

## CHAPTER IV

### DESCRIPTION OF RESULTS AND DISCUSSION

#### 4.1 Main Description

Field observations were conducted from October 16 to 18. On October 16, we started our trip to Bandung by Citylink Executive Bus at 8 a.m. with the initial gathering point at the Central Park Mall. The trip to Bandung took 2 hours so we arrived at the Bandung Shuttle Bus at 11 a.m. in the morning. When we arrived there, we immediately continued our journey to Moxy Hotel, Bandung. At 12 p.m., we met with our key informant, Caitie Younghwa Lee as GM of Moxy Bandung. After that, we prepared in advance about the video that will be shot on October 17, briefing about our story board to Caitie Younghwa Lee and our videographer, observed the hotel as an idea for a place to interview and shoot video transitions, continued with travel around the city of Bandung until 9 p.m. at night. On October 18, we had a breakfast in the morning and did a day-long video shoot from 12 p.m. to 6 p.m., while for October 19, we did some additional video shooting such as transition videos of hotel facilities that we wanted to add to our main video and went back to Jakarta at 5 p.m. in the afternoon.

##### 4.1.1 Scene 1: Opening

On October 17, we started shooting our first video in the morning at 12 noon, “The Opening”. The opening of our video starts by shooting a view of the Moxy Bandung from the front using a drone that surrounds the hotel from above. After that, we prepared to interview Caitie Younghwa Lee for 15 minutes. After that, we did some preparation before interviewing Caitie Younghwa Lee for 15 minutes. After the preparation, we finally called Caitie Younghwa Lee to come down to the lobby and we immediately did the second stage of our opening video, which was to shoot Caitie introducing herself as the GM of Moxy Bandung.

#### 4.1.2 Scene 2: Caitie Younghwa Lee's Career Journey

During Caitie's interview stage, we asked her some important question, about her career journey from the beginning until now. The question is intended to make the audience understand how the journey and ups and downs experienced by Caitie have led her to become a female leader or as GM at this time.

#### 4.1.3 Scene 3: The Role of Woman Leadership in the Hospitality Field

After asking Caitie Younghwa Lee career-related question, we also asked her some additional questions, for example, "How to survive in the hospitality field as a female General Manager?" or "What are your motivations and goals in pursuing your career and who is your support system?" and so on. The purpose of asking these questions is to get enough and as much information as possible about Caitie's views on women leaders and what is her strong motivation to achieve a position that is usually held by men.

After Caitie answered our questions, we then proceeded to record some necessary video transitions, such as Caitie drinking coffee, Caitie with employees, Caitie walking in the lobby, Caitie briefing her employees and so on. These video transitions are a special sneak peek for viewers to get a glimpse into Caitie's personal and work life.

#### 4.1.4 Scene 4: Employees of Moxy Hotel Bandung

In this scene, we first filmed 1 selected employee who can give her views on how Caitie Younghwa Lee works as a GM at Moxy. We asked her how she perceived Caitie Younghwa Lee's leadership performance as General Manager. Of course, this employee gave a pretty good answer to her view of Caitie Younghwa Lee. After questioning the employee, we followed by filming a video of ten employees, each of whom answered one word for Caitie

Younghwa Lee, and who worked from various divisions such as the kitchen, back office, front office, and others.

#### 4.1.5 Scene 5: Robby Fachri (Area Director of Human Resources – Marriott)

On November 7, 2023, we departed from Central Park Mall by car at 9 a.m. to Sheraton Gandaria City to meet with Robby Fachri, an Area Director of Human Resources in Indonesia. The video shooting process started at 10 a.m and finished at 12 p.m. After we met Robby Fachri in the lobby of the Sheraton Gandaria City hotel, we were directed to the Presidential Suite room and started shooting the video for 2 hours. We asked several questions about Robby Fachri's views on women leaders in the hospitality world in general and within Marriott International.

