

## The Communication Performance Analysis of the In Room Dining Division at Hotel "A" as the Basis for the Formation of Organizational Culture

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ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b>            Communication Performance;            Organizational Culture; Hospitality;            In Room Dining</p>	<p><i>Communication performance and organizational culture are closely related, in the process an individual's communication performance reflects their organization's culture. Every company has its organizational culture, including Hotel "A," which is one of the 5-star international hotels in Jakarta, also experiencing issues with its organizational culture. This study employs descriptive research with a qualitative approach. The method used in this research is interview with employees from the in-room dining division at Hotel "A", that is a 2 active members of the organization. The research findings reveal problems in the communication performance at Hotel "A". For instance, in terms of ritual performance, there is a company culture of working overtime. Additionally, in terms of passion performance, the abundance of job tasks in the in-room dining division diminishes the manager's focus, especially for unexperienced leader in a similar divisions. Social performance shows the existence of factions within the organization but with no significant impact on operations. Political performance manifests as a sense of superiority over certain groups (seniority). Lastly, enculturation performance indicates differences in training between staff levels and daily workers, creating clearer disparities. All of these issues stem from the inadequate communication performance in the in-room dining division at Hotel "A". If left unaddressed, they may lead to demotivation, a decline in work ethic, and feelings of saturation among employees, ultimately impacting the formation of the company's culture. The researcher suggests that management and Human Resources collaborate to address these issues, fostering open communication and welcoming input to establish positive organizational culture.</i></p>

### INTRODUCTION

Every company or organization has an organizational culture that can be carried out for generations, even until now it continues to be carried out in the organization. Organizational culture is a system of shared meaning/trust owned by organizational members, which distinguishes one organization from another (Siregar, 2021). Organizational culture can also be defined as norms, values, assumptions, beliefs and habits that exist in an organization and are approved as guidelines in carrying out organizational activities (Fernanda & Frinaldi, 2023). From the above understanding, organizational culture is a rule or guideline for individual behavior contained in an organization, to produce behavioral norms that are in accordance with the company. This organizational culture arises because of the behavior displayed by the members of the organization, which later becomes a habit (communication performance) This then creates the uniqueness or characteristics of each company/organization.

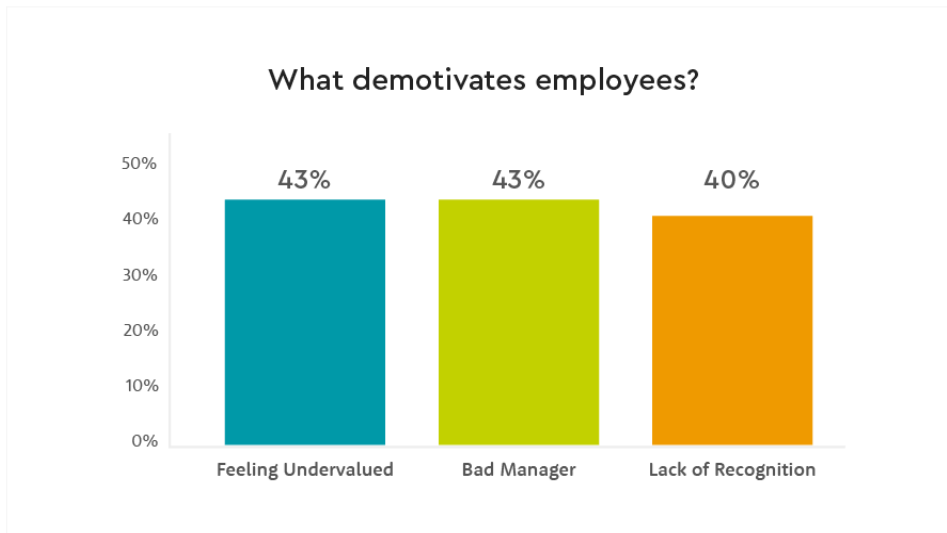
Communication performance is one part of organizational culture. According to (LittleJohn & Foss, 2016) the cultural aspect of the organization consists of aspects of stories, rituals, symbols, and also other activities (production and reproduction of meaning) which if juxtaposed with the aspect of communication performance by (Settle, 2018) which consists of ritual performance, passion performance, social performance, political performance, and enculturation performance, then the two will be interrelated.

