as a part of the nature. So, meaning that our responsibility is not only to survive erm in our live, but we also have to prepare what our next generation will be living in what kind of world ya. So, if we are not starting the erm environmental improvement, starting from now then will will be erm too late ya. So, therefore in our UCS erm campaign that our slogan is no future. No forest no future. So, meaning forest is very important.

I: So, you believe in five to ten years, you can achieve all your dream?

P1: Erm, in the blessing of God, yes.

I: Okay. Good. Okay, I think that’s all I wanna ask you today erm do you mind if I I need more information from you, I can ask by mail or else?

P1: Sure, no problem, very welcome.

I: Okay, and actually I need your signature for this consent form that erm stated you are agree to do this interview and the tape recording. Erm this is the pen. Okay and this one. Okay, thank you

P1: You welcome

I: Okay
The Second Participant:

Full Name : Christiana Kumala Gunawan
Date : December 4, 2011
Location : Mrs. Christiana’s house (Pulau Panjang IV blok M VI no. 25, taman permata buana, west Jakarta)

I: Good morning Ms. Christiana.

P2: Hi, good morning.

I: I’m Yoana from President University, faculty of communication majoring in Public Relations. First of all, thank you for your time to do this interview. And this interview is being conducted to get your input about the implementation of the employee communication in Umang Island Resort.

P2: Is it ermm to complete your thesis or something like that?

I: Yeah, this is for my thesis writing ermm in my writing process. And I am especially interested in any problems you have faced or are aware and recommendations you have.

P2: Okay

I: So if you have any recommendations, I’ll be glad to get the information. And if it’s okay with you, I’ll be tape recording our conversation. To erm, the purpose of this is so that I can get all the details but at the same time be able to carry on an attentive conversation with you.

P2: Okay. I get it.

I: Okay aaa and I assure you that all your comments will be remain confidentially. So I’ll not give to any other.

P2: For sure?
I: yeah, for sure (laugh). I will be compiling a report which will contain all informant comments without any reference to individuals. So not only you, but the other also confidential.

P2: how many people should you interview?

I: erm, I’ll interview three participants from Umang Island Resort.

P2: oh okay

I: yeah, you know them

P2: yeah okay okay.

I: if you agree to this interview and the tape recording, please sign this consent form first.

P2: hm hm okay. Where should I sign?

I: Yeah, this is the pen. Ermm this this one, in here.

P2: okay

I: okay thank you. Erm, I’m going to ask you some questions that I would like you to answer to the best your of your ability. Erm if you do not know how the answer, please say so.

P2: okay I know.

I: ok, I’d like to start by having you briefly describe your personal identity such as your complete name?

P2: hm hm

I: erm, your surname.

P2: Erm

I: Ya?
P2: Yeah, my complete name is Christiana Kumala Gunawan

I: And your surname?

P2: Yeah, in the company, they called me Tina.

I: In the company, in other place?

P2: Oh yeah, when I mean school, erm they called me Christine or Christ

I: okay.

P2: like that.

I: And your place and date of birth?

P2: I was born in Samarinda.

I: Samarinda.

P2: hm hm do you know it?

I: Samarinda is around Kalimantan. Right?

P2: yes. Erm it is in east Kalimantan.

I: east kalimantan

P2: yeah

I: okay. And the date of birth?

P2: I was born on the first of june nineteen sixty.

I: Nineteen sixty.

P2: So, can you count how old am I now?

I: erm nineteen sixty. Ya erm fifty one?

P2: yes, that’s right.
I: erm, and your address?

P2: erm I live in jalan pulau panjang empat blok m enam nomor dua puluh lima, taman permata buana, erm west Jakarta.

I: west Jakarta.

P2: hm hm, but sometimes, I also stay to accompany my mom at intercon, taman kebun jeruk.

I: hm hm ohh I see. And your family background, can you tell me a little about your family background?

P2: yes. Erm my dad has past away around two years ago. Erm I only have one brother erm who now live at karawaci.

I: erm ok. Any other one you want to tell?

P2: erm I think it’s better for us to enter to the point, to the main point.

I: erm ok. And could you please tell me about your recent activities?

P2: I’m now working at Umang Island as the erm finance and administration director.

I: erm, so your occupation is in Umang Island Resort as finance and administration director.

P2: yeah

I: how long you have been working for Umang Island Resort?

P2: yah, since it was established. So, erm actually I’ve been working at the same owner, at the same owner for twenty six years.

I: twenty six years?

P2: yes.
I: so, Umang Island Resort already establish since twenty six years?

P2: No no, erm Umang Island erm start form two thousand and five.

I: Two thousand and five?

P2: Ya, and before, erm I join in the erm garment factory in the garment factory, and after that erm join with the restaurant.

I: join restaurant? Oh so

P2: yeah, before we do, we run the Umang Island.

I: So erm garment, restaurant then umang island resort.

P2: Yes

I: Oh I see

P2: Garment include le local and export also.

I: oh I see. Okay. Erm why do you choose to work for Umang Island Resort?

P2: Yeah, because erm

I: I mean for the boss, the same boss for twenty six years.

P2: Yeah because erm we also we already have the erm what do you call it

I: chemistry

P2: (laugh), chemistry yes, something like that ya. So erm, we can erm work together.

I: So, you enjoy your work with him.

P2: Yeah.

I: Oh I see. In your point of view, what is the communication system in Umang Island Resort?
P2: Yeah.

I: And your opinion about that.

P2: hm hm. I think in almost all company there are some problem. Always erm there is some problem ya. Erm but

I: No I mean the communication system

P2: Yeah

I: What kind of communication system?

P2: Yeah, include the communication system.

I: Hm hm

P2: But I think it’s depends on how we treat it, how we overcome erm every problem occurs.

I: Hm hm

P2: Ya, in Umang Island, actually because of the erm local people, we employed loc erm many local people for this time being maybe all already about eighty to ninety percent.

I: Eighty to ninety percent.

P2: Yeah.

I: So most of the employee are local people.

P2: Yeah.

I: Why erm Umang Island chose local people? If …

P2: Yeah …

I: The local people
P2: We have to develop, erm also the economic, the living ya, the living of the local people. We we are not only digging for the business there ya.

I: Oh…

P2: But we also have to think about the community.

I: Oh I see. But if the local people caused the create I mean not create yah, erm ya, let say create, erm create the some problems in Umang, because maybe their educate, they are not educate well or else?

P2: We train them

I: Oh we train.

P2: Yeah, we have that training. Nah, back to the handicap

I: Handicap hmm hmm

P2: Can I call like that?

I: Hmm hmm

P2: Handicap for the community, yeah maybe it is erm depends on the also on the leader, on the management, etcetera.

I: Okay. Erm could you tell me about your daily activities? I mean erm in your main duty? Your main duty or your roles regarding to the employee communication in your workplace?

P2: Yeah. So, erm in the link to the communication

I: Hmm hmm

P2: Yeah, erm I have to communicate about the budget yeah, about the administration. Each department have to do the reporting erm and the human resource. Nah, the problem is sometime in operation erm they focus more in the activity, and not at the administration.
I: Oh…

P2: Yeah. So, erm we have to train more, we have to give support to them, to give understanding for to them for the erm what is the importance of the communication they should give to us. So, we have erm the data, we have erm we can give feedback for them erm from the data they communicate to us.

I: Oh. So, your main duty is to erm communicate about data, budgeting, like that as the …

P2: Hmm hmm

I: Financial and apa erm administration director.

P2: Yes.

I: Yeah, you have to communicate about budget.

P2: Yeah, erm through our manager level.

I: ohh I see.

P2: The dept. head, section head, etcetera.

I: Ohh I see, okay. And an effective communication, I mean in effective in employee communication, erm in the theory …

P2: Hmm hmm

I: They should implement seven factors, such as communicate up and down, …

P2: Hmm Hmm

I: Make time for face to face meetings, …

P2: Hmm hmm

I: Communicate online, create employee orientation-publication, …

P2: Hmm hmm
I: Communicate visually, focus on internal branding, and consider the em the company grapevine,…

P2: Hmm hmm

I: Erm erm, what I wanna ask is erm in Umang Island Resort, are they implement this factors such as erm the communicate up and down? Are they implement this?

