

The impact of Leaders Competence towards Customer Satisfaction through Employee's Performance in The Ritz-Carlton Jakarta

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Abstract

This research paper aims to find out the relationship between leaders' competence and employees' performance towards customer satisfaction. This paper's main objective is to find out how employees perform towards customers. If the employee's performance is good, it will result in customer satisfaction. Surveys can be done to obtain the result of employee performance by phone interview to customers and with google form for primary source. On the other hand, for secondary sources, it will be gathered through online platforms such as pagoda, Traveloka and pegipegi.com. Moreover, the acquired results will be analysed and measured by the customer satisfaction reviews and the survey given to employees at hotels to give grades to their leaders according to their department to show and explain whether the leaders have the competency to lead their employees and ensure a good conduct to customers.

Keywords: leaders' competence, employee's performance, customer satisfaction

1. Introduction

Ritz Carlton is a US multinational company discovered in 1983 operating in numerous luxury hotel chains around the world. Several activities that the company usually offers are banquet parties like marriage, birthday and seminars. Their target customers are businessmen, officials and people who are of high status and income. Typically, customers who want to experience dining in will also bring their partners and family there. For hotels like Ritz Carlton it is important for them to ensure customers satisfaction by having competent human resources. Due to pandemic The Ritz Carlton Jakarta is currently facing plenty of changes that affects its services towards customers and is forced to close its services by almost 70%.

They also faced lack of manpower because they had to cut down their fixed cost, thus reducing their workers, discontinued contracts and making older employees retire earlier.

Leadership competencies are leadership qualities and conduct that contribute to high performance. By using a competency-based technique to leadership, corporations can better recognize and develop their next generation of leaders. Managerial leaders play an extremely important role in ensuring the good conduct of their employees, hotel first impression to customers and most important of all is good customer experiences. All these points will be achieved if there are good management systems and it is very important in maintaining a successful business in the long run. Thus, leaders must have competency like good decision making, communication, strategic innovation etc.

Leadership competencies will lead to his employee performance and is defined as how an employee completes their job task and carries out their required duty. It refers to the success, quality, and efficiency of their outcome. Performance also provides our assessment of how precious an employee is to the corporation. with good employees' performance will eventually lead to good customer satisfaction. Customer satisfaction is defined by a quantification that sets on how pleased customers are with a company's goods, services, and capabilities. Customer satisfaction information, as well as surveys and ratings, can help an organization determine how to best upgrade or change its products and services.

However, there are many factors that affects customer satisfaction. Such as, external factors; wars (trade/nuclear), natural disasters, global pandemic, and fore majors. During these times of turbulences, it will affect the supply chain of hotels and many services will not be available, affecting customers' disappointment. Due to limitation, this paper will focus more on how leadership competencies affect customer satisfaction

2. Literature Review

Leadership

According to Bass & Avolio in 1997 (management field), the concept of leadership is defined as the key aspect in determining the success of an organization. This is because leadership plays an important role in the management of employees, for which it helps to maximize their

efficiency (produce most outputs with the least inputs) and effectiveness towards achieving their organizational objectives.

Competencies

A Competence is a demonstration set of skills and characteristics that enable an individual job's outcome/ performance to efficiently improve. The word "Competence" was known as a concept of motivation performance by R.W. White, 1959. Likewise, the concept of performance improvement by T.F, 1978. Therefore, competencies were occasionally used in the field of human resources as a Theory development. One of the theories is Leader's Competence which was the main topic of this journal.

- Leader's Competencies

It is a type of characteristics, behaviours and skills that play a crucial role in measuring the superior performance in the organization. It is also the core foundation of a business where leaders do constant controlling, managing strategy and applying their knowledge when leading their teams. Thus, in order to lead the organizations, it is important to consider good decisions when solving problems, managing change, managing politics and influencing others, taking risks and innovating, setting vision and strategies, ability to enhance business skills and knowledge understanding as well as navigating knowledge.

Since every action that the leader is taking will be an example for the subordinates, therefore, it is mandatory to have the competencies of being charismatic when demonstrating ethics and integrity, displaying drive and purpose, exhibiting leadership stature, increasing capacity to learn, managing self, increasing self-awareness, developing adaptability. Thus, a mindful conduct is necessary for leaders to take notice. Besides, it is also required for a leader to be able to guide or lead others by communicating effectively, valuing diversity and difference, developing others, managing effective teams and work groups, building and maintaining relationships. (McCall, M., & Hollenbeck, G, 2002)

- The Behavioural expectations in Leaders' competence

Behavioural expectations in the context of Leader's behavioural competencies is the type of an act or attitude that are generally required in order to deliver outcome called teamwork, leadership and decision making, communication and are acknowledge as 'soft skills.