#### 4.1.6 Scene 6: Closing

After conducting the interview process and video transition of employees, we continued by shooting a video statement made by Caitie Younghwa Lee in front of the hotel lobby door. To the right and left of Caitie, there are 2 employees each of which 3 are male and 1 is female. Caitie gave a message that as a woman, you should never be afraid to be bold. After the closing statement was finished, finally the video process ended, cleaned up some equipment and returned to rest.

## 4.2 Description of Results and Discussion

Women leaders become important for society in general, especially in the world of hospitality. In the first problem of formulation, we wanted to know how women leadership can be something that makes and requires gender equality (between men and women) in this world, especially in the hospitality industry. Caitie Younghwa Lee, who is a woman with the status of General Manager at Moxy Bandung, signifies that women can become leaders and all genders in this world are equal. Although the number of female general

managers in Indonesia today is still relatively small, but in the future, the fight for gender equality can be used to fight the patriarchal system that has been entrenched for a long time, so that the gap between genders can end.

Caitie Younghwa Lee said that there are a lot of self-doubts or self-limitations that are experienced by women with people saying that “you cannot do it”, and sometimes these women have feelings that maybe they are not good enough for themselves, so Caitie Younghwa Lee as an ambassador of women leadership in Marriott International, advocates these people by saying “you are capable to pursue your dreams”. For example, in 2021, during the Women Leadership Conference hosted by Marriott International at the Sheraton Kuta, Bali, Caitie and other female employees discussed what it means to be a woman in Indonesia in order to pursue a career in hospitality. Caitie had no idea what additional challenges they would face because, aside from being women in Bali, there are additional responsibilities for being a part of the local community, and it has become difficult for females to become leaders because there are many important or religious events, such as ceremonies and that women must be someone who organizes and supports the entire community. Caitie also said there are a lot of things that seem to be difficult for women to pursue but she believed with the right guidance and representation will be able to educate a future talent so these women can actually grow with a strong belief in themselves to be a leader and reach the higher dreams that they had.

Caitie began her hospitality career after high school as a bell girl (it is uncommon in Indonesia to have a female bell attendant), but she began as a full-time bell girl, carrying baggage, delivering messages, and paging guests, among other duties. So, that is how she started in Front Office, and then she was able to move to the same Front Office department in Guest Relations, at JW Marriott, Seoul. Then, as part of Marriott International, she was fortunate enough to be transferred to Marriott Resort in Grand Cayman Island, in the Caribbean. She spent four years working her way up in the Front Office department on Cayman Island before relocating to the beautiful Indonesian island of Bali. She began

her career as a Butler at Hilton Worldwide, looking after VIP guests in suites, and at that property, she was given the option to transition from Front Office to Sales and Marketing. She had a critical moment when she transitioned from operations to back office. In Sales and Marketing, Caitie had the ability to manage a variety of different geographical markets in Bali. After 3.5 years, she relocated to South Korea and worked in Sales and Marketing at Conrad Seoul. She returned to Indonesia after about 4 years to be with her family in Jakarta, and after a few years there, 2021 was the first time she had a General Manager role at Moxy Bandung.

According to Robby Fachri as Area Director of Human Resources in Indonesia, in 2023 the population of Indonesia is around 275,000,000, where the composition of women almost reaches 50% of the total population. Regarding the career of women leadership itself in Indonesia, of course, different countries have different backgrounds. In Indonesia, what is felt is inseparable from the cultural culture where there is a certain paradigm that career opportunities are given more for the male population. Based on the latest statistics, out of 10,100 total Marriott Indonesia employees, 51% percent of management positions are occupied by female workforce, while 49% are occupied by male workforce. For non-management positions, it's the opposite. 58% are occupied by men and 42% are occupied by women. Thus, we can see that along with proving that women can also have a career without releasing their responsibilities as housewives, or as daughters at home. At Marriott International itself, they are very focused on carrying out the education process and providing equal opportunities for women to become women leaders.