P2: Yeah, of course. Erm such as for, up and down for instruction.

I: Hmm hmm

P2: As told interaction is erm it comes from the upper level to the lower level. And then, for feedback, it is erm down to up.

I: Oh I see.

P2: Yeah. Erm, so, they have to give us feedback, we collect the feedback from them. Erm and then, by the fact, we have to cross with the standard we have it with the standard we have erm is it already good or not, we have to make an evaluation.

I: Hmmm

P2: For all of it.

I: Oh I see. And for make time for face to face meetings?

P2: Yeah, we also have. Erm motivation one by one and also erm brief for each section. Yeah, every day we have erm section brief.

I: Hmm hmm

P2: Erm usually it it is done it is do on, erm sorry, it is done at the erm changes of shift

I: Changes of shift
P2: Yeah, we have erm two shifts and three shifts for security. So, every time we use lock book so the the other shift erm will know what happen in the shift before.

I: Hmm okay. Erm it’s like, changing shift, so, they communicate each other to what have done and what should do next like that.

P2: Erm, like hand over.

I: Oh, yeah. Okay. And how about the communicate online?

P2: Yeah, erm, for example form Jakarta.

I: Yeah.

P2: Our marketing office to the operation in Umang Island do you mean?

I: Erm yeah, through online communication?

P2: Hmm hmm, we use email, we use erm handphone, erm and also blackberry communication.

I: Erm, I mean online like website or else, like that

P2: For, is it for promotion or

I: Promotion

P2: Yes, we have. We have the web for Umang Island.

I: Oh okay.

P2: Yeah, but erm here I focus on the employee communication, isn’t it?

I: Yeah. And how about the erm I mean you can answer overall in your company erm an effective comuni employee communication should have seven factors erm and one of them is communicate online.

P2: Hmm hmm
I: So, erm not only focus on employee communication, but you can, if the company have the employee, erm the communication online, erm you can tell me also. So, not only employee communication.

P2: Oh I see.

I: Yeah.

P2: Okay okay. So, I’ve told you that we also have erm web yeah

I: Yeah, website.

P2: To promo and we also flyer, we use flier also, erm banner to promote our island.

I: Erm okay. And about the creation about employee oriented-communi-publication? Employee oriented-publication?

P2: Erm can you tell me what do you want to get about that?

I: Erm an employee publication is an ideal job for erm formal journalist. The most senior communication official and ern the CEO also should take an interest in company publications to ensure to ensure that employees are getting the real story about what is happening to the company and the industry in the most interesting presentation. So it’s like erm another common form of information sharing in many company, erm it’s though the print media.

P2: Oh maybe like majalah dinding.

I: Majalah dinding?

P2: Hmm hmm.

I: Erm the print communication are particularly erm important to prevent employees without e-mail access from feeling marginalized.

P2: Hmm hmm, we use erm like intern memo.
I: Inte oh okay.

P2: Yah, like intern memo, we use it.

I: Oh okay. And how about the communicate visually? So, if maybe some employee don’t understand if you just erm communicate face to face. So, erm need presentation using visually, like, erm visual communication. Presentation, slice show or else.

P2: Ya, okay. So, actually we have first man to man motivation ya. And then we have also brief for every section every day. And erm monthly we also have general briefing schedule. Nah, in general briefing, erm beside the erm besides from the erm hotel manager or from our erm president director who gave the speech, we also show the activity slide.

I: Activity slide

P2: Ya

I: Slide pictures?

P2: Yes, erm we show, we show them what happen.

I: What should be done?

P2: Hmm hmm, what should be done, what have done. So, from that we can erm show erm which part we should improve, we still should improve.

I: Oh so from the slide. Erm they will learn from the slide. Is there any other visual communication beside the slide? Ya, beside the slide presentation?

P2: Erm like erm we bring them to the field and show them which which is the correct one which is the wrong one. So, we show them erm on the spot. But I think it’s occurred may occurred only in the operation in the field in Umang Island, not in the office. Yeah, maybe sometimes we can do it in the office but it’s not too much because in the office, in the marketing office we erm we use more
time to create file. We meet people outside, like that, and the administration just like erm reporting, something like that in the office.

I: Oh I see. And the the board, I mean the manager

P2: Top manager?

I: Yes, top manager, they just do presentation for the office in Jakarta, I mean just doing presentation erm by slide or sometimes erm go to the spot in the operational field, I mean in Banten? Or the marketing only stay in the office?

P2: Erm, most in the office. But erm for the erm big corporate or big company, they also accompany them erm accompany them until they …

I: Check out?

P2: Until check out yah. I mean so accompany them when they do survey and afterward if it is needed, they accompany also the company erm when the event occurred in Umang Island.

I: Oh, so, if it’s a big company, the sales also accompany the company?

P2: Yes. Because, erm maybe the sales already know what erm the company really want.

I: Oh I see.

P2: So, beside we have already the erm guest relations officer there, who will accompany the group erm during they stay erm to to take care of the schedule, to take care of their activity, erm also the sales will accompany to make it easier.

I: Oh, ya because the the company just erm more have more close, I mean closer relationship with the sales

P2: Yeah, because they do communicate, intense communication before.

I: So, they will feel more comfortable with the sales to escort them.
P2: hmm hmm

I: oh I see. Ok. And how about the focus on internal branding? Is Umang Island do like have some like erm motto or logo or else, something like that?

P2: Yeah, erm we wants erm ours all of our employees to have erm positive thinking.

I: Positive thinking.

P2: Yeah. Positive thinking, positive attitude, erm and also in oral communication.

I: Oh, so erm that’s the motto?

P2: Yeah, we don’t want erm them erm what you call it in English ya, in Indonesia erm just like erm talk behind. Erm, ngedumel, you know. Ya, erm grumbled, jadi, erm ya actually they talk behind, not erm not talk to the correct person ya. You want, if you have any problem, erm don’t ask anybody who maybe don’t erm not related to to that case, erm so you will get the wrong solution. Erm it’s better for you to go to your erm supervisor and erm tell them tell he or she what happen, what do you erm hear what do you heard and ask for the ask for the solution, or maybe erm they also can erm tell what they want to, what they want to, what they think to. So, the supervisor can correct them.

I: Oh I see. Erm can you tell me about the vision and mission of Umang Island Resort?

P2: Hmm hmm. Erm, I don’t remember exactly the erm

I: The word?

P2: No not the word, but the

I: The point?

P2: Erm no no no
I: Oh the

P2: Yeah, we have mission, we have vision, and we have five mission, but I don’t erm remember exactly the the point from one to five. Yeah, because it is related to one another.

I: Oh…

P2: So, erm maybe I can think like this. For the mission is first, we have to create the erm conducive

I: Conducive

P2: Hmm hmm, conducive situation erm conducive erm working situation.

I: And then?

P2: Conducive working situation atmosphere

I: You said five, and the other four?

P2: hmm hmm, it’s the first, the first it is erm conducive atmosphere ya. Erm and then

I: And then

P2: What do you call it? Can I mention it in Indonesia?

I: Yeah yeah, sure.

P2: Yeah, erm, menciptakan iklim kerja yang kondusif.

I: Yeah

P2: Erm, and then sorry sorry oh yeah, jadi menciptakan iklim kerja yang kondusif, erm the third one is to erm create profit, the fourth is to erm to improve the employee’s welfare, and then to develop business.
I: So, the first one is creating the conducive environment, the second one is

P2: The third one, I forget the second one what’s that. The third one to create profit, the fourth one to improve the employee’s benefit, and the fifth is to develop business.

I: So, the second one is missing?

P2: Hmm hmm. I missed the second one. Later on later on.

I: Okay, when you remember just tell me.

P2: Hmm hmm. Okay

I: And how about the mission? That’s the vision, right?

P2: It’s the mission.

I: It’s the mission. And how about the vision?

P2: Erm

I: Do you remember?

P2: The vision is to create space for them who want to improve himself.

I: To create

P2: Create

I: Field

P2: For them who wants to improve himself.

