Journal of Commerce Management and Tourism Studies, Volume 5 Number 2 (Aug. 2026), p. 370 – 382
e-issn 2964-9927
DOI: https://doi.org/10.58881/jcmts.v3i2
http://ympn.co.id/index.php/JCMTS

Analysing the role of morning briefings in enhancing employee performance in the finance department of Mövenpick Resort & Spa Jimbaran Bali

Ni Kadek Arsi Ardini[1], Ni Wayan Sumetri[2], Majid Wajdi[3], Dr. Muhammad Ahmad Mazher[4], Yusuf Sarkingobir[5]

Politeknik Negeri Bali, INDONESIA[1,2,3]
University Kuala Lumpur (UniKL), MALAYSIA[4]
Department of Environmental Education, Shehu Shagari University of Education, Sokoto, NIGERIA[5]
[3]Email: wajdi@pnb.ac.id

Article information

Received: 08 Jul 2026
Revised: 31 Jul 2026
Accepted: 05 Aug 2026
Published: 08 Aug 2026

Abstract - This study aims to examine the implementation of morning briefings as an internal communication tool that supports operational efficiency and enhances employee performance. The research addresses the implementation process, the role of these briefings in supporting employee performance, and the challenges and solutions associated with their execution. Specifically, the study describes the implementation of morning briefings, analyzes their role in supporting employee performance, and identifies the challenges and solutions within the Finance Department at Movenpick Resort & Spa Jimbaran Bali. A descriptive method with a qualitative approach was employed. Data collection involved observation, interviews, and documentation, with informants selected using a purposive sampling technique. Data analysis proceeded through the stages of collection, reduction, presentation, and conclusion drawing. The results indicate that morning briefings are conducted regularly, in a structured manner, and with open communication; consequently, they play a vital role in improving coordination, information dissemination, work readiness, discipline, accountability, and teamwork among employees. Challenges encountered were addressed by adjusting the timing of the briefings, increasing the participation of all team members, and strengthening team communication.

Keywords: morning briefing, internal communication, employee performance, work coordination, finance department

1. Introduction

The tourism industry has long been recognized as one of the strategic sectors contributing substantially to economic growth and national development. In Indonesia, particularly in the Province of Bali, the continuous expansion of tourism has been accompanied by significant growth in the hospitality industry. According to Statistics Indonesia (Badan Pusat Statistik, 2023), the number of classified hotels in Bali increased from 380 establishments in 2020 to 593 establishments in 2024, indicating a remarkable expansion of accommodation facilities. This rapid growth reflects the increasing competitiveness of the hospitality sector, requiring hotels to continuously improve service quality and operational excellence in order to meet guests' expectations and maintain competitive advantages.

In the contemporary hospitality industry, organizational competitiveness is determined not only by physical facilities and technological resources but also by the quality of human resources. Employees represent valuable organizational assets whose knowledge, competence, and performance directly influence service quality and organizational sustainability. In service-oriented organizations such as hotels, employee performance becomes a critical determinant of customer satisfaction because service delivery depends largely on employees' ability to perform their duties effectively, efficiently, and consistently in accordance with organizational standards (Hartini, 2023). Consequently, hotel management must implement appropriate managerial strategies that strengthen employee performance through effective communication, coordination, and leadership practices.

One managerial practice that has gained considerable attention in organizational communication is the implementation of morning briefings. Morning briefings are short, structured meetings conducted before daily operations begin to communicate organizational information, coordinate work activities, clarify operational priorities, provide motivation, and evaluate previous performance. Such meetings enable employees to establish a shared understanding of daily objectives, synchronize work responsibilities, anticipate operational challenges, and reinforce organizational expectations. As a result, effective morning briefings contribute to better communication, stronger teamwork, fewer operational errors, and improved employee performance (Ariyanto, 2022).

Within the hotel industry, the Finance Department occupies a strategic position because it is responsible for maintaining financial accountability, ensuring accurate financial reporting, managing organizational assets, monitoring revenue and expenditure, and supporting managerial decision-making. Unlike customer-facing departments, financial operations require exceptionally high levels of accuracy, confidentiality, coordination, and compliance with organizational procedures. Consequently, ineffective communication or inadequate coordination among finance personnel may lead to reporting inaccuracies, operational delays, and reduced organizational effectiveness.