Based on the previous paragraph, it can be concluded that if the communication performance is good as well as the organizational culture, on the other hand, if the communication performance is poor, the organizational

culture will also be bad. Poor communication performance will also have an impact on the receipt of inappropriate messages, resulting in misunderstandings and miscommunication, which will eventually cause disputes and conflicts within the organization/company, this can cause discomfort in employees, which leads to *resignation* and turnover rates. This if left unchecked, will cause the company's image to be bad and the worst possibility as a result can make the company go out of business.

figure 1. What Demotivates Employees ?

Source: EFX, 2024



Communication performance is one of the important components in an organization. However, not all organizations are able to create this communication performance. One of them is in the hospitality service industry, which prioritizes satisfactory service. This inability can be a gap in the decline of communication performance. It is possible that this lack of optimal communication performance can also have an impact on all types of hotel levels, even in 5-star hotels. One of the most prestigious hotels in the South Jakarta area, let's call it Hotel "A", is also trying to fix this communication performance problem, especially from its In Room Dining division.

Hotel "A" is one of the hotels located in South Jakarta which is a 5-star hotel, in which In Room Dining service is available, to support the comfort of guests in this hotel. In-room dining is one of the parts of the *food and beverages services division* which provides food and beverage services in the room, and will be directly provided by one of the staff from this division, besides that this division is also one of the divisions that operates for 24 hours.

Based on the experience that the researcher gained during approximately 15 months of working at hotel "A" (6 months of internship and 9 months of work), the researcher found the following pre-research data:

- **Ritual Performance:** related to the ritual aspect in organizational culture, where there is an assumption that one day should work a minimum of 12 hours, this is certainly not in accordance with the work rules and even the previously existing employment contract, in terms of employees, of course, the balance between work and personal life is also unbalanced (*work-life balance*).
- **Hastrat/Passion Performance:** related to the story aspect in the organizational culture, the example obtained is, due to the lack of intensity of meeting with superiors plus superiors who are busy with other matters, such as cake shops and amenities (VIP amenities, Chinese New Year, Eid, Christmas, etc.) so that incoming staff will usually also rarely meet with superiors and usually superiors only once to monitor and communicate only through WA groups, This will inevitably lead to the assumption that employees feel 'stepchildren' or not cared for, especially for employees who work night shifts, who only rely on WA groups to communicate and handover work, there are often misperceptions that arise that cause problems for *the next* shift.
- **Social Performance:** related to the symbolic aspect of the cultural aspect of the organization, where the in-room dining division also has camps, so that teamwork that should be one, is even scattered and there

are other groups in the group, this can certainly cause performance between employees to not be optimal, especially for work that really requires good *teamwork*.

- Political Performance: related to other aspects of activities (production & reproduction meaning), for example for political performance there is a seniority system in this in-room dining division, because there is a difference in status between employees/staff and *dailyworkers*, which are treated differently.
- Performance Enculturation: there are differences in the training obtained, for example for the staff level there is training from the head office, but for *dailyworker* employees rarely get training, so the performance shown is also limited.

In its operational activities, the in-room dining division at hotel "A" is led by a manager and a supervisor, who is then assisted by a captain, and staff in carrying out their operations, usually there are also *dailyworkers* who assist in the work of the staff. Because of the number of personnel with different backgrounds, communication activities, especially the communication performance that is formed, will also vary. In addition, the communication that occurs between superiors and subordinates at Hotel "A" can also be said to be ineffective, because it usually only relies on communication using media, namely using *WhatsApp* groups, rarely communicating directly because of the amount of work done, and not based in one place. This will certainly cause misunderstandings and a poor and effective communication process.