Generally, the leader competence in the aspect of behavioural expectations are in the framework of competencies. The approach of behavioural competency was first established by Sir McClelland in 1973 whereas he introduced the application of criterion-referenced assessment. Therefore, Criterion referencing can be denoted as the method of scrutinizing the key factors of behaviour uniqueness (between the more and fewer effective performance. Moreover, the leading figure in the concept of competencies was experimented and popularized by Boyatzis in 1982. For which, he conducted research to evaluate and conclude no single component but a variety of things that distinguish more from less successful. The components mentioned include motives, distinctive qualities, behavioural characteristics and experiences. The ‘clusters’ of competencies which were identified in 1982 are action and goal management, human resource management, directing staffs, and leaderships. He made a difference between threshold competencies, which are the elemental competencies required to undertake and do employment, and performance capability, which distinguish between high and low performance.

- *Competency Soft and Hard skills*

Competency Soft Skills is Communication (Clarity, Confidence, Respect, Empathy), teamwork (Conflict management, Delegation, Listening), Adaptability (Curiosity, Self-Management, Decision Making), Problem Solving (Analysis, Lateral Thinking, Logical Reasoning), Creativity (Divergent Thinking, Inspiration, Imagination), Work Ethic (Integrity, Responsibility, Discipline), Interpersonal skills (Empathy, Humour, Mentoring), Time Management (Goal Setting, Prioritizing, Self-Starter), Leadership (Project Management, Selfless, Agility), Attention to details (Critical Observation, Listening, Organization).

Competency Hard Skills is Computer Technology skills (MS Office, Google Drive, WPM), Technical skills (CAD, Lean manufacturing, Prototype) Analytic skills (Research, Forecasting, Data mining), Certification & License (Forklift license, Car license), Marketing skills (PPC, Social Media Marketing, UX Design), Language skills (English, Mandarin, Bahasa Indonesia), Designing (Photoshop, Illustrator, HTML/CSS).

- *Technical competencies in Leaders' competence*

The technical competencies of a leader define what people must know and be capable to do (knowledge and skills) their roles efficiently. They are mostly interlinked to either individual

roles ('role-specific competencies') or, to generic roles (groups of similar roles). Moreover, the keywords of 'technical competency' have been currently adopted in a fair way to avoid some uncertainties that lived between the key terms of 'competence' and 'competency'. According to Woodruffe (1990), Competence is: 'A work-related concept which refers to areas of work at which the person is competent, while competency is about behaviours. Generally, individuals who can be classified as competent workers are those who are able to meet their performance expectations.'

Employee's performance

Recently, findings of the study revealed that there is strong relationship between leadership styles and competence towards the outcome of employees. Since the measurements of leadership competence involve the ability to continuously evaluate the efficiency of his staff members as well as to guide, coach and reprimand his employees, while the leadership style involves behavioral characteristics when motivating, guiding, managing and directing a group of people, therefore, a different style of leadership during the process of coaching, guiding, and reprimanding will affect the employee's performance. For instance, autocratic leadership style tends to ignore consultation with others when making decisions. Henceforth, the subordinates are unable to express and contribute their ideas. As a result, an autocratic leadership style would have dependent and uncreative employees.

Customer satisfaction

It reflects the service given by the vanguard employees in the organization. If the service given gives an impactful impression, thus the impression of the organization will naturally be outstanding. Same goes for bad service given to the customers, it will create a bad impression on the organization and might even cause bankruptcy as customers will never want to purchase the service.

3. Methodology

This journal has involved primary research for data collection such as online appraisal performance questionnaires (google form) through the method of random sampling in order to have accurate and precise data, likewise, to avoid a biased outcome. During the research, there were 10 random representatives or samples of employees from the Ritz Carlton Jakarta who are asked to rate their own leaders on a scale of 1-10 from not satisfied to extremely satisfied and explain the reason behind their

answers. (online appraisal performance) This is done to analyse and scrutinize whether the leaders are able to fulfil the competencies core (Adaptability, Communication, Building Relationships, Leadership, Task Management, Goal Setting, others). Moreover, further surveys between 10 samples of customers are also conducted to comprehend the effect of a leader's competencies towards the employees' performance and customer satisfactions.