Mövenpick Resort & Spa Jimbaran Bali, a five-star international hotel, has incorporated morning briefings into its internal communication practices, including within the Finance Department. Preliminary observations indicate that morning briefings are conducted regularly to facilitate information sharing, task coordination, and work planning before daily activities commence. Nevertheless, several practical challenges remain evident. Differences in employees' interpretations of briefing information occasionally occur, briefing duration is sometimes constrained by increasing operational demands, and not all team members actively participate during discussions. These conditions suggest that although morning briefings have become an established managerial practice, their implementation has not yet achieved optimal effectiveness in fully supporting employee performance.

Furthermore, previous studies have predominantly examined morning briefings from the perspectives of communication effectiveness, employee discipline, organizational coordination, leadership practices, and productivity across various organizational contexts. However, empirical studies specifically investigating the role of morning briefings in supporting employee performance within finance departments of five-star hotels remain relatively scarce. Considering the unique operational characteristics of hotel finance departments, further investigation is required to understand how morning briefings contribute to employee performance and organizational effectiveness in this specific context. Therefore, this study addresses an important empirical gap while providing practical insights for improving internal communication practices in hospitality organizations.

This study refers to the organizational communication theory and human resource management perspectives, which emphasize that effective communication is fundamental to organizational performance. Organizational communication facilitates information exchange, strengthens coordination, reduces uncertainty, and aligns employees with organizational goals.

Journal of Commerce Management and Tourism Studies, Volume 5 Number 2 (Aug. 2026), p. 370—382
e-issn 2964-9927
DOI: https://doi.org/10.58881/jcmts.v3i2
http://ympn.co.id/index.php/JCMTS

Morning briefings function as an important mechanism of downward and interactive communication through which managers communicate expectations, operational priorities, organizational updates, and performance feedback while simultaneously providing opportunities for employees to clarify issues and exchange information.

From the perspective of performance management, regular communication between supervisors and employees represents a continuous performance management practice that supports employee effectiveness through timely feedback, work clarification, and ongoing performance monitoring. Rather than relying solely on periodic evaluations, continuous communication enables organizations to address operational issues promptly, reinforce employee motivation, and strengthen leader–member relationships, thereby contributing to sustained employee performance.

In addition, leadership theory suggests that leaders play a pivotal role in shaping employee attitudes, engagement, and organizational commitment through effective communication behaviours. Morning briefings provide leaders with opportunities to demonstrate supportive leadership by communicating organizational objectives, recognizing employee contributions, encouraging participation, and fostering collaborative problem-solving. Such leadership practices strengthen employees' psychological readiness, improve teamwork, and create a positive organizational climate that supports high-quality performance.

Based on these theoretical perspectives, the present study conceptualizes morning briefing as an integrated communication and performance management mechanism that facilitates information dissemination, operational coordination, employee motivation, and leadership interaction. The effectiveness of these functions is expected to contribute positively to employee performance by improving work readiness, enhancing communication quality, minimizing operational errors, strengthening teamwork, and increasing organizational effectiveness within the Finance Department of Mövenpick Resort & Spa Jimbaran Bali.

Morning briefing has been widely recognized as an effective managerial practice for improving communication, coordination, and employee readiness before commencing daily tasks. By ensuring that organizational objectives, operational priorities, and work expectations are clearly communicated, briefing sessions help employees perform their responsibilities more efficiently while strengthening teamwork and organizational commitment (Sari et al., 2025).

Within the hospitality industry, morning briefings have also been found to foster stronger employee engagement by creating opportunities for leaders to motivate staff, provide service updates, and reinforce organizational values before service delivery begins, ultimately contributing to improved service quality and employee satisfaction (Putri et al., 2022).

Beyond its operational function, management morning meetings serve as a strategic communication mechanism that facilitates problem identification, organizational learning, and continuous performance improvement. Regular interactions between leaders and employees encourage collaborative decision-making and promote a culture of accountability and continuous improvement (Abolhasani et al., 2025).

The effectiveness of briefing activities is further strengthened when they are integrated with occupational safety practices. Safety-oriented morning talks not only reinforce compliance with safety procedures but also contribute to higher employee performance by increasing awareness of workplace risks and encouraging responsible work behaviour (Mulyaningtyas & Anwar, 2023).

Recent studies on continuous performance management emphasize that frequent performance-related discussions between supervisors and employees enhance leader–member exchange, strengthen employee attitudes toward work, and improve subsequent job performance. Continuous communication enables employees to receive timely feedback and adjust their performance more effectively (Zhang & Qian, 2025).

Nevertheless, not all morning meetings generate positive outcomes. Ineffective, repetitive, or excessively long meetings may reduce employee motivation, create fatigue, and generate resistance, particularly when employees perceive little value from the discussions. Consequently, briefing sessions should be concise, purposeful, and relevant to employees' daily responsibilities (Shakil et al., 2025).