I: Oh, so Umang Island want to create a field that facilitated the people who want to improve themselves?

P2: Hmm hmm
I: Oh okay, and about the logo Umang Island has logo erm Umang Island Resort amazing the amazing Umang Island. Right?

P2: Yes, the amazing Umang Island Resort. Oh it’s for the erm something like tagline

I: Yeah

P2: Something like that. Yeah because it’s out of the situation, of the erm condition from the erm the locate located the location from Umang itself.

I: Oh, because

P2: And we also want to give a better service erm to give the experience to all of our our guest to our erm our client yeah

I: So it’s call amazing?

P2: so they will go back with the amazing experience.

I: Oh I see, and about the motto? Sorry I forget, it’s about erm motto…

P2: Positive

I: Positive

P2: Hmm hmm

I: Positive thinking, positive attitude, and positive

P2: Talk

I: Talk. Oh I see. Okay, and Umang Is, is Umang Island consider to the company grapevine? Is there any charity or else like that?

P2: Yeah, we do it.

I: Erm, can you give me some example.
P2: Hmm hmm, erm we have the program, we called it erm erm penanaman sejuta pohon.

I: Penanaman sejuta pohon.

P2: Hmm hmm

I: Erm and then?

P2: Yeah

I: Is there any other activities?

P2: No. Erm, don’t you want to know about the what inspiring us to have to have it, to have the the program?

I: Yeah, of course I want to know.

P2: Yeah, because erm we do it for erm maintaining our environment.

I: Hmm hmm

P2: So, erm we take care of the erm tree plantation.

I: Tree plantation.

P2: Yes. We have erm an area at the island, not in Umang Island yah, but in Java Island to at Sumur, around our arrival.

I: Oh, in the mainland?

P2: Yeah, in the mainland. So, erm we ask our guest also to participate for it. Erm we give free erm each tree for each erm family or each group. And then when they want erm plant some more, we can they can pay for the administration fee for for lifetime yeah. Nah, erm yes for the for the space, first, it is symbolize erm it is plant in the Umang Island. And afterword, we move it in the mainland.

I: So, they got free they got free three tree one
P2: Free one tree for one erm family or one group.

I: Oh one family got one tree erm for Umang, and the symbolize will be plant in the island and then the other, to the employee will move the plant to the mainland

P2: Hmm hmm, to the mainland, we have space there.

I: Oh, is there any other charity or grapevine?

P2: Yeah, we also erm think about the local sos erm social welfare. For the erm something like MCK.

I: MCK?

P2: Hmm hmm

I: It’s like toilet?

P2: Yes. Yeah, that’s right. Yeah. So, erm we have calculate for it, for erm to get erm the amount yeah. We get for something like erm twenty five million or something like that, and then erm we also ask our company who wants to erm chariest who wants to erm participate yeah to give something to the erm local people. Then…

I: So, it’s like erm

P2: Fund

I: Fund

P2: Yeah, we collect fund from the corporate too. Erm, so, if the corporate give erm some money, we can collect in other corporate, and we erm and then we erm realize it yeah. We make a realization erm and we give erm we have the ceremony form the company to the directly to the local people.

I: Oh okay.
P2: Yeah, but erm Pulau Umang erm will help the company to build the fasilitas, the facility.

I: Erm, is there any other activities consider to company grapevine?

P2: For the widows, yes, we also erm take care for the widows there and the child yeah. The widows and child and also for erm yatim, orphan

I: Orphan

P2: Yeah, for orphans but erm we do it erm once a year erm before lebaran.

I: Oh I see.

P2: Maybe erm you can erm you can have the detail on this case yeah on the erm we called it erm CSR.

I: CSR

P2: Hmm hmm, you it erm more detail from our owner from Pak Christian, later on.

I: Oh yeah, he is my another informant.

P2: Yeah. Erm he knows it very well.

I: About all the company grapevine.

P2: Yeah, about, hmm hmm. Because erm he also build a yayasan.

I: Yayasan?

P2: Iya, hmm hmm, yayasan focus on the for help others to erm have a better living in our surrounding.

I: Erm, so, Mr. Christian is the one who have the idea about erm creating better live for better people.
P2: Hmm hmm. Yeah. Hmm hmm. We ask us to have other together. So, he do it the yayasan.

I: Oh I see. And do you think Umang Island has implementing all these factors and all is success or effective or else in this seven factors?

P2: Erm, for the for the plantation, for the grape fruit you mean?

I: Grape fruit?

P2: No no

I: Grapevine?

P2: Hmm hmm, the grapevine. Hmm hmm.

I: I mean for all factors like from the communicate up and down, make time for face to face meeting, communicate online, create employee orientation, and communicate visually, focus on internal branding, and consider to the company grapevine. All these seven factors is running well or not.

P2: Yeah. Erm I can I cannot erm say it is all of them is running well but erm we want to yeah, we want to become like that yeah but we also erm erm we already start and we want to always improve it continuously. Yeah, always correct erm always correct erm when you fault, always erm looks for another another better.

I: So, always improve to better position better option.

P2: Hmm hmm, hmm hmm, we looks for a betterment.

I: Okay. And as you know, every company have problems or difficult time, right? Erm what is the biggest problem that you ever faced regarding to the employee communication or internal communication and why do you think that is the biggest problem?

P2: Yeah, in my department?
I: Yes.

P2: Yeah, erm it is because erm the employees doesn’t realize erm how important administration is yeah. So, erm they spend more time only they focus only for the operation, the action erm and forget about the report. Sometime like that.

I: So, just the operation, practice, practice, but forget the report.

P2: Hmm hmm, yeah erm while we in administration, we need it urgently. Yeah, we need the report, we need the data, so we can erm we can make it we can erm

I: Report?

P2: We can use it as the source for our report. And it’s not, it have to be a real report yeah, not erm form our erm we imagine, from imagination or something like that, not like that.

I: Oh. So, the operational worker or employees not really report erm daily report to the Jakarta?

P2: Hmm hmm. Yeah, sometimes because of the erm of their busy yeah. They busy with the guest. They busy with their guest, and so they already tired and some erm yeah, many reason from them, but erm I think it is the challenge for us in erm administration, how to how to make them realize about it how to make them can complete the procedure erm they can make make it erm by the yeah (cough) sorry sorry

I: Ya, it’s okay.

P2: Sorry sorry hmm hmm, yeah erm we want them to do it, they conscious they conscious about it yeah

I: They realize to
P2: They realize hmm hmm, they do it by heart, not only erm by pushing yeah, they aware to do it. So, erm not only by pushing from other department, but they realize that it is for all, for all the team.

I: So they did not because of that the rule but because they want to do it. You mean like that? Because they want to do it from their heart not from because that is the regulation.

P2: Yeah, they do it so and the result will be maximal.

I: Oh I see. And why do you think that is the biggest problem in finance and administration department? Why they don’t realize is erm why you think erm they that is ….

P2: Yeah yeah, because some people erm they like to to meet to communicate orally but not for the written, you know

I: Oh I see

P2: Yeah, erm it becomes hard for them to do it yeah.

I: So erm because they don’t really like to make it written report so the finance and administration erm become hard to make the report also?

P2: Erm it’s the result yeah, because we didn’t get the data, we don’t get the data, so erm how can we make the report.

I: Yeah so they they not aware, erm the impact make the other department cannot running their task well. Oh I see.

P2: Yeah yeah hmm hmm yes. So, according to me, it is become serious yeah. So I put the point here.

I: Oh I see. Erm in your point in your opinion why do this problem can occur, why they cannot aware.

P2: Yeah, because of of that erm it’s human I think.
I: Because they not aware just from their self.

P2: Yeah hmm hmm, they want the erm do the easy the easy one.

I: Oh, so this is my part, I don’t I don’t think I don’t care about other’s part, like that?

P2: Yeah, sometimes like that but not

I: Not so bad

P2: Hmm hmm, not that bad. Not the sounds like that.

I: Yeah. Erm and …

P2: But they want to learn.

I: They want to learn.

P2: Yeah. Erm as far as we take it as a challenge so erm don’t erm don’t be boring to always remind them, always remind and erm tips them by erm make erm

I: Meeting?

