

CHAPTER I

INTRODUCTION

A. Background of the Study

For officers who work at a company, effective tasks delegation is a must. Tasks delegation cannot be effective when there is lack of effective internal communication. This situation can cause misunderstanding. Ineffective task delegation for the apprentice is my chosen topic, based on my experience when I was doing apprenticeship as Public Relations Corporate at BIRD Management. BIRD manages THE MAJESTY, Grand Setiabudi, and GALERI Ciumbuleuit.

I am convinced that effective tasks delegation involves effective internal communication. The apprentice will not enjoy the apprenticeship and be able to do the tasks correctly if the tasks delegation is not effective. The apprentice will most likely feel bored and potentially do the task the wrong way if there is no effective internal communication before delegating tasks.

Thus, before analysing the relations between effective tasks delegation and effective internal communication, it is important to explain the definition of communication. Communication involves listening and informing. Pamela Mounter says, "Communication is the link between an

organization's compelling need for change and an employee's compelling for security" (44). From this quote, I believe that internal communication can bring a lot of positive effects which have a big impact on one's performance. It can make the apprentice feel extricable when a problem happens. Good communication can also make tasks delegation more effective.

Effective communication in delegating tasks to an apprentice only works when both supervisor and apprentice are involved. The problem is sometimes the supervisor feels that she does not have time for communication or she thinks discussing anything with the apprentice is not needed. Effective communication itself is "about telling people where they are going (message, top down), welding the different parts of the organization into one team (delivery, horizontal) and getting information on how well communication is working (feedback, bottom up)" (Mounter 52). I agree with the statement above that effective communication can give some information in a cycle from top-down, horizontal, and bottom-up.

Having discussed effective internal communication, I am going to talk about effective task delegation. According to Bob Dickson, delegating tasks can both foster a "team environment" and help the apprentice increase his level of performance that increases his responsibility, leadership and project management skills; moreover, he will feel important too in a company (par. 2). I strongly agree with Dickson. If the level of delegated task is appropriate to the skills level of the apprentice, it will make him feel important to the company and his skills will improve.

Based on my observation when I did my apprenticeship at BIRD Management from June until July 2009, I found the problem that its management had no effective task delegation. There were only several tasks appropriate to the apprenticeship agreement made before the apprenticeship began; moreover, my supervisor often gave me unclear instructions which made me confused. Therefore, it made me bored, I got confused when I was doing my tasks, and I had no significant improvement in doing my tasks.

This problem is very interesting to discuss because although my supervisor is a professional, this problem still happens. For this reason, I am going to analyse how to apply effective task delegation by reading books and accessing electronic resources, as well as referring to my observation journal during my apprenticeship at BIRD Management. Then, I am going to present the possible solutions on how to handle this problem, with both positive and negative effects. Furthermore, I am going to choose the best solution of all the solutions presented.

B. Identification of the Problem

The problem to be discussed in this term paper is identified in the points below:

1. Why is effective task delegation needed?
2. What is the relation between effective task delegation and effective internal communication?
3. What is the best way to make effective internal communication?

C. Objectives and Benefits of the Study

The objectives of this term paper are to know the effects of effective task delegation, to understand the relation between effective task delegation and effective internal communication, as well as to apply effective internal communication so that task delegation is more effective.

For Public Relations Corporate of BIRD Management, this term paper can help them to handle its ineffective task delegation, based on my suggestions as a former apprentice in their workplace. In addition, I hope delegating tasks to an apprentice can be more effective so that teamwork can be better, to avoid misunderstanding, and so that the apprentice can use and develop skills effectively.

For the readers, this term paper can give some useful information about ineffective task delegation so that they can prevent it, or they can handle this problem seriously if it happens to them. For me, this term paper can help me identify some information about effective task delegation and effective internal communication, as well as analyse some potential solutions to face ineffective task delegation, which will help me to cope with a similar or the same problem in the future.

D. Description of the Institution

BIG (Bandung Inti Graha) Company is a large company in Bandung which was founded in 2001. From property, BIG developed to a service and hospitality industry. BIG company has a subsidiary, named BIRD (Best Image Residence) Management which manages hotels &

apartments. However, at the current time BIRD has become a hotel & apartment management consultant. Based on the contract which was made before, BIRD is still managing THE MAJESTY, Grand Setiabudi, which was founded in 2004, and GALERI Ciumbuleuit, until now. BIRD is also managing BTC, JATOS, and Solo Grand Mall.

During the apprenticeship, I was assigned to Grand Setiabudi. Grand Setiabudi is located at Dr. Setiabudi Street No. 130 - 134, Bandung. Grand Setiabudi was founded to support the Bandung tourism industry by giving comfort to guests, tenants, and officers.

The missions of Grand Setiabudi Hotel & Apartment are listed as follows:

1. To glorify God's name
2. To make Grand Setiabudi Hotel & Apartment a clean, safe, neat, and friendly area.
3. To have all workers blessed and able to apply "EMPLOYEESHIP" as the working culture of the company, in order to:
 - reach satisfaction of the guests,
 - operate Grand Setiabudi Hotel & Apartment, a four-star standard quality residence, in order to be a profitable business
 - make the workers feel safe in the workplace as well as encouraged to improve their skills.

E. Method of the Study

To get the information needed, I refer to my apprenticeship journal, which I wrote every day while doing my apprenticeship for 32 days. I also consulted some books and some articles from the Internet to get valid theories about effective task delegation and effective internal communication.

F. Limitation of the Study

This study is focused on the interaction between me and my supervisor, who always gave me unclear instructions to do the delegated tasks in Public Relations Department at BIRD Management. This observation is done specifically at Grand Setiabudi, as a company under BIRD Management. In this term paper, I will simply explain the causes, effects, and solutions based on my internship done from 23rd June until 8th August 2009.

G. Organization of the Term Paper

This term paper starts with an Abstract, which briefly gives a statement about this term paper in Indonesian. Second, Declaration of Originality contains a statement of the writer about the originality of the term paper. Third, Acknowledgements contains the gratitude of the writer to all parties who have helped him in making this term paper. Fourth, Table of Contents contains details of chapter and subchapter titles, with page numbers.

The main content of this term paper consists of four chapters. The first chapter is Introduction. It is divided into seven parts. The first part is Background of the Study, which discusses the chosen topic and the reason behind it. The second part is Identification of the Problem, which states the situations and problems which are going to be analysed, in question form. The third part is Objectives and Benefits of the Study, which states the aims that I want to reach at the end of this term paper. The fourth part is Description of the Institution, which gives a brief history, and also the vision and mission of the institution. The fifth is Method of the Study, which explains the process of data gathering. The sixth is Limitation of the Study, which states the limit of the discussed topic. The seventh is Organization of the Term Paper, which depicts the chapters and parts of the term paper briefly.

The second chapter is Problem Analysis, which analyses the causes and the effects of the problem. It also uses observation result and data from my apprenticeship journal, and relevant theories to support the analysis.

The third chapter is Potential Solutions, which presents some possible solutions, with both positive and negative effects. The fourth chapter is Conclusion, which states the best solution, with logical and responsible reasons, and explains the application of it.

Bibliography contains the information of publications for all sources cited in Chapter II, Chapter III, and Chapter IV, and Appendix which contains a Flowchart.