Organizational culture plays a crucial role in shaping employee behavior, customer satisfaction, and overall business success, especially in the hospitality industry. As defined by (Siregar, 2021), organizational culture is a system of shared values, norms, beliefs, and habits that guides individual behaviors within a company. It creates the behavioral norms that employees follow, contributing to the unique identity of the organization. This is particularly important in the hospitality sector, where consistent service and positive customer interactions are essential (Jarboui et al., 2015).

Hospitality organizations such as hotels must maintain a strong and positive organizational culture to ensure that employees deliver high-quality service and maintain customer satisfaction (Fernanda & Frinaldi, 2023). A healthy organizational culture fosters teamwork, communication, and employee engagement, which are critical to achieving these goals. However, research indicates that many hotels, even 5-star establishments, struggle with communication performance and cultural consistency, which can lead to decreased employee morale and customer dissatisfaction (Mohajan, 2018).

Recent studies have emphasized the need for a cohesive and supportive organizational culture to address common issues in the hospitality industry, such as high employee turnover and inconsistent service quality. According to studies by (Ohorella & Prihantoro, 2022), effective organizational culture in hospitality not only improves communication within teams but also enhances leadership effectiveness, leading to better management of customer-facing operations like in-room dining services. These findings suggest that a well-established organizational culture can bridge gaps between leadership, communication, and service delivery.

The novelty of this study lies in its examination of communication performance within the in-room dining division of a 5-star hotel in Jakarta, focusing on how organizational culture influences this specific operational area. While much research has been conducted on broader organizational culture in hotels, few studies have delved into how specific divisions within a hotel, such as in-room dining, contribute to or are affected by organizational culture. This study addresses that gap by analyzing communication patterns and cultural dynamics within this division.

The purpose of this research is to analyze the communication performance of employees in the in-room dining division at Hotel "A" as a basis for understanding the broader organizational culture. By investigating communication issues such as ritual, passion, social, and political performances, this study aims to provide insights into how communication influences the overall culture of the hotel and affects employee motivation and service quality.

The contribution of this research is twofold: academically, it adds to the existing body of knowledge on organizational culture and communication in the hospitality industry by providing empirical data on how these factors intersect in the in-room dining division of a 5-star hotel. Practically, the research offers actionable recommendations for hotel management to improve communication and strengthen organizational culture, ultimately leading to better employee performance and customer satisfaction. By addressing the specific challenges faced in the in-room dining division, this study can inform strategies for enhancing organizational culture across other divisions in the hospitality industry.

## METHOD

This study uses a descriptive type of research and with a qualitative research approach. Qualitative research is considered appropriate to this study, the researcher wants to understand the phenomenon experienced by the subject, in this case the communication performance shown by employees in the *in-room dining* division at hotel "A". Qualitative descriptive research is also defined as a type of research that examines social events or problems, which emphasizes how to interpret and understand their experiences in a social reality, so that they can solve their own problems (Mohajan, 2018).

The subject of this study is employees who work in the in-room dining division of hotel "A" with criteria, namely first, employees who are still working in the *in-room dining division* at hotel "A", second, have worked for at least three months, and are at least 18 years old. The reason the researcher chose these three sources is for the first resource person's criteria, namely employees who are still working in *in-room dining* because it is considered more appropriate to describe the latest *in-room dining* organizational culture. Then for the second criterion is to have worked for at least three months, because according to article 60 of Law 60 on employment, the maximum limit for *probation* is 3 months and the researcher feels that with three months the resource person is considered to be able to provide an overview related to the existing organizational culture. The third criterion is, being at least 18 years old, the reason is because the age of 18 years is considered to be the age of legal competence, so when answering questions asked during the interview session, the interviewee can distinguish which is suitable or not mentioned, in addition to that according to articles 47 and 50 of the Marriage Law states that a person is under the responsibility of parents when they are still less than 18 years old (the age of 18 is already considered an adult).