The quality of briefing implementation is also closely associated with leadership effectiveness. Leaders who communicate clearly, provide constructive guidance, and demonstrate supportive supervision can significantly improve employee performance and strengthen organizational discipline during operational activities (Dadang & Heriyanto, 2020).

Employee readiness at the beginning of the workday is another important determinant of performance. Disruptions to employees' morning routines may reduce work energy, concentration, and productivity throughout the day, indicating that organizations should create conditions that facilitate positive work preparation before daily activities begin (McClean et al., 2020).

Short recovery periods during work also contribute to improved performance. Daily micro-breaks enable employees to restore psychological resources, increase work engagement, and maintain consistent productivity across working hours (Kim et al., 2018).

Similarly, brief mindfulness interventions have been shown to enhance subjective vitality, improve self-regulation, and promote greater work engagement, thereby supporting higher levels of individual performance and well-being in the workplace (Hohnemann et al., 2023).

Employee performance is also influenced by complementary managerial practices beyond briefing sessions. Training, regular supervision, and structured briefing activities collectively enhance employee competence, discipline, and work effectiveness, demonstrating that performance improvement requires integrated human resource management practices (Sulistyowati et al., 2024).

The utilization of computerized systems for administrative tasks illustrates how organizational support and technological adaptation improve work efficiency, accuracy, and employee productivity, reinforcing the importance of operational innovation alongside human resource development (Arnita, 2024).

Research on social loafing suggests that its effects are more nuanced than traditionally assumed. Under certain conditions, appropriate task structures and team dynamics may mitigate its negative consequences and even contribute to improved collective performance through better workload distribution and coordination (Liu et al., 2024).

Flexible work arrangements have likewise demonstrated significant implications for employee productivity. Effective organizational support, technological readiness, and performance management practices determine whether work-from-home arrangements positively influence employee performance and organizational outcomes (Anakpo et al., 2023).

Employees who consistently utilize their individual strengths experience higher motivation, stronger psychological needs satisfaction, and better job performance. Organizations that encourage strengths-based management are therefore more likely to develop highly engaged and productive employees (Moore et al., 2023).

Communication quality remains one of the most influential determinants of employee performance, particularly in service industries. Effective communication between supervisors and employees facilitates coordination, minimizes operational errors, and improves service delivery quality (Wiweka et al., 2025).

Finally, employees who psychologically reconnect with their work each morning exhibit higher work engagement throughout the day. Morning reattachment enables employees to focus their attention, regulate their energy, and sustain optimal performance during daily work activities (Sonnentag et al., 2020).

Based on previous studies, research on morning briefings has primarily focused on improving work discipline, communication effectiveness, and employee productivity across various organizational sectors. However, studies that specifically examine the role of morning briefings in supporting employee performance within the Finance Department of the hospitality industry, particularly in five-star hotels, remain relatively limited. This research gap provides a significant rationale for conducting the present study.

The research addresses the following questions: (1) How is the morning briefing implemented in the Finance Department at Mövenpick Resort & Spa Jimbaran Bali? (2) What role does the morning briefing play in supporting employee performance? and (3) What challenges are encountered during the implementation of the morning briefing, and what solutions can be applied to address them? Accordingly, this study aims to describe the implementation of morning briefings, analyse their role in supporting employee performance, and identify the challenges and corresponding solutions associated with their implementation in the Finance Department at Mövenpick Resort & Spa Jimbaran Bali.

2. Method

This study employed a descriptive qualitative research design to obtain an in-depth understanding of the implementation of morning briefings, their role in supporting employee performance, and the challenges and solutions associated with their implementation in the Finance Department of Mövenpick Resort & Spa Jimbaran Bali. A qualitative approach was considered appropriate because it facilitates comprehensive exploration of participants' experiences, perceptions, and interpretations within their natural organizational context.

The research was conducted in the Finance Department of Mövenpick Resort & Spa Jimbaran Bali. Research participants were selected using purposive sampling, whereby informants were chosen based on their knowledge, experience, and direct involvement in the implementation of morning briefings. The participants included the Finance Manager, Assistant Finance Manager, General Cashier, Accounts Payable Officer, Income Auditor, and several Finance Department staff members who regularly participated in the morning briefing sessions.

Data were collected through observation, in-depth interviews, and documentation. Observation was conducted to examine directly the implementation of morning briefings within the workplace. In-depth interviews were undertaken to explore participants' perspectives regarding the implementation of morning briefings, their contribution to employee performance, and the challenges and solutions encountered during their execution. Documentation was used as supplementary evidence to support and validate the findings obtained from observations and interviews.

