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APPENDIX

Interview 1

Thesis Author: Good morning, thank you for taking the time to meet with me today. Can you tell me a bit about your job here at Zia Sanno Hotel?

Front Desk Staff: Good morning. Sure, I'm a front desk staff here at the hotel. My main responsibilities include checking in guests, handling reservations, and providing excellent customer service to our guests.

Thesis Author: That sounds like a lot of responsibility. How has your experience been working here so far?

Front Desk Staff: Well, it's been challenging at times, but overall, it's a great job. The hotel is a wonderful place to work, and the guests are usually very friendly. However, there are some things that could be improved.

Thesis Author: What sort of things?

Front Desk Staff: Well, the recruitment process could definitely be better. We've had some issues with getting the right people in the right positions, which has led to some frustration among the staff.

Thesis Author: Can you tell me more about that?

Front Desk Staff: Sure. There have been times when we've had staff members who weren't a good fit for the job, and it's caused some tension among the team. For example, we had a staff member who was really friendly but wasn't very good at handling difficult customers. This led to some complaints from guests, which affected the team's morale.

Thesis Author: That sounds frustrating. What do you think could be done to improve the recruitment process?

Front Desk Staff: Well, I think we need to be more clear about what we're looking for in candidates. It would be helpful if we could have a more detailed job description that outlines the skills and experience required for the job. That way,

we can attract the right candidates and avoid some of the problems we've had in the past.

Thesis Author: That's a good point. Do you think there are other areas that could be improved as well?

Front Desk Staff: Yes, I think we could also benefit from having more consistent training and development programs. Some staff members feel like they haven't been given the tools they need to succeed, which has led to some frustration and turnover.

Thesis Author: I see. Thank you for sharing your thoughts with me. I think these are all important issues that we can address through design thinking.

Interview 2

Thesis Author: Good morning, thank you for meeting with me today. Can you tell me a bit about your role in the sales and marketing department at Zia Sanno Hotel?

Sales Staff: Sure, I'm responsible for developing and executing marketing strategies to drive revenue for the hotel. This includes things like promoting our hotel to potential guests, creating advertising campaigns, and working with other departments to create packages and promotions.

Thesis Author: That sounds like a lot of responsibility. Have you noticed any issues in the recruitment process that have affected your ability to do your job effectively?

Sales Staff: Definitely. I feel like we often have trouble finding the right candidates who are a good fit for our team and the hotel's culture. It's frustrating to have to go through so many applications that don't really match what we're looking for.

Thesis Author: Can you give me an example of a time when you experienced this issue?

Sales Marketing Staff: Sure, we recently had a position open up on our team, and we received a ton of applications. But when we started reviewing them, we realized

that a lot of the candidates didn't have any experience in the hospitality industry, and some didn't even seem to have the right qualifications for the role. It was a waste of time for us to have to go through all of those applications.

Thesis Author: That does sound frustrating. Have you ever felt that this issue has impacted the quality of work on your team?

Sales Marketing Staff: Definitely. When we have to spend so much time sifting through irrelevant applications, it takes away from the time we could be spending on more productive tasks. And when we do end up hiring someone who isn't a good fit, it can cause tension and conflict within the team. We've had trouble finding candidates who are a good fit for our team and the hotel's culture. This has led to high turnover rates, which means we're constantly training new employees and it's hard to maintain a consistent level of service for our guests. Plus, it's frustrating for me and my colleagues to spend time training someone who ultimately ends up leaving after just a few months.

Thesis Author: I can imagine that would be very frustrating. Have you noticed any other issues with the recruitment process?

Sales Staff: Well, another issue we've had is that the job postings don't always accurately reflect the responsibilities and expectations of the role. This can lead to confusion among applicants and hiring managers, and we end up with people who aren't really qualified for the job.

Thesis Author: That's definitely a problem. Have you seen any impact on your own job description or workload as a result of these issues?