On the other hand, some customer reviews collected from 3 online travel and lifestyle booking platforms which are Traveloka, pagoda and pegipegi.com is also crucial since it strengthens the accuracy of the results. Additionally, data from online sources/ public institutes will also be used for references. Lastly, a personal interview within The Ritz Carlton office staff located in Jakarta Kuningan, through phone call (Qualitative data) will be conducted and shown after the quantitative surveys. Fundamentally, due to the coronavirus outbreak and government restrictions to avoid crowds and stay at home, thus, this journal is solely depending on an online data collection and interviews to minimize coming into contact with other individuals. Furthermore, the data gathered from both primary and secondary sources are organized and converted into a bar graph in order to have a conventional analysis, interpretation and understanding.

4. Analysis

Online Appraisal Performance Questionnaires for Employees towards Leaders

The Online Appraisal Performance Questionnaires is a crucial analysis in comprehending the effectiveness and efficiency in the leadership behaviours, skills and other cores of the leaders. Likewise, what do the employees think of their Leaders.

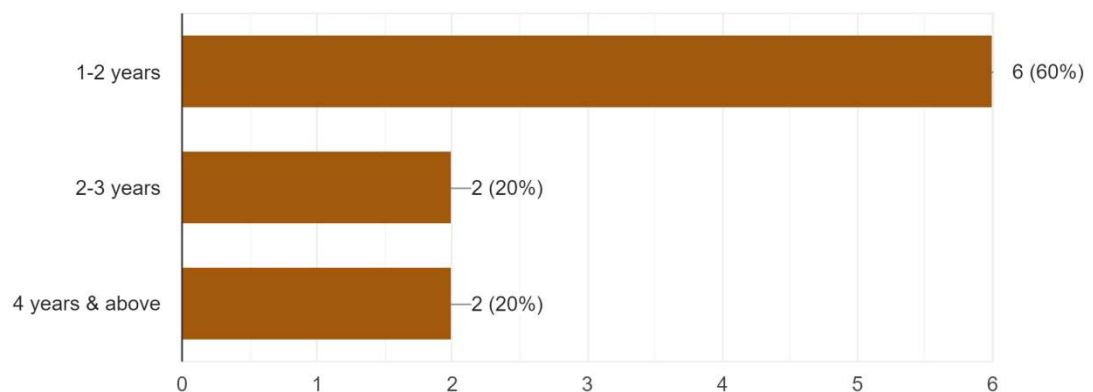
- | |
|---|
| <ol style="list-style-type: none">1. How long have you been working in the Ritz Carlton Jakarta?2. What Soft Skills do you think your Leader has?3. What Hard Skills do you think your Leader has?4. How satisfied are you with your Leaders? Explain. |
|---|

Table 1. Showing the questions that are asked to 10 representatives from random employees in Ritz Carlton Jakarta

1. How long have you been working in the Ritz Carlton Jakarta?

Working Year

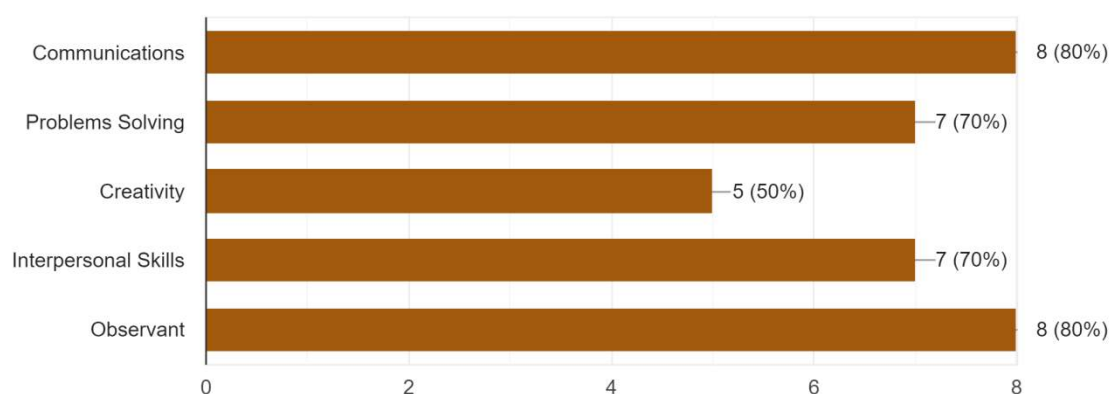
10 responses



Graph 1: illustrating a bar graph which summarizes the employees answer regarding question 1.