P2: Make a memo to remind them and then erm put it as discrepancy so the head will also erm always remind the staff to do that.

I: Oh so the company already try to make the employee from the operational to aware how to erm make a report so already try to make them realize

P2: Yeah hmm hmm what erm to give understanding to them for the importance of their work.

I: Oh, so the company already tried.

P2: Yeah, erm make understanding also for what is a system mean.

I: Oh I see.
P2: Yeah, it is related form one to another yeah, not split, not erm run by the department itself

I: Okay, and according to you, how to solve this problem and is the problem has been solved or not.

P2: From time to time we have to improve. If we have already change this part, we have to to erm create something better yeah. For for instance erm how can we make it easier form erm paper to something like erm to email we also think about the program yeah to make everything easier.

I: Oh so the the way to solve this problem is try to make the problem or the system erm look easier for the worker.

P2: Yeah, for the worker.

I: And it means

P2: We try to understand erm to understand their condition also

I: Oh Okay, so it means the problem still happen until now?

P2: I think erm from every company every company their always erm something like that yeah. Erm always erm we solve this problem and comes up another problem. Erm I think it is erm human, but erm the point is how we can solve it erm how can we manage it erm how erm can we anticipate and prepare for the solution

I: Yeah, erm is there any other problem still exist in the Umang Island Resort beside this problem?

P2: I think it’s depend on the department itself.

I: So, from your department only this case?

P2: Erm not only this, but this is one of the point erm related to communication yeah we also have another erm instead of communication.
I: Oh so from the employee communication only this problem?

P2: Yeah about erm the biggest one yeah the biggest one is about erm the communication erm the biggest problem in communication in our department is how to make understanding to others erm so they can erm they can prepare better, they can report better.

I: Erm do you mind to tell us erm I mean to tell me about another problem or regarding to communication that you know in

P2: The result you mean? The result of the erm

I: Lack of communication

P2: Lack of communication erm or not to follow the procedure like that?

I: Yeah, do you have another example that you don’t mind to give to me?

P2: Hmm hmm, yeah I think erm something like in overtime.

I: Overtime?

P2: Yeah, in overtime erm actually the department head have to plan about their staff for the shift, for the second shift yeah erm we have how many erm guest, so we need how many people to handle it yeah. Nah, sometimes erm then they don’t do it erm properly. So, in the in the spot erm we need to add some people, we need a casual to handle it but actually if erm they plan well, we don’t need to

I: To get extra employee?

P2: Hmm hmm, to get extra employee.

I: Erm you mean daily worker?

P2: Yeah erm casual, we call it casual.

I: Casual.
P2: Daily worker is erm also fixed in us but erm they erm work erm daylily, erm pay daily for them, but actually they already have erm fixed schedule.

I: Ohhh…

P2: But for the erm for casual, we erm employed them when we meet. Yeah during erm according to the to the rush.

I: So, it’s like a freelance job for them?

P2: Yeah we can tell but not freelance but erm we have already erm

I: Have the candidate?

P2: Have the candidate, erm the fix candidate for it yeah.

I: Oh, but just call when the company need it.

P2: Hmm hmm. So, I mean erm it will become costly for us. Yeah in this situation yeah, because maybe erm the reception who cash about the information flow erm didn’t give didn’t give it to erm something erm like to service to service department. Erm the service department didn’t get the information about erm this thing, so they not prepare.

I: Oh. So, erm it means the employee to yeah which one which will be sent to the island erm come from Jakarta? So, the island should report how many employees needed to handle the guest, like that?

P2: No, no no no not like that erm what I mean is the the reception has the duty.

I: Reception in Jakarta or in island?

P2: Reception is in the island.

I: Oh okay.

P2: The reception in the island. They have the duty to erm communicate all information from Jakarta to all departments in operation.
I: Oh okay.

P2: Nah, erm because erm they forget to inform erm something like erm this group need to erm take away box something like that. So the people, the service didn’t plan erm the crew to erm overtime or something like that. So in the in the spot we need we need casual to overcome that the duty.

I: Oh okay.

P2: Yeah, so erm it become costly.

I: Oh yeah. So if the erm employee can stay in the island, they don’t need to call the casual.

P2: Hmm hmm, yeah.

I: Oh okay, I see. Erm in your point in your opinion, why the the reception forget or do not to tell the the the other about

P2: Erm I think maybe because erm a lot of work maybe at that erm the same time we have erm several group to handle erm beside of course because of the not alert.

I: Not alert. Erm you mean human error?

P2: Yes, human error.

I: So, because of too many guest that may make the reception busy and forget to inform or

P2: Overload maybe.

I: Overload maybe or because the human error itself.

P2: Hmm hmm

I: Okay. Erm do in your point of view, in your opinion erm how to solve this problem? Maybe you have any suggestion or else to make them still remember even they are busy or so many guest?
P2: Hmm hmm, we ask them to make a note for each which things to do

I: Note?

P2: Hmm hmm

I: Oh, like a checklist note?

P2: Yeah like checklist erm so they can see that erm every item to give to other to all department.

I: Oh so they know what have done and what should be done next.

P2: Hmm hmm. And we also give the checklist from each company to the leader so they can crosscheck each other.

I: Oh I see. So, each department have to remind one another.

P2: Yeah.

I: And …

P2: Have to support and remind.

I: Yeah, and for the reception it self have to make a note, checklist note to to know what should be done next.

P2: Erm actually each department has the checklist for the department itself yeah.

I: Oh okay.

P2: Yeah, but sometimes what they have it is also important for the other.

I: Oh I see.

P2: So we can crosscheck.

I: Crosscheck. Yeah. Erm could you please tell me about your expectation or your wish to Umang Island Resort in the next five to ten years from
now? What do you want from Umang Island or what do you, yeah your expectation.

P2: Hmm hmm. Erm I I want I want the company growth erm professionally.

I: Professionally.

P2: Yeah.

I: Erm means not professional now?

P2: Erm oh I’m not like that, I mean we are going to erm professional yeah. But professional itself is always erm always change always improve from time to time yeah. So, erm it must be erm follow the trend, follow the erm the newest management erm management trend yeah.

I: Improving the management?

P2: Hmm hmm. Always improve I mean.

I: Yeah, and what kind of Umang Island in your imagination in five or ten years form now? Let’s image imagine, let’s dream.

P2: Yeah, let’s us erm it’s need for us all of us erm to have a dream

I: Yeah, and what is erm in your dream how does Umang Island looks alike.

P2: Hmm hmm, it’s erm run professional erm person it run by professional person at it becomes erm it become erm professional Umang with the professional employee, professional management erm where the procedure is becoming well.

I: And going international maybe?

P2: I hope so. Why not?

I: Or already going international?

P2: Not now.
I: And about the guest only means the guest only local guest?

P2: Oh no it’s erm we if we see erm at the guest side erm we already have erm many people from abroad.

I: Really?

P2: Yes. Foreign people from Rusia, Korea, Japan, Singapore, Australia, America, French

I: Wow

P2: Many many people

I: Means the promotion is going international already? Or how do they know Umang Island? Website or ..?

P2: Erm form the website from erm we also erm do communication with erm embassy.

I: Oh embassy.

P2: Something like that. With the media, foreign media like in erm with erm Korean, Korean media something like Korean newspaper, japan, something like that.

I: Oh so means Umang Island already well known by abroad, foreign people already know and come to erm Indonesia to go to Umang Island.

P2: Hmm hmm, because erm sometimes they use erm the erm they use the service from travel agent.

I: Oh travel agency.

P2: Hmm hmm we do erm go we do

I: Erm working together with one another company?

P2: Hmm hmm, yes we do co-work co-work with the with travel agent too.
I: Oh, so erm the travel agency will suggest Umang Island to the guest.

P2: Hmm hmm. Yes.

I: Oh, that’s good. Yeah it means some people from Europe already go to Indonesia, already to go to Umang Island.

P2: Hmm hmm

I: Oh okay. And I think that’s all that I wanna know and thanks for your time. I think that’s enough erm if I need another information, do you mind to have another interview or another information via mail or if you are busy.