Sales Staff: Absolutely. When we have high turnover rates, it means we're spending more time training new employees and less time focusing on our actual job responsibilities. It also means that we might have to cover shifts for employees who have left or are still in the training process. Overall, it's just not an ideal situation for anyone in the department.

Interview 3

Thesis author: Good morning, thank you for meeting with me today. I wanted to talk to you about the recruitment process here at Zia Sanno Hotel. Could you tell me a bit about your role in the process?

HR staff: Good morning, of course. I'm responsible for managing the recruitment process, from creating job postings to screening candidates and conducting interviews.

Thesis Author: Could you walk me through the current recruitment process at Zia Sanno Hotel?

HR Staff: Of course. So, when a position becomes available, we typically post it on our website and various job boards. Then, we receive a large number of applications, which we have to review manually. We use a standardized interview guide and have a structured interview process to ensure consistency in our evaluations. After the interviews, we make a hiring decision and extend an offer to the selected candidate.

Thesis Author: That sounds like a pretty standard process. Have you noticed any challenges or inefficiencies in the current system?

HR Staff: Yes, there have been a few issues. For one, the high volume of applications we receive can be overwhelming. It takes a lot of time to sift through them all and determine which candidates are the best fit for the position. Additionally, we've noticed that some of the candidates we hire end up not being a good fit for the hotel's culture, which can lead to high turnover rates.

Thesis author: That makes sense. Have you noticed any patterns in terms of the types of candidates who are applying?

HR staff: Yes, actually. We've noticed that we get a lot of candidates who don't necessarily fit with our hotel's values and culture. They may have the right skills and experience, but they don't necessarily share our commitment to exceptional

customer service and teamwork. This can cause friction with other team members and lead to low morale.

Thesis Author: That's definitely an important issue to address. Have you considered using any specific tools or techniques to improve the recruitment process?

HR Staff: Yes, we've started to implement some new strategies, such as using behavioral interview questions to better assess candidates' fit with the hotel's culture and values. We've also been working on strengthening our employer brand to attract candidates who are a good match for the hotel. However, we still have some work to do in terms of improving the candidate experience and streamlining the hiring process.

Thesis Author: I see. How do you think the current recruitment process impacts employee engagement and job satisfaction?

HR Staff: Well, when we hire someone who isn't a good fit for the hotel's culture, they tend to struggle and become disengaged. This can lead to poor job performance and ultimately turnover. And when we have constantly high turnover rates, it can create a sense of instability and dissatisfaction among our existing staff.

Thesis author: I understand. Have you looked into any approaches to recruitment that focus more on cultural fit?

HR staff: Yes, actually. I've read about something called the psychological contract, which is the set of expectations and obligations between an employer and employee. It's important to ensure that both parties are aligned in terms of their values and goals. Additionally, self-determination theory suggests that employees are more engaged and satisfied when they feel a sense of autonomy, competence, and relatedness in their work. So, it's important to consider how our recruitment process supports these factors.

Interview 4

Thesis Author: Good afternoon, thank you for taking the time to meet with me today. Can you tell me a bit about your job here at Zia Sanno Hotel?

Front Desk Staff: Hi, good afternoon. Sure, I work at the hotel's front desk. My primary duties include welcoming visitors, managing reservations, and giving our clients outstanding service.

Thesis Author: That sounds like a lot of responsibility. How have you managed high-stress situations?

Front Desk Staff: My experience working at front desks has taught me that handling high-pressure situations requires strong customer service abilities. Even in very tense situations, it's crucial to maintain composure and project confidence. Another essential element in these circumstances is apologizing, as people can be very understanding if you do so and explain what happened.

Thesis Author: Can you talk about a time when you had to handle a customer who was upset?

Front Desk Staff: One day, I had to deal with a pushy customer who kept asking to speak with my boss. I maintained a calm voice despite the person's loud voice in order to avoid escalating the situation. I advised the man to wait in the lobby until my manager could speak with him after he finished his meeting. I also said that my boss will speak with him as soon as possible. The man complied and even relaxed.