Regarding question 1, the majority of employees (6 out of 10) answered that they have been working in Ritz Carlton Hotel Jakarta for 1-2 years which indicates that the employees are mostly still in an entry level or they are still in the early stage of the employee hierarchy stage. Generally, those who are in this stage are recent high school graduates. Thus, training is extremely needed for them in order to broaden their skills. However, it depends on the position that they are currently in charge of. Moreover, according to the results, there were 2 tie answers in terms of volume of 2-3 years and 4 years above.

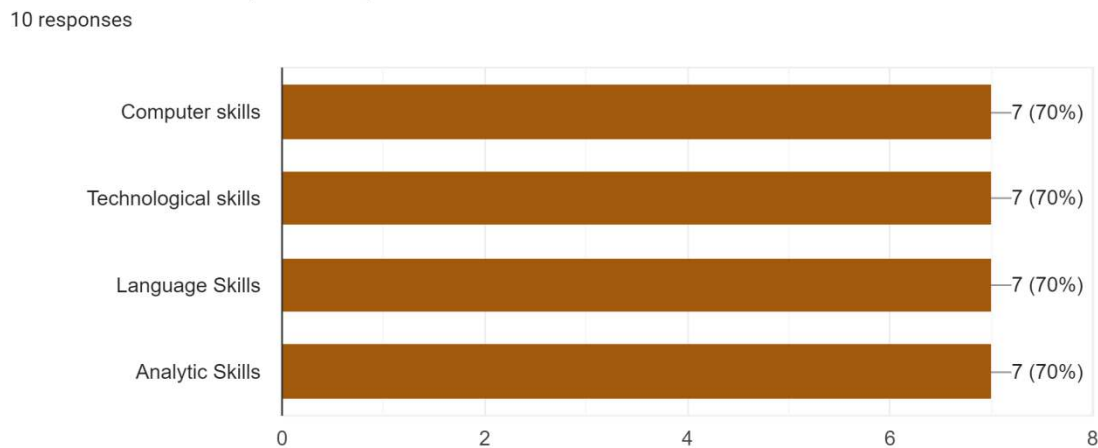
2. What Soft Skills do you think your Leader has?



Graph 2: illustrating a bar graph which summarizes the employees answer regarding question 2.

According to the results shown, only 50% of leaders in Ritz Carlton Jakarta have Creativity, 70% of the leaders have problem solving and interpersonal skills, 80% have communications and observation competencies.

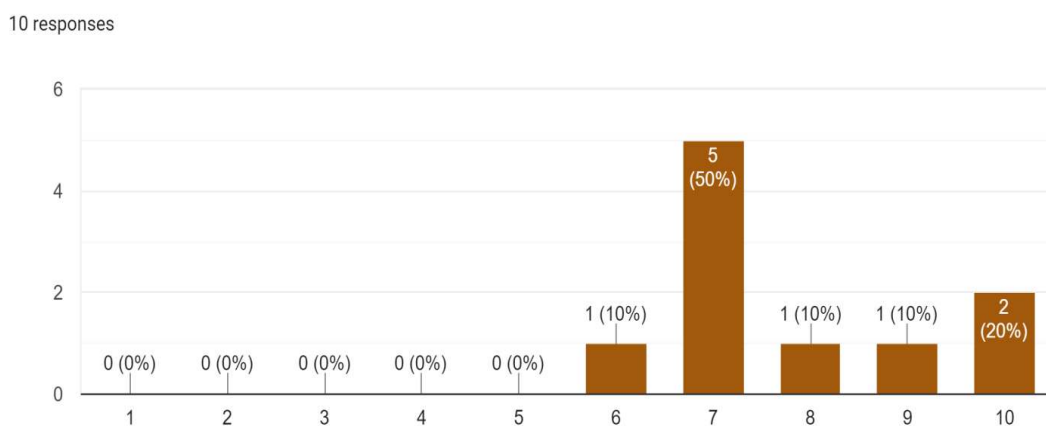
3. What Hard Skills do you think your Leader has?



Graph 3: illustrating a bar graph which summarizes the employees answer regarding question 3.

This hard skills graph shows that 70% of the leaders have computer skills, technological skills, language skills and analytic skills.

4. How satisfied are you with your Leaders? Explain.



Graph 4: illustrating a bar graph which summarizes the employees answer regarding question 4.