P2: With pleasure.

I: Okay.

P2: Erm

I: So I can contact you again if I need …

P2: Especially for the second mission I owe you, I will let you know later.

I: Okay, you can mail me if you remember the vis erm

P2: The mission


P2: Yeah.

I: Ha ha, forget.

P2: Yeah, forget.

I: Okay, thanks thanks for your time.


I: Okay. Best wishes for you also. Okay, thank you.
P2: Thank you.
I: Good morning.
P2: Morning.
I: Bye
The Third Participant:

Full Name: Henry Yostin Hidayat
Date: December 6, 2011
Location: Pasaraya Grande, Blok M (Food Court)

I: Good afternoon Mr. Henry!

P3: Hallo Yoan.

I: Erm first of all thanks for your time to do this interview. Erm as you know, this interview is being conducted to get your input about the implementation of the employee communication in Umang Island Resort.

P3: Okay.

I: Yeah, and I’m especially interested in any problem you ever faced or are aware of any or any recommendations you have. So if you have any recommendations, I’m really glad to hear about that.

P3: Okay yes please.

I: Erm yeah, and if it’s okay with you, I’ll be tape recording our conversation. And this is the consent form so if you agree this interview and the tape recording, please sign this consent form first.

P3: Okay.

I: Yeah.

P3: May I read first. Okay?

I: Yeah, it’s okay.

P3: But this form is for your thesis, right? Not for publication or something else?

I: No. I assure you that all your comments will be remain confidentially.
P3: Okay, may I borrow your pen?

I: Oh yeah.

P3: Name, and then …

I: Company.

P3: Company yeah. Occupation.

I: And sign here.

P3: The complete name right?

I: Yeah. Okay.

P3: Yes done.

I: Yeah, and as you know the purpose of this is so that I can get all of details but at the same time be able to carry on an attentive conversation with you.

P3: Yes.

I: Yeah, I will be erm I will be acom I will be compiling a report which will contain all informant comments without any reference to individuals. So don’t worry I will not give to others.

P3: Yes, please.

I: Okay. I’m going now, I’m now going to ask you some questions that I would like you to answer to the best your of your ability. So if you don’t know the answer, please say so.

P3: Okay.

I: Okay. First, I would like to start by having you briefly describe your personal identity, such as your full name, your surname, your place and date of birth, address, family background, …
P3: All about me?

I: Yeah, all about you. Just tell us.

P3: Okay, my name is Henry Yostin Hidayat, I was born in Tasikmalaya erm erm twenty nine years ago.

I: Twenty nine years ago.

P3: Now I’m working, still working in Umang Island Resort as Guest Relations Manager, my study background is was tourism management in Bandung tourism institute erm it’s famous with NI.

I: Erm you haven’t mention your surname.

P3: Ah, just call me Henry.

I: Oh, Henry, okay.

P3: Now I live in Ciledug. Any else?

I: Erm date of birth?

P3: Twenty eight march

I: Twenty eight march

P3: Eighteen twenty eighteen nineteen sorry nineteen eighty two.

I: Nineteen eighty two. Erm and then your recent activities?

P3: I’m working as guest relations manager in Umang Island Resort.

I: That’s your occupation.

P3: Eh sorry

I: Your recent activities

P3: Activities?
I: Yes.

P3: Erm means in this weekend

I: Yeah, yeah usually what you do in this

P3: Oh erm well I love erm watch movie for every weekend maybe, my recent activities that erm looking around and then indoor shopping and then watching movie in the theatre, and cheat chat maybe with my friend and my family of course.

I: Oh okay. Yeah, may I know how long you have been working for Umang Island Resort?

P3: It’s almost two years.

I: Almost two years.

P3: Hmm hmm.

I: And why do you choose to work for Umang Island Resort?

P3: Well as my background is tourism management and then I love the activities and then the main job of GRM or guest relations manager. So, erm I just suitable for me because I love to meet people, and then I love outdoor activities, and then GRO or we call guest relations activities is seems like my hobby.

I: Okay, and in your point of view, what is the communication system in Umang Island Resort? What kind of communication that yeah the system there?

P3: Well it it seems like the other hotel maybe yeah, but we called we are an island and remote island and then we divided into two office is within erm main office in BSD and our island in Sumur or in UjungKulon, we called Umang Island. So, our communication between erm main office or erm BSD office and then island we have erm communication using blackberry or group, and then also using email and of course by phone, but within the department we also have a
group and then we also have briefing to communicate what the trouble or what we have to prepare for erm for guest activities. Hmm hmm

I: Okay, could you tell me about your main duty or your roles regarding to the employee communication in your workplace?

P3: Well, erm my main duty of course erm to increase guest satisfaction means, what guest erm expectation, I have to fulfill their expectation, to meet their perfection also, and me and of course with my team erm seems like as an ambassador from Umang we comm, directly contact with the guest. we communicate directly with the guest, and then once erm any trouble or something else, erm the guest will contact us. Even to the guest relation officer or direct to me. So, their complaint, their suggestions or something else. And regarding the communication, erm I guest the most important thing in my team, erm we have to upgrade or or we have to make sure our team have capability to communicate well with the guest. Because, as I mentioned before that we are guest relations as an ambassador. We directly contact with the guest. Once we mention erm wrong word maybe yeah because or wrong statement, it will erm it will impact to the guest, their mood will be change maybe will be bad mood or something else. And the other side if the guest relations have a good communication with the guest, once the guest have a bad mood, will change to be to be a nice mood. That maybe about erm what’s the importance of communication for guest relations.

I: Okay. So, you as the manager you erm have direct contact direct contact and also you manage and control your guest relations officers?

P3: For sure, I have to control my team erm because once erm there’s a problem, erm maybe guest want something, erm guest want something or guest need something, that cannot be fulfilled by our hotel or guest have complaint something else, the guest erm the guest should be contact to guest relations officer first. Once the GRO, we called GRO yeah for guest relations officer, once GRO cannot handle the trouble, they should contact me, so I’ll erm I’ve caught to the guest.
I: Okay, is there any other main duty or roles you do for the Umang Island?

P3: For sure, erm to meet the best team in Umang Island, to serve well to the guest, we have to increase guest relations capability first, right?

I: Yes.

P3: So, once our GRO have the great capability, it will be good to service the guest. Why? Erm sorry, how? How I increase our team, so we have to create a program for guest relations, we have a briefing them, and then we also have weekly brief and then we also have seems like mini course for how to solve the problem and the sharing session, and then training session for communication senior, etcetera. Then, beside internal training, we also have to make program for the guest, because Umang Island remote area which is in the middle of the sea, yeah maybe around five minutes from a mainland, Java Island, UjungKulon, to the island by boat, so we have to make a program for the guest in order the guest have some activities, not boring, because they cannot go outside, outside the island, so we have to make in house activities. For example we have to make for example we have a family, we have a guest family, couple, and then two children. The GRO should make a rundown or a program while they stay in Umang, and it should be inform to the guest. For example, while welcoming the guest, they should introducing their self, and then and then yeah seems like chat with the guest yeah seems like how are you, or how about the trip, and then the GRO should guide guest for the activities for today and then for the next day. For example good afternoon Mr. X, gitu yah, welcome to Umang Island, have a seat please, we are preparing your welcome drink and then after check in session, the GRO should suggest for their activities, for example today activities in Umang Island, we have outbound activities in three pm until four pm in kid garden for example yeah. So I suggest you to follow the activities, also we have life entertain in the night from seven until ten, and then for
tomorrow, erm early in the morning around seven we have a breakfast, so please make sure that erm you have get up or prepare for breakfast and then at eight am is a best erm weather for snorkeling activities in Oar Island. Then, the GRO should explain one by one the activities. So, erm the guest once they came to Umang Island, they don’t they will not feel erm alone, because always erm contact with by their GRO. So this is the important thing erm the close the erm personal approach between the guest relations and the guest.