Operationally, the interview session that will be conducted by the researcher is an *open-ended* question, so it is not a question that is answered with 'YES' or 'NO' or with a static answer, but an answer that requires a longer response. Details regarding the background related to the research subjects will be completely disguised to maintain their identities.

The object of the study is hotel "A" which focuses on the in-room dining division that the researcher wants to study is how the communication performance displayed by each individual in this division, where this communication performance is part of the organizational culture, which creates the norms or rules that exist in the organization, which will later become a guideline for individuals in performing or performing in organizational activities. The method used in this study is interviews with workers from the in-room dining division at Hotel "A". The interview process will be conducted to 2 employees or members of the organization whose status is still actively working.

The paradigm used in this study is the interpretive paradigm, the interpretive paradigm is one of the parts of social science that views that systematic analysis must be carried out directly to social actors in a scientific setting to understand and interpret how social actors create and maintain their social world (Mudjia 2018). Based on the previous definition of interpretive paradigm, the researcher concludes that the interpretive paradigm is a form of research that is used to seek a truth or explanation, by making direct observations of the actors being studied, in order to produce a strong and accurate research perspective.

## RESULTS AND DISCUSSION

The object of the research launched in this study is the hotel, where the hotel is a company that is managed for commercial purposes in which it provides services/services to the public, the services obtained include hotel rooms, food and beverages, and other supporting services (Jarboui et al., 2015). The researcher will anonymize the object of this research into hotel "A" which is one of the hotels located in South Jakarta, which is in the category of 5-star hotels that are quite prestigious in its class, in which there is an in-room dining service.

In-room dining is one of the parts of the *food and beverages services division* which provides food and beverage services in the room, and will be directly provided by one of the staff from this division, besides that this division is also one of the divisions that operates for 24 hours.

The data collection in this study was carried out by interview method with 2 resource persons whose status was still working in in-room dining at hotel "A". The first resource person was Mr. Rama (N1) who has worked together with hotel "A" for more or less 1.5 years plus an internship at hotel "A" for 6 months. The 2nd resource person was Mr. Dave (N2), who has been working at hotel "A" for approximately 1 year including a 6-month internship. And the results of the research are as follows:

### **Ritual Performance That Takes Place at Hotel "A"**

In accordance with its definition, ritual performance is all performance that is carried out continuously and regularly and repeatedly is a ritual performance. The performance of this ritual will be carried out by each individual in the organization. This performance also has several other parts, consisting of personal rituals, task rituals, social rituals, and organizational rituals (Settle, 2018).

In accordance with the definition of ritual performance above, and if associated with the pre-research data obtained by the previous researcher related to the existence of a 12-hour work culture with uncertain rest time, in the in-room dining division at the hotel "A", this can be said to indeed occur in this division, this is also confirmed by the researcher to 2 sources, The results obtained are as follows:

*"I don't think it's a good culture, it means working 12 hours in addition to us cape, and precisely because we are cape it can cause problems because when we cape our focus decreases in all sorts of things, miscommunication is actually more likely to occur at the end of our work, if we work 12 hours. In my place there happens to be such a culture, but it actually depends on the boss, and also depends on maybe this is the bad work culture in Indonesia, maybe yes, so we are required to be loyal, so there are times when we are 12 hours because we are made uncomfortable with the boss, if we go home faster. If on the weekend it is very possible to work 12 hours because of the crowd, maybe it can still be accepted, but still it is not possible to justify this 12-hour work culture, and usually on weekdays we still work 12 hours, so I think it's not healthy. It includes a 1-hour break, which lately we are trying to implement, at the current hour, so for example, for the shift at that hour, the break is so much, but again we work in hospitality, we can't know, when the work is due, whether it is busy at that hour or not, we don't know, so we have to be flexible too. Sometimes we take a break after 6 hours of work or 8 hours of work or sometimes 4 hours of work have been rested. Actually, in the regulations, it is not written that it must be 12 hours, in fact, what I know is that it is written 9 hours, normal working time, but why can it be 12 hours, yes, it may be because there is pressure too, emotionally which usually comes from the boss, to stay and help other friends work, and that's finally we can work 12 hours."*