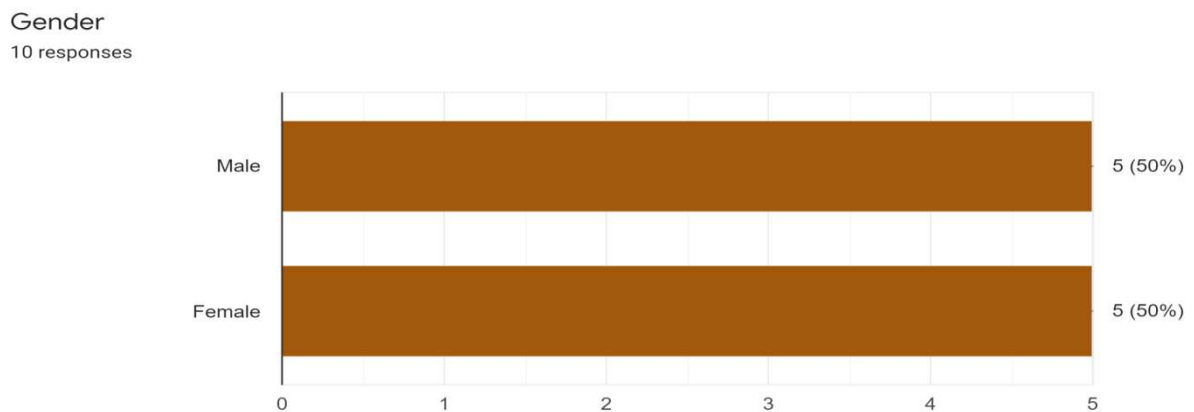
This graph shows a scale of 1 (Not satisfied) to 10 (very satisfied). All the respondents are satisfied with their leaders and 50% of them give scale 7 (quite satisfied) to their leaders, 1 respondent give scale 6 (slightly satisfied) to the leader. 1 gives the scale 8% (Satisfied), 1

respondent gives 9 (almost very satisfied) and lastly 2 respondents are very satisfied with their leaders. This shows that the leaders in Ritz Carlton are very capable in leading and communicating with their subordinates.

Online Customers Reviews collected from google forms

1. Gender: F/M.
 2. Purpose of visiting Ritz Carlton.
 3. Rate Your Experience.
 4. How are you going to recommend Ritz Carlton Jakarta to your friends or family?

Table 2. Showing the questions that are asked to 10 representatives from the customers of Ritz Carlton Jakarta.

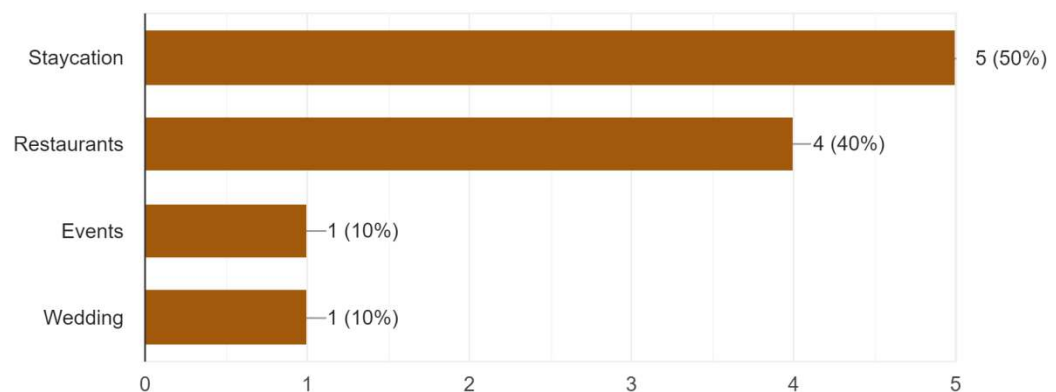


Graph 5: illustrating a bar graph which summarizes the employees answer regarding question 1. (table 2)

Out of 10 Respondents, there are 5 females and 5 males.

Purpose of visiting Ritz Carlton

10 responses

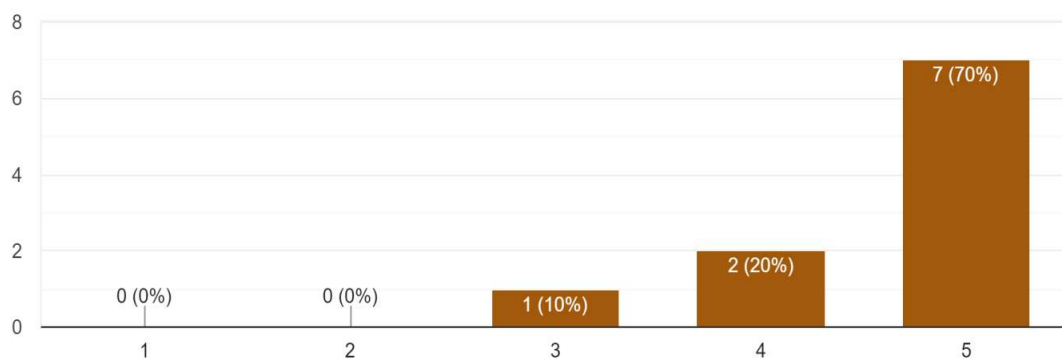


Graph 6: illustrating a bar graph which summarizes the employees answer regarding question 2. (table 2)

50% of the respondents are visiting Ritz Carlton Jakarta for Staycation, 40% for Restaurants (Dine in), 10% for Events and 10% for Wedding.