Thesis Author: What do you think a front desk staff brings to the company?

Front Desk Staff: I am aware that as a member of the front desk personnel, I often have clients' initial impressions. Because of this, I make an effort to uphold the organization's principles and culture in all I do.

Thesis Author: What would you say are the most important qualities that make a great receptionist?

Front Desk Staff: I believe that an excellent front desk staff is someone who is a pro at multitasking. Someone who is highly organized, detail-oriented and a great

communicator. Other important qualities include having excellent phone skills and knowing how to be friendly while remaining professional.

Thesis Author: That's a good point. Thank you for sharing your thoughts with me. I think these are all important issues that we can address through design thinking.

Interview 5

Thesis Author: Good afternoon, thank you for taking the time to meet with me today. Can you tell me a bit about your job here at Zia Sanno Hotel?

Head Manager: Good afternoon. My main job is to coordinate with employees, organizing events, controlling spending, putting marketing plans into practice, attending to consumer requests, resolving maintenance problems, working with outside partners, and enforcing health and safety regulations.

Thesis Author: Noted. What would you do if one of your employees made a mistake?

Head Manager: When one of my employees made a mistake, I would first take the time to understand what happened and why. I believe in taking an empathetic approach when dealing with mistakes, it's important to recognize that everyone makes them from time to time. After understanding the situation, I would then work with the employee to create a plan for how to avoid similar issues in the future. This could include additional training or resources, as well as setting clear expectations for their role. Finally, I would ensure that the employee is held accountable for their actions, while still providing support and guidance throughout the process.

Thesis Author: Could you please explain your management style to prevent any employee's low morale of working?

Head Manager: My management approach is systematic, results-driven, and collaborative. I think it's important to foster an atmosphere where people can cooperate to produce the best results for the hotel. I firmly believe in communicating expectations to staff members and giving them the tools they need

to be successful. I also try to foster a friendly environment that welcomes all team members' opinions and open communication. Efficiency and organization are my top priorities, thus I make sure that jobs are assigned properly and deadlines are reached. Additionally, I'm dedicated to following business trends and putting fresh ideas into practice when necessary.

Thesis Author: Thank you for your answer. You make sure that your team and employees always coordinate to each other and could express their opinion. Thank you for sharing your thoughts with me.

Interview 6

Thesis Author: Good morning, thank you for meeting with me today. I wanted to talk to you about the maintenance process here at Zia Sanno Hotel. Could you tell me a bit about your role in the process?

Maintenance Staff: Thank you, my job entails inspecting and maintaining various energy systems, including the kitchen appliances, plumbing, lighting, and heating and cooling systems. In addition, I help with the installation of new items like windows, carpets, and lighting fixtures as well as the repair of floors, roofs, and doors.

Thesis Author: How well do you communicate with hotel management and staff?

Maintenance Staff: find that I work best when I can communicate clearly with my team. When working with management, I make sure to explain exactly what I'm doing and why. With staff, I try to keep things simple by explaining tasks simply and providing clear instructions for any repairs or maintenance.

Thesis Author: How often do you perform routine checks on machinery and equipment?

Maintenance Staff: Generally, every six months or so, undertake routine inspections on machinery and equipment. Regularly carrying out basic checks

enables me to spot difficulties before they escalate into bigger issues, in my experience.

Interview 7

Thesis Author: Good afternoon, could you please tell me about your main job?

Chef: Every day, I have to make sure that all of the food is of the highest quality and is delivered on time. Organizing the menu while considering the available seasonal items and the budget. directing all kitchen activities. coordinating the culinary crew and providing assistance as needed.

Thesis Author: What do you believe are strong characteristics a chef should hold in working as hotel chef?

Chef: A chef should be highly motivated and passionate about their work and the food they prepare. Since they frequently engage with coworkers and even clients, they should also be able to communicate and work well in a team. Any issues that clients or staff may have should be addressed by them along with solutions.