*"I think it's fatal, because I once felt bored and quit the industry, and the normalization of 12 hours had an effect, justifying the wrong. I as a worker have to demand my rights, which are normal. Not talking, but I know, the experience of training time. So there were some of my training friends who complained about working hours, but maybe the response from the hotel management was not as expected. And just passed and so on 12 hours back."*

The above paragraph is the result of an interview submitted by Resource Person 1, which said that there is a 12-hour work culture, with uncertain rest periods, this is also in accordance with the pre-research data obtained by the researcher when in the field.

*"There is no culture of working 12 hours in my hotel. Usually we work 10 to 11 hours including breaks with a break of 1 hour per session. Meanwhile, according to the regulations of the company, we usually work 9 to 10 hours, including a 1-hour break."*

N2's opinion said that there was no 12-hour work with erratic breaks, but when asked how much they worked in a day on average, N2 replied that it was usually 10 to 12 hours and included a 1-hour break, which showed that there was a long *overtime* from the time it should have been.

From both opinions and also pre-research data conducted by the researcher, it can be concluded that there is indeed an excess of working hours in the in-room dining division at hotel "A" and this excess working hours occurs because one of them is due to the problem of lack of human resources in this division, has tried to inform the management, regarding this problem but still does not get a positive response from the company. In fact, according to a story from N1, that matters related to this excess working hours have been discussed before, even to the company's HR, from HR directly informed the outlet leader about this, but the response received was not in accordance with what was desired, then this problem was gradually forgotten.

### **Passion Performance That Occurs at Hotel "A"**

The definition of performance is that this performance describes the desire or hast of individuals to tell stories or *share* related problems experienced by individuals in the organization. In an organization, it must also ensure that what is an individual's goal can be conveyed properly, so that dissatisfaction or criticism of objects that are considered negative does not arise (West and Turner 2018).

In accordance with the data from the existing pre-research, if associated with the above understanding, then an example is the lack of attention from the manager, due to the busyness of the existing activities, and the number of *jobdesks* that must be held by this *in-room dining* division. Everyone's leadership style will vary depending on the nature of each individual, for example, some have authoritarian, paternalistic, indigenous leadership styles and democratic leadership styles. This leadership style is based on the idea of interaction between superiors and subordinates (Hia & Siregar, 2019). According to the two interviewees, the following results were obtained:

*"It's true that the workload that has to be done in this division is very much, but if the right leader is placed in the right place, then this should not be an obstacle. It should be like that, you should be concerned about what/division he holds. In order to be more focused, we used to find leaders who were less competent in maximizing the team, but now for this division it is much better, since there was a change of the previous leader."*

The above paragraph is the result of an interview conducted by the researcher to N1 related to the problem of busy managers due to the number of *jobdesks*, so that managers become less attentive to employees in the *in room dining division*.

*"Obviously very important, because the leader is the face, the face of the team as well, the person who is most responsible in the team. The leader is also the person who must protect the organization as well. So if the leader cannot lead, the organization will be destroyed. Because there is no direction from our superiors, so we just do something face-to-face in front of our eyes, like it is not structured."*

The above paragraph is the opinion of N2 who also holds the same opinion, that according to N2, the role of the manager as a place to share stories and input is important, and a manager must also be able to divide time with members in the organization, so that if there is a problem, this can be easily overcome, and there are no obstacles in communication that arise. Because the communication that is formed is transparent communication.