Rate Your Experience

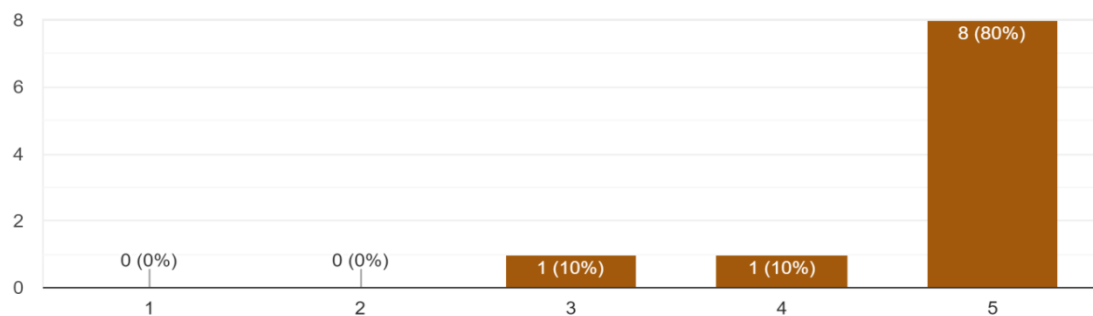
10 responses



Graph 7: illustrating a bar graph which summarizes the employees answer regarding question 3. (table 2)

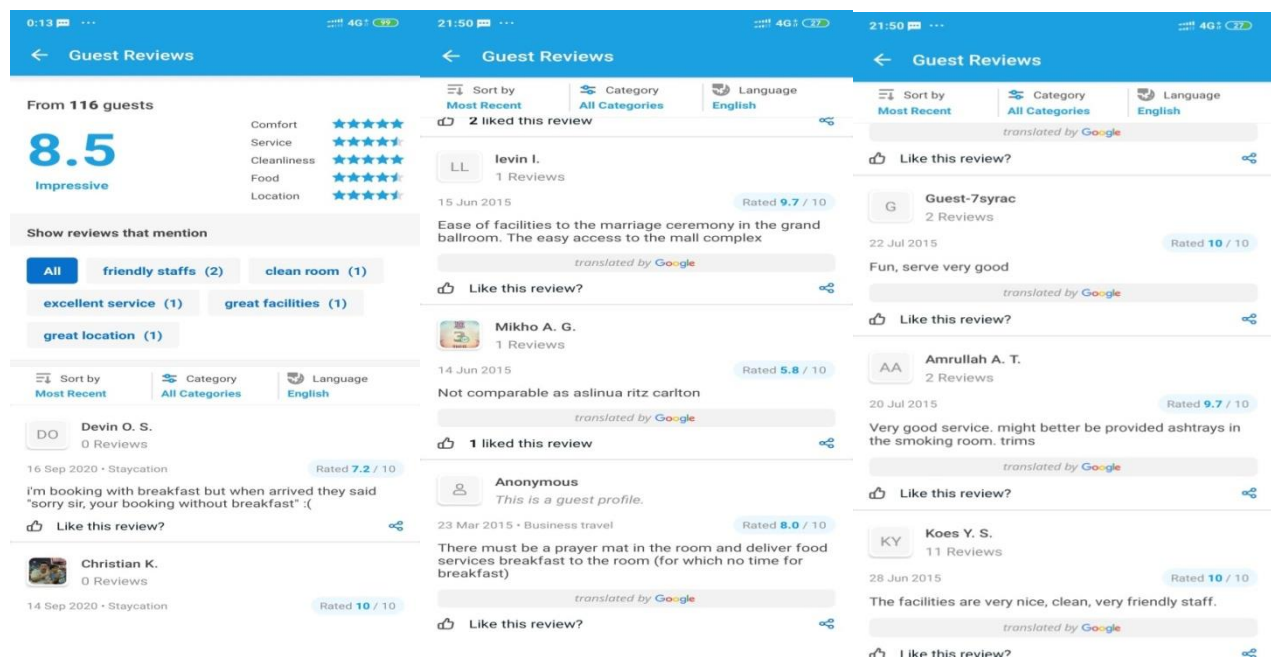
Most customers of Ritz Carlton Jakarta are very satisfied with their visit and give the scale 5. 20% of the respondents are satisfied and 10% are slightly satisfied.