Thesis Author: How do you react when a customer sends their meal back and what will you do to improve the dish?

Chef: If a customer complains about a menu item, I will personally try to find out what needs to be changed by conversing with them. I will then cook the dish to their preferences with the crew, and I sincerely apologize for the inconvenience. We may adjust meals in the future as a result of learning more about consumer preferences.

Thesis Author: Okay, thank you for your answer. You make sure every quality of food and ensuring customer to be happy.

Interview 8

Thesis Author: Hello, thank you for having me today. I would like to ask what is your role in Zia Sanno?

Finance Staff: My job is assist all departments heads by reviewing and monitoring expenditure in each department, make financial statements every month and reporting to management, and forecast the cashflow in term of inflow and outflow monthly and yearly.

Thesis Author: Describe a time when you had to analyze complex financial data and present your findings in an understandable way?

Finance Staff: I was tasked with examining a sizable amount of financial data in order to decide what the best course of action for our hotel would be. I organized and analyzed the data using Excel and other software packages to achieve this. I used graphs, charts, and tables to explain my conclusions once I had arrived to them in an approachable manner.

Thesis Author: What strategies do you use to ensure accuracy when entering financial information into the system?

Finance Staff: Before entering any financial data into the system, my staff and I carefully double-check our work to ensure that it is accurate. For some transactions, we also use pre-made algorithms and templates to assist us guarantee correctness.

Thesis Author: Thank you for your answer.

Interview 9

Thesis Author: Good morning, thank you for taking the time to meet with me today. Can you tell me a bit about your job here at Zia Sanno Hotel?

Front Desk Staff 3: Nice morning. Yes, I work at the hotel's front desk. My primary duties revolve around welcoming visitors, managing reservations, and giving our visitors excellent service.

Thesis Author: How has your experience been working here so far?

Front Desk Staff 3: Although it has occasionally been difficult, overall, the job has been excellent. The hotel is a great place to work, and most visitors are gracious. There are certain areas that could be improved, though.

Thesis Author: What are things that need to be improved?

Front Desk Staff 3: The hiring procedure, though, could certainly be improved. The team has grown impatient as a result of our struggles placing the right people in the appropriate roles.

Thesis Author: Could you please inform more to me?

Front Desk Staff 3: Yes. We have occasionally had employees that weren't the best match for the position, and this has led to some tension among the team. For instance, we had a staff member who was incredibly amiable yet struggled to deal with challenging clients. Guest complaints resulted from this, which negatively impacted the team's morale.

Thesis Author: What do you think could be done to improve the recruitment process?

Front Desk Staff 3: Well, I believe we need to be more specific about the qualities we want in candidates. A more thorough job description that highlights the qualifications and experience needed for the position would be beneficial. In this manner, we may draw in the ideal applicants and steer clear of some of the issues we've faced in the past.

Interview 10

Thesis Author: Good afternoon. Thank you for meeting me today. Could you please tell me about your role in Zia Sanno?

Logistic staff: I'm responsible for issuing, keeping, and rotating all incoming supplies for the hotel. Recognize and be familiar with the hotel's quality and service standards. For the hotel, distribute, keep, and rotate all incoming supplies.

Thesis Author: How would you handle a situation if an important shipment got lost?

Logistic staff: If the shipping error was our team fault, we would own up to it right away rather than try to hide it. We would then use the system to track the package and find out what happened to it while it was enroute.

Thesis Author: Have you ever connect to customer like also working with customer as a customer service too?

Logistic Staff: The ability to communicate with clients has always been a requirement of my profession in logistics. I am aware of how crucial it is to make sure they are happy with the way I interact with them and assist them. Although I believe I provide excellent customer service, there is always opportunity for development, which is something I aim to do in this position.

Interview 11

Thesis Author: Good afternoon. Thank you for meeting me today. Could you please tell me about your role in Zia Sanno?