The collected data were analysed using qualitative data analysis procedures consisting of four stages: data collection, data reduction, data display, and conclusion drawing. To ensure the trustworthiness and credibility of the findings, this study employed source triangulation and methodological triangulation by comparing information obtained from observations, interviews, and documentary evidence. This triangulation process enhanced the credibility, consistency, and validity of the research findings.

3. Results and Discussion

3.1 Results

3.1.1 Implementation of Morning Briefings

Morning briefing is a pre-work meeting conducted before employees begin their daily activities to provide direction, motivation, and work-related information, thereby ensuring that team members are mentally prepared and aligned with organizational objectives. Based on the analysis of the interview data, three major indicators were identified in evaluating the implementation of morning briefings in the Finance Department: **timing**, **meeting atmosphere**, and **briefing content**.

The findings indicate that morning briefings in the Finance Department have been implemented consistently and effectively. These briefings are conducted regularly according to a predetermined schedule, creating consistency in information dissemination, task allocation, and the alignment of daily work objectives. The participation of all Finance Department personnel demonstrates that the briefing process is carried out in a systematic and structured manner. Furthermore, the involvement of all team members reflects the department's commitment to ensuring that every employee receives the same information, instructions, and work assignments before commencing daily operations.

The atmosphere created during the morning briefing emerged as another important factor contributing to its effectiveness. A positive, open, and supportive environment facilitates effective communication while enhancing employees' psychological and emotional readiness prior to beginning their work. Two-way communication enables employees to obtain clear information, seek clarification regarding work instructions, and communicate operational challenges they may encounter. Consequently, employees develop a shared understanding of their responsibilities, which strengthens coordination, enhances self-confidence, and supports the effective accomplishment of daily tasks in accordance with departmental objectives.

The briefing content was also identified as a crucial determinant of successful implementation. Clear, structured, and well-organized briefing materials enable employees to understand work expectations more effectively. According to all informants, the briefing follows a systematic sequence, beginning with an encouraging opening session, followed by the presentation of daily work targets and priorities, task allocation, discussion of operational challenges, and concluding with a question-and-answer session. Participants consistently reported that supervisors delivered instructions concisely, clearly, and systematically while providing opportunities for employees to seek clarification whenever necessary. Therefore, the briefing serves not only as a medium for disseminating information but also as practical guidance that helps employees understand work priorities, reduce operational errors, strengthen coordination, and improve task effectiveness.

3.1.2 The Role of Morning Briefings in Supporting Employee Performance

The findings reveal that regular and structured morning briefings play a significant role in supporting employee performance. Through consistent implementation, employees gain a clearer understanding of departmental objectives, daily priorities, and the specific tasks that must be completed. This shared understanding contributes to higher productivity and operational effectiveness while minimizing misunderstandings and work-related errors. Clear instructions and well-defined responsibilities enable each employee to understand their respective roles, resulting in more efficient individual and team performance and facilitating the achievement of departmental targets.

Analysis of the interview data identified five principal dimensions through which morning briefings contribute to employee performance: work readiness**,** discipline**,** enthusiasm**,** motivation**, and** overall performance improvement**.** Work readiness emerged as one of the most important outcomes of morning briefings. Informants consistently explained that the briefings enhance employees' psychological preparedness before beginning their daily responsibilities. Early communication enables employees to identify work priorities, anticipate potential challenges, and clarify responsibilities before problems arise. Consequently, employees experience greater confidence and psychological security, particularly during demanding periods such as month-end financial closing, when workload intensity increases and operational accuracy becomes essential.

Employee discipline was likewise found to improve through the implementation of morning briefings. Because work responsibilities and performance expectations are communicated at the beginning of each working day, employees become more disciplined in completing assigned tasks according to established priorities. Furthermore, employees recognize that their work progress will be reviewed during subsequent briefings, encouraging greater accountability for task completion. Informants also emphasized that morning briefings encourage punctuality, as employees must arrive on time to participate in the daily meetings before operational activities commence.

The findings further indicate that morning briefings contribute positively to employees' enthusiasm and motivation. The encouragement provided by supervisors and the positive attitudes demonstrated by colleagues create an environment that motivates employees to perform their duties more effectively. Employees are encouraged to demonstrate satisfactory work progress during subsequent briefing sessions, fostering healthy motivation and reinforcing individual responsibility. These motivational aspects ultimately contribute to improved employee performance.