How likely are you going to recommend Ritz Carlton Jakarta to your friends or family?
10 responses



Graph 7: illustrating a bar graph which summarizes the employees answer regarding question 4. (table 2)

This graph shows most of the respondents will most likely recommend this hotel to their relatives and friends to visit. 10% of them will still recommend but have a small chance of not



recommending.

Figure 1. guest review on Traveloka

From the second source in Traveloka, of 116 guests, most of them gave a very high rating for their services and experience. The highest rating of 5 star given by customers are comfort and cleanliness, 4.5 star for service, food and location.

4. Results

After deep discussion with the managers in The Ritz Carlton we concluded that employees are working according to their instructions given by their leaders, observations and evaluations. Leaders are the brain of the organizations, employees are the executioner, they move and operate by instructions or command. However, leaders' competence makes a difference in relaying the instructions towards employees. A good leader will make proper work instructions and standard operating procedures. The most important one is that a leader will make amendments to the design and proper sentences so that the employee can understand the purpose of the work instructions. This is the reason why leaders' competencies are very important.

Due to rising concern about this global pandemic, many of the workers' contracts are not renewed and employees are forced to retire early. The management takes this approach to ensure the survivability of the hotel and reduce extra cost needed to run the business. While this may solve the problem in costing, but this has also caused a rise in other problems where employees are doing double to triple job because they must cover for the job that was previously done by a person.

From the analysis in the quantitative survey above the leaders in Ritz Carlton Jakarta show very significant leadership skills in establishing customer satisfaction. Most of the leaders have Soft Skills: Communication, teamwork, Adaptability, Problem Solving, Creativity, Work Ethic, Interpersonal skills, Time Management, Leadership, Attention to details. Hard Skills are Computer Technology skills, Technical skills, Analytic skills, Certification & License, Marketing skills, Language skills, Designing.

The customers that have done the survey and did their reviews in traveloka mostly give positive feedback and the hotels have left very positive feedback. This shows that the employees have done a very perfect job in serving these customers. It is shown above that the relationship between leadership with good competencies has a linear relationship to employee performance and customers satisfaction.

From the results above, the organizations are facing problems to serve and provide services to their customers due to this pandemic and had no choice but to cut down their manpower up to 80%. Believe it or not this will cause demotivation towards their employees and will cause a drop-in performance. In order to maintain the bond in the team, leaders must adapt well in this new normal era where leaders must be proactive in their workplace and truly care about how their team is doing. To show care and concern leaders must be open and have transparency in whatever he is planning to do by discussing his next step with his team and employee so that they can understand why their manager takes this approach. When a leader listens to the opinion of their members, the employee will feel a sense of belonging that will create a stronger bond in the organization.

It is also important where leaders ensure the overall safety of their staff who are coming to work in the new normal era. To do so leaders must upgrade their skills in order to ensure maximum safety of their employees. Upgrading skills about their knowledge of this pandemic covid-19 where leaders join new training and develop their online skills do digitized whatever job they can put online to minimize workers from coming to work, thus reducing the risk of transmission. Having a deep understanding of covid-19 will help reduce the response time needed to deal with the infected person. Also, a thorough drill and protocol must be practiced.

However, the leaders in Ritz Carlton Jakarta exhibit their competency when working to attain results and boost organizational and individual contributions. Their relationship is fulfilled by their potential to pursue targets, praise their subordinates for his or her good output, encourage good performance among the team, and gamble within the interest of the organization. The leaders also perform the necessary competence in ensuring flawless foundation of operational structure by determining the sort of device and equipment required to try and do hiring. They also determine the cause of operational breakdown and decide what is kind of inspections and analysis to apply on. The leaders' show their leadership competence by motivating employees, so they

can figure together and realize organizational goals by assigning tasks and giving authority to their staff. They also participate in quick decision-making and push the pace for the teams in their firms. Involving employees in deciding and making full use of supplies to their most effective and efficient ways. This shows that the leaders possess the required competence in ensuring activity planning to make a desired organizational/work environment.