From some of the statements above, it shows that because the manager is busy taking care of various other *jobdesks*, it can cause the feeling that the boss is not there when the workers under him need it, this may be due to the manager's lack of ability to lead his team, as well as because of the workload, in this case too many *jobdesks*, so that the manager also lacks time to pay attention to each individual and work properly.

### **Social Performance That Occurred at Hotel "A"**

Based on its definition, social performance is how the attitude of individuals in an organization, including how polite and polite each individual is in an organization. This performance uses symbols and signs that are commonly used in organizations (Settle, 2018).

*N1: "Ok, the use is there, for example, vision and mission or quotes quotes, usually about teamwork, and communication is also there, still used. As for verbal symbols, there are several, yes, and that's just for our mention, actually."*

*N2: "For this organizational structure, it usually exists, the vision and mission are also still there. The use of the term is also still there, there is one guest who is indeed a bit tricky and complicated, we give him the DP call, if there is something related to the DP, everything is usually immediately aware."*

In terms of the use of symbols in the *in-room dining* division, there is also its use, for example, the existence of a vision and mission that hangs in a place that can be seen by anyone in the organization, then there are quotes or words that build the motivation of the staff. But apart from that, this social performance is also related to the attitude of individuals in the organization, which the researcher takes an example related to the problem of camps in the organization.

*N1: "I think it is influential, because from the camp of the camp, the chemistry that exists between all the staff will be reduced, so maybe when the people of camp A work with Camp B they are not happy, or vice versa. In the end, his performance can go down. It's just because he doesn't get chemistry. If I'm the same, I feel like I never have a camp, because I believe, I have to build chemistry when working with other people, I think if I follow a certain camp, it will*

*hinder me as well. Because it is our nature as human beings, maybe we fit in with certain people or how, but for myself I choose not to camp for GTU."*

*N2: "There are, for example, gang A and gang B, if it's for operations, no. Because they are professional people, but when they are outside of working hours, they go back to the existing circle. I think it's natural, yes, it's just that if you want to minimize it, you can, for example, with the role of outing, in my opinion it has a great influence on this communication problem, and the problem of circle circle. Because at the time of the outing, we were all just naked, and there was no such thing as how the circle was."*

Based on the opinions of the two speakers, it is true that they mentioned that there is a camp in the *in room dining division*, but this does not affect its operational activities. This is because despite the existence of this camp, the members of this division can still work professionally, but when they finish their working hours, they will return to their respective camps. In addition, there are also staff who only want to talk to certain circles and are reluctant to make friends with people who are "below" them.

The above, if it cannot be managed or even eliminated, can trigger a *split in the team*. To reduce this, the in-room dining division can carry out activities that aim to increase cohesiveness and teamwork, for example outing, which will grow a *solid team*.

### **Political Performance That Occurred at Hotel "A"**

This performance explains the level or hierarchy that exists in an organization, such as the level of position, authority and power contained in an organization, which is needed to carry out control and supervision functions, so that an organization runs well and in order (Settle, 2018).

Based on the existing pre-research data, the researcher found that there was indeed seniority in the in-room dining division at hotel "A". This is also evident from the results of the interviews conducted by the researcher, which found the results, namely:

*N1: "Personally, I have never been treated differently, but there are indeed some staff who have favorite dailyworkers, so the treatment of them is different, but if it is seniority directly, I have never felt it. I don't think there is, but maybe for others it may be different, but for me personally, I have never felt seniority."*

*N2: "I think if you want to talk about the culture of the organization, there is nothing wrong with it, for example, if you want to talk about seniority whatever it is, I think all good. For example, in terms of seniority, maybe yes, it's a thing that will affect operations, but there are some people who may be okay with seniority, but they are on the same side."*

Actually, things related to seniority are quite natural things to happen in organizations, especially those who work with people, because of course there is a feeling of wanting to be appreciated as a person who first entered the company, but this should also be balanced with the feeling of mutual protection by seniors, so that there is harmony in the organization, which will also affect the culture and work environment that is formed. The work environment is an element of the organization, which has a significant influence in shaping individual behavior in the organization (Siregar, 2021).