Sales Staff 2: My responsibility is to build hotel marketing plans to promote and develop the hotel brand and use customer satisfaction surveys to improve customer relationships.

Thesis Author: If a customer left a negative review of our product on a social media site. How do you respond to the customer?

Sales Staff 2: As a brand representative, we would seize the chance to speak with the client in a considerate and comprehensive manner, telling them that our company is committed to keeping them satisfied and going over the best ways to do so in their future contacts with our company.

Thesis Author: How do you decide which marketing channels to use for your target audience as we know are customers Zia Sanno?

Sales Staff 2: Together with my team, I'll choose the marketing and promotion channels to employ for a new campaign. First, I'll review any market research data on our target demographic, including information on where they spend their time,

the media they consume, and the kind of messaging they respond to. I would also take into account audience dispersion within the target demographic while using a variety of channels to reach our whole consumer base.

Interview 12

Thesis author: Good morning, thank you for meeting with me today. I wanted to talk to you about the recruitment process here at Zia Sanno Hotel. Could you tell me a bit about your role in the process?

HR staff: Yes, of course, good morning. I'm in charge of overseeing the hiring process, which includes everything from posting job openings to interviewing and screening applicants.

Thesis Author: Could you walk me through the current recruitment process at Zia Sanno Hotel?

HR Staff: No doubt. As a result, if a position opens up, we usually list it on our website and various employment sites. Then, we get a lot of applications, which we have to carefully review. To maintain uniformity in our evaluations, we employ a standardized interview guide and a planned interview process. After the interviews, we make a hiring choice and make the chosen applicant an offer.

Thesis Author: Have you noticed any challenges or inefficiencies in the current system?

HR Staff: There have indeed been a few problems. One is that the sheer number of applications we get can be exhausting. Sorting through them all to find the ones who are the best fit for the position takes a lot of time. Furthermore, we've observed that some of the people we hire don't work out well with the hotel's culture, which might result in high turnover rates.

Thesis author: Have you noticed any patterns in terms of the types of candidates who are applying?

HR staff: Actually, yes. We've discovered that a lot of the applicants we receive don't always align with the principles and ethos of our hotel. Although they could be qualified and experienced, they might not share our dedication to providing great customer service and teamwork. Low morale and conflict with other team members may result from this.

Thesis Author: Have you considered using any specific tools or techniques to improve the recruitment process?

HR Staff: Yes, we have begun to put some new tactics into practice, such as employing behavioral interview questions to more accurately determine how well candidates fit the hotel's culture and ideals. To draw applicants who are a good fit for the hotel, we have also been focusing on enhancing our employer brand. We still need to focus on streamlining the hiring process and enhancing the candidate experience, though.

Interview 13

Thesis Author: Hello, good afternoon. I would like to ask about your role in Zia Sanno?

Main Director: Hello. Thank you for taking our company as your study case. I am the main director of Zia Sanno. I am incharge as management representative of monitoring every department working process, company's financial ability, and ensure company's performance.

Thesis Author: Do you think that Zia Sanno has lack of morale employees?

Main Director: Of course not. But, I am not going to denied that of course usually there will be a time when employees lack of morale and lack of motivation in working. We try to prevent it by improving our human resource department part by giving more training, more employee benefits.

Thesis Author: How do you know when your employees having lack of morale?

Main Director: It could be seen from customer reviews when customers not satisfied and mostly due to employees lack of morale and lack of motivation.

Thesis Author: Then, do you give any punishment to related employee when you have the customers reviews report?

Main Director: We give more like warning. We will give three times warning, and everytime warning will be given also with training to improve and prevent them of being lack of morale. After three times warning, we will do employee review and it will goes to management meeting regarding to try searching for other employee option.

Thesis Author: Thank you very much for your answer, I really appreciated. Thank you for your time for having me also.

Main Director: No Problem. Have a nice day.