I: So, erm you as the manager as the manager of guest relations, you have to first, erm monitor your officers, and then creating program, and then and then …

P3: I have to erm create a program for internal employee, make a training or something else, and then I also have to make a program for the guest, in house activities, and then erm special program, for example we have a program to UjungKulon, to erm finding a rhinos reel, something else, and then erm special interest for example the the guest want to get the erm to fishing or something else. And also I have to monitor erm the guest satisfaction whether the guest satisfied enough with the GRO or not, or with our services. And then every erm meals time, the GRO should ask erm the guest whether the dinner or lunch or breakfast erm is suitable with their taste. Because sometimes, erm for example foreigner, they don’t like erm traditional food, so the GRO should ask them whether they can replace the food or something else. So, the monitor for the guest, and then erm I have to also monitor or evaluate the team, the GRO team, monthly. I give erm written test, and then oral test also for them.

I: Test?

P3: Yes.

I: In school?

P3: No, but it’s important for me because erm they have to upgrade their knowledge. For example, as a guest relations, they have they have to increase their knowledge, for example we are in the middle of the sea, we have a coral reef,
and then we also near with UjungKulon, erm the rhino, erm which is there can be found only in Indonesia, exactly in UjungKulon. Yes, we only can find rhinos only in UjungKulon. Because their population is almost around fifty, fifty fifty rhinos in the world.

I: In the world?

P3: Yes, so erm we are lucky erm Indonesia has rhinos. So, our GRO or guest relations should be capable to explain what rhinos, erm how they how they live and then how they eat, and how they birth, and also they have to be capable to explain another environment, our green program, for example erm one million plantation, and then erm to explain erm regarding coral reef, and then about erm fish. Fish that we can found near Umang and Oar Island. So, for every month, our guest relations will be present erm regarding maybe erm GRO one will presenting regarding rhinos, and then GRO B present regarding coral reef, and then present erm GRO C present regarding erm another topic. And it will be seem like a discuss, erm audience can ask about that topic. And I guest it, it’s good, erm it’s increase their knowledge, and they have capable, they have capability to explain to the guest, and it’s good information because not all guest are announced regarding erm rhinos or coral reef. So, any else? Erm and also beside rhinos and coral reef erm our location, Umang Island erm not near, it’s around eighty miles

I: Eighty?

P3: Eighty miles, more or less eighty miles erm we can see clearly in the morning or in the afternoon erm Krakatau Mountain. You know Krakatau Mountain?

I: Yeah. It’s dangerous.

P3: It’s hot, hot topic in television maybe around three or four months ago but I heard also now it’s still they announce about Krakatau. But don’t worry because Umang is safe, because it’s erm far enough from erm Krakatau. So, our guest relations also have to be capable to explain to the guest that we are safe from Krakatau because bla bla bla bla bla bla. And they have to explain to the guest
regarding to the history of Krakatau. Erm beside that, erm some guest also erm ask regarding the safety in Umang. It is safe because we are in the middle of the sea. So, if the worst thing maybe erm seems like storms or erm Krakatau erupted or something else, is Umang have erm prevention or something else, and the answer is of course erm all the employee, especially the guest relations, erm they have to know how to evacuate the guest because in Umang Island, we have erm evacuation reel, we have sign, erm if something trouble for example yeah from something else, which way they have to go, and the meeting point. Erm where the meeting point for all the guest, also erm the guest relations have to explain regarding erm the safety procedure we have. For example, all the guest should using life vest while the activity in the sea, and then, please monitor the children while they are activity near the beach, or something like that.

I: Okay. Erm and an effective employee communication should implement seven factors. Erm first is communicate up and down. Do you think Umang Umang Island implement this factor?

P3: For sure. Erm we have erm internal meeting, means erm management meeting, weekly, and then also erm each department there is they have erm month erm sorry, daily briefing and weekly briefing. And then for all department, for all employee in Umang, we have erm monthly briefing, we call general briefing. In in this briefing, erm within strike this staff between staff, and then the management. So erm it’s not only regarding the guest, the guest depression, or something else but also regarding the benefit of erm the employee, of how they want to tell regarding their job or their safety, their health, their salary or something else. It can be erm discuss in this briefing.

I: So, so it’s like sharing session?

P3: Yes, more less like that, it’s like sharing session between erm staff and then also the management.
I: Erm so it’s not like erm instruction and then feedback but it’s more like sharing session?

P3: Erm, yes, but … But also erm for, for some erm cases, it seems like instruction. But for some case, for some cases, it seems like sharing session.

I: Okay, and means erm the communicate up and down and also make time for face to face meeting individual maybe?

P3: It can be individually, erm one person meet to the erm HR manager or erm dep-head, their dep-head, or erm collected per department, for example all the GRO team will be erm meet with the dep-head or with the management. Jadi, it can be individual, per person, or per department.

I: Okay, and how about the communicate online? This is the third factors

P3: Communicate online erm seems like another hotel that we have communication by email, and then by phone or by sms and recently we have communication by blackberry messenger. We have a group, called erm Umang Team, erm the members is all employee, means erm the level supervisor until manager of each department. So, it can be used for erm daily report per each department, for each department. And, I guess it work because erm blackberry messenger erm is good enough to yes because erm for example once we want to share some cases, it can be read by all, and directly.

I: Okay. How about creating employee oriented publication? Erm such as motivate the employee, staff, like that?

P3: Erm to motivate, motivate employee? Means by communication or ..?

I: Yes.

P3: We always suggest all the employee to report erm daily activity, especially for special case. Erm for example once erm house keeping found something, for example erm a watch or guest stuffs in the room, it should be reported to erm to
the group. Once er we also give them like appreciation love for them, who can found stuff and each the report to front office. So er for motivate motivate also from er your question regarding the motivation for the staffs we always give appreciation for them who have finding or solving special case.

I: So it’s like er for someone whom be an honest employee, the resort give something to them?

P3: Yes, seems like that. Because er it’s important for us to teach them er to be honest gitu yah, because we are in hospitality industry, means er once er guest find things inconvenience things in our resort, er maybe it caused by our staff, it can be er impact long time because guest sometimes or guest can write er their their un-satisfaction to the internet or something else. So, er basic things, we have to teach our staffs how to be polite to the guest and then how to be honest to yourself, and then how to give er the best service. Once they can perform their good service, we can appreciate them. So, it can be er motivation for them.

I: How about the er the employee who feel desperate or down? Do you have er do the Umang Island have any er solution to cheer them up, to increase their motivation again?

P3: Erm, for sure, we have daily briefing and weekly briefing, seems like a sharing session, so we can er find er whether er this employee or employee A, B, C is in problem or not. Erm so, er personally their dep-head or er HR manager will approach to them. Erm what’s the problem, and then what’s can the company help to solve the problem or something else. Because once the employee feel er in a bad mood, because they have er personal problem, maybe the employee have a trouble in their family, in their family, it can be impact to the to the working environment, it can er he or she will be er lazy or something else. So we give a motivation why bla bla bla, something else. Also we have a controlling, er we give controlling to them how to be a professional er staff,
because once have a problem, erm the guest don’t want know that we have a problem. We should be erm in a good appearance erm in a good personality smile and cheerful whether in deep in our heart we have a problem. So we give a motivation to to all employee regarding how to be a professional staff, we can separate between personal problem with the company problem.

I: Okay, and the fifth factors of an effective employee communication is communicate visually. Do you think Umang Island communicate visually, maybe like using slide presentation, or else or to the spot of the work place to explain the guest the employee or else?

P3: Well, erm especially in my department in guest relations, erm we have a special training we call erm we called in video training yeah because erm simulation training sorry simulation training stimulation. So erm each GRO will be recorded erm how they handled the guest from the first step until the last and it’s recorded. Recorded erm by a video and then actor of our recorded erm we are meet in a meeting and then we discuss with to the video and then each erm staff give a comment regarding the video, how should they act while they introduce their self or how should they act while they escort to the room or something else. And I guess it’s good because erm personally erm they can they will know how erm recently I always erm act maybe erm seems like in the video but honestly it’s not good enough, it should be bla bla bla bla bla, so it will be increase to be a better by erm suggestion from the other erm staff and beside that, beside recorded, we also have a program seems like erm training working by heart erm all the employee can yeah seems like sharing erm how to be a good employee, yeah seems like that.