### **Enculturation Performance That Occurred in Hotel "A"**

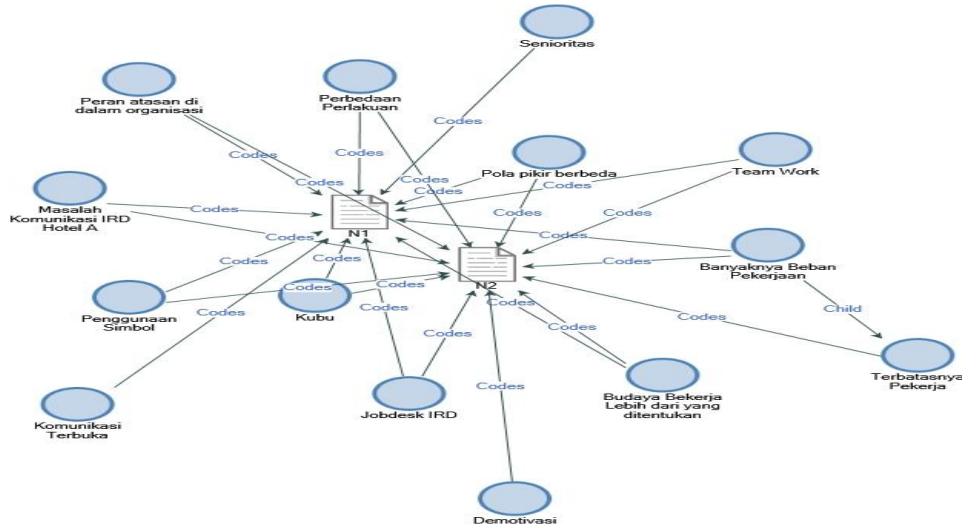
This performance explains how individuals in the organization are improved in their knowledge and skills, for example by participating in training and socialization, with the hope that the knowledge available in individuals can be used to increase productivity, and contribute to the organization (Settle, 2018).

*N1: "Maybe the difference, there is, maybe there is training that is only for staff, there is training that is general, so everything is possible. In my personal opinion, everyone should be able to do it, only maybe the reason for the difference between special staff training and general training. Because they want to focus on the staff level because usually it is the staff that handles it. for example EDC, system, because usually staff operate with that system. As far as I know, I haven't experienced such a program, but there are indeed regulations in the hotel that are used to improve communication, especially English. So every Thursday we have an English Thursday program, where everyone has to speak English and that applies to all individuals in the hotel."*

N2: "There are differences, for example in terms of Dw and also contracts, there are differences in terms of training that you get"

In accordance with the pre-research data, there is a disparity in the treatment obtained, in this case the training obtained between the contract staff level and the dailyworker staff. According to N1 and N2, this difference does exist, but it is natural, because considering for example training related to systems or EDC, who use this more often are staff, then there is also training from the head office directly. For *dailyworkers*, there is very little training obtained, so the gap is also increasingly visible. The hotel does to increase the knowledge of all members of the organization, related to foreign languages, namely with the English Thursday program, where on Thursdays, all employees are required to speak English.

Figure 2. Coding Results



Source : Data Analysis using Nvivo, 2024

Overall, from the results of the interviews that the researcher has conducted with the two interviewees, it was found that several important points, related to some of the communication performance mentioned above, for example, the problem of working more than should be determined, related to ritual performance, this can later cause demotivation and the way to reduce it is to build a good organizational environment. Furthermore, related to excessive workload that causes a lack of attention from superiors is related to desire performance, which occurs due to the limited number of workers in the in-room dining division. Employees or staff should first confirm the work they should be doing, so that mistakes like this can be minimized.