By assignment, the leaders must yield the existence of liberty in work projects within their organizations' contexts of regulations. This assignment is important, in line with Kim (2004), as, once freedom, reinforced from their leader, and directions are clear, the context motivates workers to reach high performance. As Dennison (1984) proclaim, empowering employees by providing them with a work they find meaningful, good competency, self-determining and impactful job that leads to organizational effectiveness (Lee and Koh, 2001). Empowerment in the cooperation is otherwise to support rise of the potential in effort (Kim, 2004). Thus, most of the leaders in Ritz Carlton Jakarta exhibit the required organizational citizenship attitude that allow them to do a mature planning in the organization. To attain goals, the leaders create a desired environment and motivate their staffs.

5. Conclusion

Based on the discussion and results, the leaders of Ritz Carlton Jakarta appear to outweigh their performance and show good consideration by putting the hotel's best of interest first. They can achieve by putting together their operant competencies and their organizational citizenship attitude. The leaders' application of their operant competence has a solid self-reliance positive influence on the movement of their voluntarily attitude (Tremblay, 2000). By suggesting, and in agreement with the proposal of MacKenzie, Podsakoff and Fetter (1991), organizational citizenship behaviour (Organ, 1988) is apparently an important class of behaviour that reflects on the overall managerial performance of Ritz Carlton Jakarta. Therefore, the discovery that the managers possess are the required competence and organizational attitude, but which attribute has negatively impact on their outcome towards making their corporation competitive is of exceptional interest.

After all leaders possess the needed competences and optional attitude to increase the output to their firms, it is theorized that their lack of ability to make such accomplishment reflect in the

performances, their simultaneous failure and inability will cause an increase of prices in some services. For the competenceintrinsic in Ritz Carlton leaders to become clear and create positive impact on the things they manage. Leaders must be productive and effective in completing task with whichever attribute they have by researching and doing surveys about their product and services. For the leaders to be productive, they should be doing research effectively by showing their managerial competencies in order to reach their desired goals and eventually reducing their charges to attend to their customers request.

Limitation and Future Research

However, this paper has its own limitations as it only contains data of 20 people who took part in the survey, thus it does not represent the entire image of The Ritz Carlton Jakarta. Also, in order to have customer satisfaction there are a lot of aspects to be viewed like external factors such as supply chain, if there is a disruption in the supply there will be a delay in service causing disappointment in customers. There is also a force major like pandemic and economical war that will force many services like dining in, events to stop. Overall customer satisfaction does not only focus on the internal management but also external factors that are not mentioned in this paper.

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Personal interview with RC customer experience management and consumer sales, 15 September 2020. (Appendix 1)

Appendix 1

Interview:

Interview with Amanda liomese (Ms), Customer Experience Management and Consumer Sales department

1. Can you please share your experience working in The Ritz Carlton?

Ritz Carlton is a good place to work, we are given many facilities like table-tennis table, short nap area, smoking area and more. Employees are well taken care of and we are being conducted strictly by our superior, however when we do well we usually get a bonus yearly. I am really happy and feel a sense of accomplishment when customers praise us for our unconditional services.

2. What are some problems you face in 2020?

This year the world is facing a pandemic and many activities are on hold or cancelled until further certainties, so there are very little to no customers in this hotel. Our sales targets are revised so many of our colleagues are sent to retire earlier and some contracts are not renewed, our manpower is cut by 80%. Now, when we reopen there are many regulations like weekly rapid tests, hand sanitizer must be placed every corner and customer data must be kept with their previous location and temperature. This little add ons also adds up to our customer service cost.

3. Do you face manpower problems in Ritz Carlton?

Yes we do. Due to this pandemic we face, our hotels are left with very little staff and I have to do double to triple work with lesser pay because many of us are not allowed to take overtime. I am also

worried with the amount of manpower left will we still be able to give the same level of customer satisfaction or will we compromise some of our services? I am still unsure of what will happen until the end of this year.

4. You mentioned about compromising services, what are the services that will be removed and why?

Some services like dine-in, banquet, wedding and gym will be closed until travel bans toward Indonesia are removed. We choose to close this service because I think that we should only focus on our main objectives not the facilities. In order to have these facilities to run we must still hire manpower to serve and maintain the facilities and this will be considered gambling as we are unsure about when business will go as normal again.

5. What do you think about leaders' competency affecting employees motivation and performance?

I think leaders play an important role in managing the team because they control where the team should be heading and what they must do to achieve their destination. In order to achieve this a good communication between the team must be established so they can coordinate as one and maximize their output together. Here in RC we have many types of leaders, there are leaders that don't even bother to explain to their team members and there are leaders who are willing to take their time to nourish their members and develop a special bond. Most of the time leaders who spend their time more into establishing bonds and connection with their members will have good reviews on their services, I think that it is mainly there isn't a miscommunication between leaders' instructions and the employees.