I: And the sixth factors is focus in internal branding. Erm it’s like logo, philosophy, vision, mission, I believe Umang Island have that factors right? Yeah can u explain for me about the examples or the content of the the meaning or maybe like that?
P3: Okay, erm seems like the other company erm fortunately we have erm vision and mission yeah but the most important things for Umang Island, we not only build our resort for leisure, but also for erm we we create erm program for nature. Means, we keep erm balance between erm human and the nature. Means that because we are in the middle of the sea, so we have to maintain our environment. Erm our vision is erm keeping erm seems like erm not people, I forget, sorry erm we call yes for example one of our program erm one million plantation erm every guest we give for one compliment for one room to plan a trembesi erm trembesi tree or ketapang tree. And then erm it can and it will be explain to the guest yeah the benefit erm we can we plant erm the tree for example to the water and then the guest or something else. And it’s good also for our environment. Erm so we always create erm program or education to the guest, not only to the erm employee, but also to the guest and environment or erm citizens around erm the Umang, how we keep erm environment clean and good. Because it’s important, it can be impact to our future, and also erm we also give, we also have erm seems like corporate social responsibility program erm we give a donation for erm local citizen, for example we give erm make erm make a mosque or a public public toilet or something else. And I guess it’s good because erm the people will will think that our that the company or Umang Island still consider their environment and their life their life. So erm it’s impact to the people the local residence will also erm maintain our island. Seems like that.

I: Yeah, that’s the vision. How about the mission?

P3: And then about the mission erm we want to make erm people around Umang have erm good prosperity we try to contact all erm youth residence, teenagers, who cannot keep their studies level erm we give them training, we give them training erm about hotelier and then also erm they can work in Umang so erm it can help their economic. So our mission erm not only can get benefit for our self but also create the benefit for local people and then the environment also and then give the best service to the guest for sure yeah.
I: And about the philosophy or motto?

P3: Erm we have motto erm one team, one heart, go Umang, go for the best. Why because one team erm by heart and Pulau Umang go for the best because erm one team, we are in a team we cannot work individually or erm only one self, because we have to erm work corporation with all the with all the department, all people. And then by heart, we also erm because we should give the service by heart, means every thing we do erm is is consider to be by heart, not erm money oriented or something else, just do it honestly. And then Pulau Umang Go For The Best means that hopefully Pulau Umang will be the best resort who can erm create the happiness to erm people around umang like that.

I: Erm is there any other philosophy or motto for Umang Island?

P3: Yes, this is the motto we we called one team by heart go for the best, and then also we have a philosophy that erm positive and then positive thinking erm heart, and then attitude. It it is really important, because as an individual we have to be a positive thinking erm sometimes we can find, for example yeah, for example, we meet a guest. When they arrive, maybe erm they are tired or something else. They looks l

ike in the bad mood. So, the GRO will think damn erm why I should handle the guest because they maybe seems in the bad mood or something else, erm speak in loudly or something like that lah. But as a GRO or as a employee we have to be think, positive thinking, for example oh maybe they are tired, because a long trip or something else, and we give erm we we service them erm by smile and something else. It’s it’s important important, and then also we have to keep a good attitude erm because in hotelier also in all company, attitude is erm important thing for individual erm to show their personality. Seems like that.

I: And about the logo of Umang Island, if I’m not mistaken, the logo is The Amazing Umang Island Resort, right?

P3: Yes.

I: Why?
P3: Because we are different resort as I mentioned before, that we are in the middle of the sea, remote area, not like in the other resort, maybe in the mainland, who can reachable by public car or something else. If maybe Pulau Umang, because of that look at maybe the location, and then we have also sunrise sunset view and then in front of the beach view, with the other nice environment so we called it’s amazing for people who can spend their holiday in Umang Island. Because, it cannot be found in another resort.

I: Oh, and the last factors of an effective employee communication is consider the company grapevine, which is it’s like charity or social responsibility or any activities regarding to social activities. Erm do you think Umang Island consider to the social factors like this?

P3: For sure. Erm as I mention before that we have charity for local people, we also have program, we called melody charity.

I: Melody charity?

P3: Yes, melody charity. Erm it’s an internal program for the guest the concept we sing a song and then all the guest who can participate can donate a form, nominal maybe around five thousand or ten thousand. Erm for each guest they can donate maybe one until unlimited form. Then erm the game someone singing and then they have to make a cross the line, or down or diagonal or something else who can find complete line, they should be hands up and mention melody. And the money or donation collected, it will be donate to local people.

I: So it’s like playing BINGO?

P3: Yes, it seems like bingo, but we called melody charity in Umang, and also beside that for corporate guest, we also always suggest that we have corporate social program if they want to be indulge or give their donation we can have to be transfer to local people the last one, we have cobelco
cobelco company who have get who have gathering in Umang Island Resort erm they donate erm around twenty six million erm for local people. So, erm we receive the donation, donation and then we give to the local people to build a public toilet. And that’s program is work because erm all the company who visit Umang or who gathering in Umang, they also give their donation, also not only from the guest but also we have erm internal program means for staff who want to give donation we also receive and then will be erm transfer to local people.

I: Okay erm as we know, every company ever had problems of difficult time. What is the biggest problem that you ever faced regarding to employee communication, and why do you think that’s the biggest problem, of course in Umang Island Resort.

P3: Yes, erm the biggest problem that not all our employee in a good education, means erm we hire local people and their education maybe not good enough means erm they’re graduate form senior high school or junior high school. Yes and erm sometimes erm local erm we have the different capability between local people and then people from or employee from Jakarta or Bandung, who means that they have a higher education from diploma hotelier or something else. And then erm means that once we give communication once erm we communicate with them, with the local people, we should erm communicate with clearly, because sometimes erm it can be misunderstanding or something else, means that erm yeah we have to we have to realize that because maybe erm their education is not good enough, so, their emotional and their attitude sometimes erm frontally act in front of us. Erm means it can be erm seems like it’s not good attitude in hotelier. So, to solving this problem we give a sharing session and training how to erm to be a good person, to be erm how the employee have a good attitude or something else. Once or we give erm instruction or something else maybe they have in a bad mood or something else, they, sometimes they cannot retake our instruction or wish yeah maybe they just erm leave it the instruction and make it get worse.
I: Erm it means the problem had been solved or still exist or?

P3: Erm, honestly it still exist, because erm we have maybe a long time or we have erm need a long progress to increase their capability how to communicate well, how they have to behave in front of the management or in front of the guest. Erm we understand that they are only graduate from junior high school or senior high school in the local erm institution, but we are a management, we always erm give motivation to them.

I: Yeah, but erm according to my opinion, yeah, if erm Umang Island employed uneducated or less educated people, it can infect to the guest, right, if they do not perform well or they do not act well, they attitude do not really good to the guest, how if erm it makes the guest offended or else and then write something bad about Umang Island and then never come back again like that, it’s still the local employee, why don’t using all, using educated people?

P3: Yes, erm that’s the question, erm why we always keep the local people? Because erm as we know always maybe in all the area, if we build a resort, local people always ask to be erm indulge in that industry right, because they feel, I’m a local people why you don’t erm give me a job, for example like that. But from a company side, we all we we also have to think their capability, right. Is he good enough in the position or not. So, erm as we as I mention before, we give the local people training, and then we selected all the people erm, we put them not directly to the guest, so for example, we put them in the housekeeping, or in the kitchen, and then for porter erm maybe the local people who have good attitude we put them for greeter. But erm even we have a training or something else, sometimes, erm while they are in the bad mood, they they act like their boss, just leave the job and go home. That’s the most that’s the the problem we faced and to solve the problem, we call that employee and mention just once erm it happen again, we can give seems like erm.

I: Warning latter?
P3: Warning latter or something else.

I: Yeah, means the local employee is not responsible enough to the their stuffs their job?

P3: Yeah, for several local people.

I: Okay. And is there any other problem still exist in Umang Island Resort that you can tell us?

