



Undergraduate Theses

**ANALYSIS OF ORGANIZATIONAL CHANGE IN CAMPAGO HOTEL
BUKITTINGGI**

As partial fulfillment to achieve an
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Submitted by:

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Analysis of Organizational Change in Campago Hotel Bukittinggi

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ABSTRACT

The variety of competition and demand from consumer challenge the company to increase the professionalism for hotel businesses for being better. This is indirectly impact on businessmen to implement the management system which is efficient to reduce cost, and win the market competition through design their business. In facing this competition, Campago Hotel Bukittinggi did the change management as a process to improve effectiveness hotel management. The research conducted in this thesis is basic/fundamental research in which research done to increase the understanding to the problem that happened in organization and find the method solve it. By using that method expect that will give the contribution to the education development. To get overall picture of factors in measuring the organization change in Campago Hotel Bukittinggi, descriptive method will be used. Descriptive method is used to qualitatively analyze data and information gathered from data collection activities. Researcher used the Lewin's Change theory to define strategy happening in Campago Hotel. In the end of research summarized the positive and negative of change management in Campago Hotel. Researcher also create the mapping map (approach to Balanced Scorecard method) that can be used by hotel to guide further change and as measurement tools of management success in Campago Hotel

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CHAPTER I

INTRODUCTION

1.1 Problem Background

West Sumatra is one of tourism destination in Indonesia which is included in visit Indonesia 2008 program. The tourism development creates the multiplier effect to the impact in increasing of any businesses related such as: handicraft, Hotel and restaurant, and tour travel, etc.

The variety of competition and demand from consumer challenge each company to increase the professionalism for hotel businesses for being better. This is indirectly impact on businessmen to implement the management system which is efficient to reduce cost, and win the market competition through design their business.

Thornhill et. al. (2000) has given their opinion why change is very important in today's business world.

Change, in its broadest sense, is a planned or unplanned response to pressures and forces. Hence, there is nothing new about change or the need for it. Technological, economic, social, regulatory, political, and competitive forces have caused organizations to modify for decades—if not for centuries. Change is such a potent issue these days, however, because simultaneous, unpredictable, and turbulent pressures have become the norm.

People—human resources—are the key to successful change (Bateman and Snell, 2002) and are the key to facilitating and effectively managing change for the necessary progress of the organization; but they are also the main barrier to change (Luthans, 1998).

The dilemma for a company to carry out a change program to respond to these environmental changes is that most of the change programs instituted by other companies were unsuccessful. This fact is claimed by Beer and Nohria in Bateman and Snell (2002), "The brutal fact is that about seventy percent of all change initiatives fail." Given these contradictions, change management plays a vital role in facilitating a change program in a particular company to take place smoothly—or at least in managing to minimize any possible constraints and/or resistances that hinder the company to achieve its change program's objectives. There at least two consequences faced by a company if its initiated change program fails. Firstly, the company will lose its investment on such a program with no results at all. Secondly, it may have to shut down its operation due to inability to cope with environmental changes. On the other hands, if the company is successful in managing its change program, it can continue its operation and stays survive on the business. Thus, the issue of managing a change program in a company is important to be researched to provide guidance for another company to implement a change program successfully. In respect of this phenomenon, this concern makes it my reason to choose this topic to be researched; to make a contribution to business and management literature of how to deal with a change program so that it will be successful.

CHAPTER VI

CONCLUSION, LIMITATION, SUGGESTION

This chapter describe about conclusion of research, implication, limitation, and suggestion for future research.

6.1 Conclusion

After doing the whole observation, concluded that:

1. The commitment of management to create this hotel to be professional hotel, made this hotel still exist right now and always improve year by year.
2. The organization change in Campago Hotel influenced the income achieved by hotel. Campago Hotel is unique case that gave the learning in improving the hotel to be the professional hotel. Culture is being the barrier in change implementation. To overcome this culture barriers, the management implement such strategy:
 - a. To change the employee's culture, management creates roles that should be executed by employees. The employees who did not run the rules will be fired. This system done step by step in improving the quality employee in this hotel.

- b. To face the owner, management done approaching step by step. By achieving the high ROI, make it easier to improve hotel facilities and performance.
3. Balanced scorecard that consists of four perspectives: financial perspective, customer perspective, internal business process perspective, and learning and growth perspective, help in analyzes the organization change in Campago Hotel.

6.2 Limitation

Some limitations need to be mentioned:

1. Hotel doesn't have mission statement and also company strategy. This is a trouble to evaluate the organization.
2. The interview process done only for General Manager and Executive Assistant Manager. General Manager is person who really knows the development of Campago Hotel.

6.3 Suggestion

After the observer accomplish this research and know about the weaknesses and strength of hotel, so there is suggestion for hotel:

- Based on the analysis strategy implement by hotel, observer suggests the hotel to formulate the clear and mission, goals and objective for hotel.

- Operation in Campago Hotel based on financial condition; the Hotel should make the strategy for a year, and propose it to the owner to make Campago Hotel to be the professional hotel, because Campago Hotel has potential to develop.
- Campago Hotel should recruit employee for management level, because hotel only has two persons in top level management. It will help in increasing hotel performance.
- To increase the profit gain, Campago Hotel should increase the cost efficiency.
- Increasing the customer strategy such as: improve the customer satisfaction, increasing the retention rate, and customer acquisition.
- Increasing the internal business process by: optimal in using technology, optimal marketing process, growing the service capacity.
- Increasing the learning and growth strategy: develop employee's competences, job satisfaction, change the hotel culture.

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