

CHAPTER I

INTRODUCTION

A. Background of the Study

“Interpersonal Communication between the Manager and the Subordinates in Cultivating a Good Working Relationship at Supervised-Field-Training Sekolah Tinggi Pariwisata Bandung” is the title for my term paper. This research was carried out in Supervised-Field-Training Sekolah Tinggi Pariwisata Bandung during my apprenticeship programme on January 2nd 2008 until March 5th 2008.

As social creatures, human beings feel the need to be connected with one another. Everyone also needs other people’s acknowledgement of his/her existence, capacity and support to his/her behavior or action in life. Moreover, we also depend on other people, share with one another, cooperate and maintain cooperation in our lives.

The cooperation between humankind is mainly developed through communication. In other words, communication is potent to develop relations among people. Through communication, we can bond, support and have a good cooperation with one another. Communicating means that we reveal our thoughts, our ideas, and our desires to other people so

our participation can be appreciated. Moreover, in general, interpersonal communication can have a meaning of continuous information exchanges. It involves delivering and receiving messages between two parties (Djuarsa 49, free translation). This is really needed in an organization in any workplace as there are needs to be a good cooperation in order to create a solid team work, especially when the work project involves the manager and the subordinates.

The idea is supported by Hardjan (21) who states that, through communication in the work place we could: 1. Make a good working relationship among the workers at the work place; 2. Build the co-operation and synergy with other workers; 3. Be informed about the work in accordance with the aim; and 4. Overcome different opinions, the tensions and the conflicts (free translation by me). The communication functions that are mentioned by Hardjan have the aim of developing good relations between people in an organization so the situation of the work place will be conducive. However, those four matters that are mentioned above are not easy to do because of the different personalities of each individual.

The functions of communication pointed out by Hardjan in points 2 and 3 also become the hindrance in Supervised-Field-Training Sekolah Tinggi Pariwisata Bandung. There seems to be no good co-operation and synergy among the workers and they do NOT seem to inform the work and direct the work in accordance with the aim.

Those are some of the situations that I personally encountered during my apprenticeship programme as an administration staff on January 2nd 2008 until March 5th 2008 and that has created problems in Supervised-Field-Training Sekolah Tinggi Pariwisata Bandung. Therefore, an ideal situation really needed by the organization is a good work relation between the manager and the employees in Supervised-Field-Training Sekolah Tinggi Pariwisata Bandung in order to create a harmonious work atmosphere and maximum performance output.

B. Statement of the Problem

The good interpersonal communication between the manager and the subordinates should be implemented in Supervised-Field-Training Sekolah Tinggi Pariwisata Bandung as the current working atmosphere is not conducive for optimum work performance output. Therefore, the questions of the term paper are presented as the following:

1. What is the problem of interpersonal communication between the manager and the subordinates in Supervised-Field-Training Sekolah Tinggi Pariwisata Bandung?
2. What are the causes and effects of interpersonal communication problem between the manager and the subordinates in Supervised-Field-Training Sekolah Tinggi Pariwisata Bandung?
3. What are the solutions to solve the problem of communication between the manager and the subordinates in Supervised-Field-Training Sekolah Tinggi Pariwisata Bandung?

C. Objectives and Benefits of the Study

- Objectives of the study:

This study particularly aims at:

1. Describing the problem of interpersonal communication between the manager and the subordinates in Supervised-Field-Training Sekolah Tinggi Pariwisata Bandung.
2. Describing the causes and effects of interpersonal communication between the manager and the subordinates in Supervised-Field-Training Sekolah Tinggi Pariwisata Bandung.
3. Finding out the best solution to solve the problem between the manager and the subordinates in Supervised-Field-Training Sekolah Tinggi Pariwisata Bandung in developing good work relations.

- Benefits of the study:

1. This research is expected to be beneficial for workers at Supervised Field Training Sekolah Tinggi Pariwisata Bandung and also the readers in providing possible strategies to solve a problem concerning unhealthy interpersonal communication, especially between the manager and the subordinates.
2. This research is also expected to give contribution to Supervised-Field-Training Sekolah Tinggi Pariwisata Bandung, as a consideration to help determine a policy in order to improve

interpersonal communication between the manager and the subordinates in an effort to develop a good work relation.

D. Description of the Institution

STPB (Sekolah Tinggi Pariwisata Bandung), beforehand known by the name of NHI (read: eNHaii), is the Tourism Education Center that is supervised by the Culture & Tourism Department and whose academic affairs is under the Department of National Education. As a high agency belonging to the Indonesian government, Sekolah Tinggi Pariwisata Bandung aims at preparing professional workers in tourism area as international, high quality and creative professionals.

STPB (Sekolah Tinggi Pariwisata Bandung) at Jalan Setiabudhi 186 co-operates with both domestic and foreign tertiary institutions, developing its educational programs in the level of D-III and D-IV and Magister Management of Tourism.

The educational program that is held in STPB is the program that stresses the achievement of skills and knowledge. The achievement of the skills is enriched with the working practice, field study and supervised field training.

This institution has a vision which is to make Sekolah Tinggi Pariwisata become the best academic institution and be internationally recognized by

the year 2010. Sekolah Tinggi Pariwisata Bandung also has some missions, stated in the following:

1. Developing professional and qualified human resources in international tourism.
2. Developing effective, efficient and accountable education.
3. Constructing a working network with stakeholders, inside the country and overseas.
4. Developing research and service in the area of tourism for the community and the tourism industry.

E. Limitation of the Study

This term paper will discuss the interpersonal communication between the manager and the subordinates at Supervised-Field-Training Sekolah Tinggi Pariwisata Bandung, which was taken from a real working situation since my first day of apprenticeship until the end of my apprenticeship programme at Supervised-Field-Training sekolah Tinggi Pariwisata Bandung. The research was analyzed based on the observation during the apprenticeship in comparison with several theories that I obtain from various sources; including some textbooks and the Internet.

F. Organization of the Term Paper

Chapter I contains the Introduction about the problem. Chapter II deal with he Analysis of the Problem, which provides causes and effects of the problem. Chapter III is about Potential Solutions, provides the comparison

of the potential solutions that might solve the problem. Chapter IV provides us with the chosen potential solution to overcome the problem. This solution is proposed based on the analysis of the previous chapters. Moreover, I also put the list of references in the Bibliography.