P3: Erm, as I mention that we have online communication in blackberry messenger, we called Umang Team Group, erm all the members should erm report, daily report to the group, means erm for their activities by today, and then erm what complains from guest or something else. That’s good, and it is work, means that erm for example, for guest relations once they erm broadcast the message or broadcast the problem to the group, it will be erm respond erm direct by their dep-head or or supervisor. But erm it still have a problem with the blackberry messenger, because, erm we have a case, for example the security always report regarding erm they found something or stuff, then they broadcast to the group. Once erm maybe around two months ago, the security found seems like a bottle and then erm three bottles and they take a picture and broadcast to the group. When I saw the picture, erm seems like it’s erm seems like it’s a big thing, it’s a big stuffs, and then be beside we can also find three bottles of cleanser for closet, seems like the new one. But, after erm we recheck erm we recheck the picture, they only small thing and it’s useless while in the blackberry messenger, our owner and then our erm other department head, give a comment wow it’s a big thing, what is that bla bla bla bla bla, and give assumption that our porter erm because it’s found in a rubbish erm basket, it can be delivered to the mainland, from the island to the mainland. So we we have assumption that maybe the porter will erm will keep the bottle or something else, the good the good bottle or something else and will be will be keep and cross to the mainland. We have a negative assumption. But after we crosscheck erm the the stuffs, it’s only useless, only seems like erm rubbish, and the bottle is also empty. So why the security erm
check it first before they broadcast to the blackberry messenger. Because it impact that erm the department head, means housekeeping they feel upset because erm why they why the security didn’t asking first before they broadcast. Means the owner erm directly complaint to the housekeeping supervisor why it can be happen bla bla bla bla bla bla, but after crosscheck it’s only erm rubbish, it’s a rubbish and empty bottle. Seems like that. So, erm means that all the member should be erm give education regarding how to broadcast well and then erm how to give erm yeah accurate information maybe.

I: Okay. Erm in your, according to your opinion, how to solve this problem, because the blackberry itself is needed right, but without blackberry another problem will exist, but using blackberry, it still cause another problem. So, do you have any other suggestion that can solve problem without rising another problem?

P3: Yes of course, erm blackberry messenger group erm it’s important, because it’s work, it’s good for erm internal communication, we need it, but erm all the participant or the member should known their responsibility, their main job that it should be erm crosscheck first before broadcast to the group. They should find they should want, it should be erm crosscheck first all the picture or all the statement before they broadcast to the group. It’s needed, it can be crosscheck to the department, related department first, then the second one erm give accurate and erm good erm accurate information. Once they they have collected the data or something else and erm yeah, it can be broadcast.

I: Okay. Erm the last question, could you please tell me about your expectation or your dream, or your wish to Umang Island Resort in the next five to ten years from now?

P3: Yes, erm for me for me Umang Island is a nice resort, nice environment, nice beach, erm it’s rarely rarely found in Indonesia. We have a great coral reef, and then we also can found sunrise and sunset. It’s amazing we can spend in Umang, but erm we need to increase our services to the guest. We should give erm experience to the guest, not only stay in Umang but they have experience.
The management system and then the communication system also need improvement. Why? Because in technology era and the globalization, guest also can give directly a negative or positive comment to the internet which is can be read by all people in the world. So for Umang Island itself, keep the best service, so it can impact to the guest satisfaction. Means they can spread their happiness to the other people. It seems like promotion words by mouth, because it’s the most important promotion is words by mouth. Erm people will be trust to friends or relatives to give the comment right, rather than write founding in the website or something else. So it’s important for how to create a guest satisfaction, our internal form the management, the first thing, keep our the regular training to the employee, how to be a professional staff, how give the best service to the guest by working by heart, and then also how we improve our communication to less the misunderstanding between each management, and the most important thing also please give the authority to each department, means once the dep-head handle the program or something else, give support to that department, for example, guest relations have a program A, B, C. Erm means it’s a good program to increase entertainment or guest satisfaction. Support and not only from Umang Island, but also from Jakarta. And please give authority to each department, because recently the owner, the owner of Umang seems like he indulge too much in the management, so more less it’s influence to the decision of the department head, means that because the power of the owner is too high, so sometimes the decision of program from each department cannot be work well because there are another decision from the owner. Seems like that.

I: So, it means since the first time you working for Umang Island until now, you feel that the owner involve too much in making decision, so each head, department head cannot make their own decision?

P3: More less like that. Not only in my department, for example in guest relations and activity, but also in house keeping, and then our GM also, our general
manager, erm seems they seems he doesn’t have erm own authority, because erm he he have he have to ask erm the owner’s opinion first before make a decision, and I guest, not good enough erm to be erm good management, because once the owner erm have contact or have erm put the general manager, please give him erm trust, seems like that.

I: Okay. Erm it means for next five to ten years from now, you expect that the management of Umang Island erm will change into erm let their head have their own authority to make their decision.

P3: Yes, and for sure, erm the each department head will be reported their erm their daily activities or monthly activities. And it can be erm let it can be discuss with the owner by montly, not erm directly erm indulge daily activities to the department.

I: Okay, is there any expectation maybe yeah anything else except that?

P3: Yes, beside erm to the owner, as I mention before that hopefully erm Umang team, Umang team member will be more solid, erm higher team work, and then can give erm the best service to the guest.

I: Okay, enough?

P3: Yeah, I guess it’s enough.

I: Okay. Okay then erm I think I asked already all the question that I prepare for you. But if I need another information or I need another else data or else I need to ask to you, do you mind if I ask you by mail or else?

P3: Yes please, it’s okay. Erm just send me email or contact me by bbm.

I: Okay, means you’re not mind if I ask you more far, furthermore.

P3: No I don’t mind yoan, with pleasure to help you.

I: Okay then, thank you for your time Mr. Henry.
P3: Your welcome, yoan, good luck for your erm thesis writing.

I: Okay, thank you.
Appendix IV

Research Documentations

1. Some of guests’ comments

Dear Guest,
We wish you have a pleasant stay with us at Pulau Umang Resort & Spa. For improving our services & quality, please kindly give your comment. Thank you.

Cee (Yoon)
Gao ramah, gempai dan bertanggung jawab.

Pulau Umang Resort & Spa

For the best.

William

Name : Lina
Address : Jakarta
Room : 126
Check In : 16/9/2010
Check Out : 18/9/2010
Phone/Hp. : 0811962299
Sign :
Dear Guest,
We wish you have a pleasant stay with us at Pulau Umang Resort & Spa.
For improving our services & quality, please kindly give your comment.
Thank you.

<table>
<thead>
<tr>
<th>Name</th>
<th>Regina</th>
</tr>
</thead>
<tbody>
<tr>
<td>Room</td>
<td>115</td>
</tr>
<tr>
<td>Address</td>
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<tr>
<td></td>
<td>Gunungwani</td>
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<tr>
<td>Phone/Hp:</td>
<td>0813-8564-8549</td>
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</tr>
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<td>08/01/2011</td>
</tr>
<tr>
<td>Sign</td>
<td>Regina</td>
</tr>
</tbody>
</table>

Living in nature... beyond your imagination
Dear Guest,
We wish you have a pleasant stay with us at Pulau Umang Resort & Spa. For improving our services & quality, please kindly give your comment. Thank you.

Kami sekalian mengucapkan terima kasih atas semua perhatian yang telah diberikan oleh semua tim, kru dan Guide dalam semua fasilitas yang diberikan sangat memuaskan karna semua kamar telah sangat baik dan ramah, makanan yang disajikan juga tidak mengecewakan. Tempatnya sangat indah, banyak kelebihan ciri-ciri dekat dengan hutan. Semoga kembali ke Pulau Umang, pulau estat dan sekalian teman terjaga kesenangan dan kebersihan yang baik kami berikan sangat senang dan bangga Indonesia punya pulau Umang.

Semoga sukses ya, sampai jumpa...

Khusus buat bro yang terima kasih atas peluangannya yang oléééh bener, sabar, ramah dan wow... keren!!

Name : Nur Djamalih / Sugeng  Room : 332
Address : Limus Pratama Regency  Check In
           : Flolb/37 Cileungsi, Bogor  Check out
Phone/Hp.: 0812 867 5999  Sign :
2. Some pictures of Umang Island Resort, observation and interview process
3. Another supporting data were attached on the next page