Related to social performance, namely the use of symbols that are only known by people from the same division, if they come from other divisions, they may not understand, for example there is the use of the word HWC which means handle with care. In addition, this performance is also related to the use of symbols, such as vision and mission which will later affect teamwork. Political performance is also related, for example, seniority, this is one of the things that is still normal to happen in companies in Indonesia, this makes the role of superiors very important in minimizing things related to seniority. Lastly, it is related to the performance of enculturation, where there is a difference in treatment between daily worker staff and contract staff, this difference should be eliminated in order to create equality and also the *value* of the daily worker will also be better, and the standard brand will also be better run, especially those who often meet directly with guests are daily workers, the staff takes care of more order takers.

From the discussion above, the researcher hopes that the research can provide benefits, namely:

a. Practical

This research is also expected to help research objects related to the problems they face so that in the future in terms of changes (innovations) of organizational culture will be even better, so that communication and employee performance will also be better.

b. Academic

This research is also expected to help other researchers who need similar data, namely related to the communication performance of the in-room dining division in hotel "A".

### c. Social

This research is expected to provide understanding to superiors and subordinates in a workplace, and can also increase the insight of superiors to pay more attention to their employees when working. So that employees also feel cared for, and motivate employees to give their best performance in doing their work, later this will also affect guest satisfaction and good work performance.

## CONCLUSION

Based on the pre-research data that the researcher conducted at hotel "A", and after being confirmed with 2 sources, the results of the research were obtained, namely, it turned out that in terms of communication performance that occurred in hotel "A" there were problems that occurred, both in terms of ritual performance, with the existence of a company culture to work overtime, at least on average more than 10 hours per day and with rest time that can be said to be still uncertain. Apart from that, there is also a problem in the performance of passion, where due to the number of jobdesks that must be borne by the in-room dining division, the focus that should be able to be done by the manager is reduced, especially for superiors who still lack experience in similar divisions.

Another thing is related to social performance, where there are camps in the organization, but the existence of this camp does not actually have a significant impact on operations, it's just that there are groupings that occur, for example, staff who only want to make friends with certain staff and so on. The political performance side also certainly affects the existence of this camp, namely the emergence of a sense of superiority over certain groups (seniority). The last performance is the enculturation performance, where this performance shows an example of the difference in training obtained, between the staff level, and also the *dailyworker* employees, which creates a more obvious difference or gap.

This research is a type of descriptive research and with a qualitative research approach. Qualitative descriptive research is also defined as a type of research that examines social events or problems, which emphasizes how to interpret and understand their experiences in a social reality, so that they can solve their own problems. The subjects of this study are employees who are still actively working in the in-room dining division of hotel "A" and the object of the study is hotel "A" with a focus on the in-room dining division. The method used in this study is interviews with workers from the in-room dining division at Hotel "A". The interview process will be conducted to 2 members of the organization whose status is still actively working.

All of the things that happened above, because the communication performance displayed in the in-room dining division at hotel "A" is still not good, and still needs to be corrected, which if continued without any change can cause a variety of things, for example in terms of employees experiencing demotivation, declining work ethic, and experiencing burnout, which will ultimately affect the communication performance displayed. The impact caused by poor performance is to create a company culture that is formed to be bad. Communication performance and organizational culture are something that cannot be separated and interconnected. If the communication performance displayed is good, this will have an impact on the organizational culture it produces. On the other hand, if the communication performance displayed is poor, it will result in a poor organizational culture as well. The researcher's suggestion after this study is for the management and Human *Recourses* to collaborate together on this matter, so that a healthy working environment is created and for the communication that arises must also be open, and more accepting of existing input so that employees also feel more appreciated and can channel their creative ideas for the creation of a better organizational culture. In addition, it is hoped that this research can help other researchers who need similar data, namely related to communication performance and organizational culture, and can help further research by researchers, related to organizational communication.

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