The implementation of morning briefings also produced observable improvements in overall employee performance. According to the participants, the most significant improvement occurred in communication quality, both among colleagues and between supervisors and subordinates. Morning briefings function as an effective communication platform for sharing information, providing work instructions, and ensuring a common understanding of individual responsibilities. Consequently, work processes become better organized, more coordinated, and less susceptible to operational errors.

Overall, the interview findings demonstrate that morning briefings have made a positive contribution to employee performance within the Finance Department. These improvements are reflected in enhanced communication and coordination, clearer task allocation, increased discipline and work readiness, reduced operational errors, and improved understanding of daily work priorities. As a result, morning briefings function as an effective managerial mechanism that supports smooth operational processes while contributing to the achievement of departmental performance objectives.

3.1.3 Challenges in the Implementation of Morning Briefings

Challenges refer to obstacles or limiting factors that hinder the successful achievement of organizational objectives or the effective implementation of planned activities. Such challenges commonly arise from limitations related to time, human resources, or operational demands. Although morning briefings have been shown to support employee performance, the findings indicate that several implementation challenges remain, particularly regarding employee attendance and briefing duration.

One of the primary challenges identified concerns employee participation during morning briefing sessions. Some employees experience difficulties attending the meetings because of time constraints and operational responsibilities that require immediate attention during the early hours of the working day. According to the interview findings, the most frequently reported obstacles involve employee lateness and occasional absence from briefing sessions. Delays are generally associated with the close scheduling of the briefing to employees' official starting time, whereas absences are primarily attributed to urgent morning operational duties.

Further interviews revealed that employees assigned to the receiving function were among those most frequently unable to attend morning briefings because their operational responsibilities required their immediate presence at the beginning of the working day. Consequently, these employees occasionally missed important information communicated during the briefing sessions.

The findings indicate that employee punctuality and attendance constitute the primary barriers to the effective implementation of morning briefings within the Finance Department. To strengthen these qualitative findings, attendance records were examined to provide a more objective representation of employee participation during morning briefings. Attendance percentages were calculated by comparing the number of employees attending each briefing with the total number of employees in the Finance Department using the following formula.

Journal of Commerce Management and Tourism Studies, Volume 5 Number 2 (Aug. 2026), p. 370—382
e-issn 2964-9927
DOI: https://doi.org/10.58881/jcmts.v3i2
http://ympn.co.id/index.php/JCMTS

Based on the attendance records, of the 22 employees in the Finance Department, 14 attended the morning briefing while 8 were absent. The attendance data are presented in Table 1.

Table 1. Employee Attendance During Morning Briefing

Description	Number of Employees
Total Employees	22
Present	14
Absent	8

Using the attendance formula: **Attendance Rate** $= \frac{14}{22}$ **X 100% = 63,64** %, the employee attendance rate was **63.64%**, while the absenteeism rate reached **36.36%**. These data represent one of the occasions on which employee lateness and absenteeism were relatively high during the implementation of the morning briefing. Nevertheless, interview findings also revealed that on other occasions the briefing sessions were attended by all employees, indicating that attendance levels varied depending on operational conditions. This observation was further supported by attendance records illustrating employees' participation during morning briefing sessions.

Based on the interview findings, several solutions have been implemented to address attendance-related challenges during morning briefings. One approach involves conducting follow-up coordination and communicating the briefing outcomes to employees who are unable to attend, particularly those assigned to the Receiving section whose morning operational responsibilities often prevent their participation. In addition, adjusting the briefing schedule according to operational demands and strengthening communication among team members ensure that all employees receive consistent information despite occasional absences. These measures enable morning briefings to remain effective in facilitating work coordination and information sharing.

Morning briefings are generally conducted before daily work activities begin, starting at approximately **9:15 a.m.** and continuing until all relevant information has been communicated. However, many participants reported that the duration of these meetings occasionally consumes a considerable amount of working time.

Interview findings indicate that extended briefing sessions typically occur when numerous operational issues require discussion or when communication among participants lacks sufficient clarity, resulting in longer discussions. This observation was also confirmed by the Purchasing Supervisor, who stated:

> *"The meeting sometimes takes quite a long time because there are days when many employees experience operational issues, so the discussion consumes a significant portion of working hours." (PS220626:12)*

This statement reinforces the perception that prolonged briefing sessions may reduce the time available for employees to perform their operational responsibilities. Overall, the findings suggest that although extended morning briefings do not occur every day, they become more frequent during specific operational periods, particularly those approaching the monthly financial closing process. During these periods, supervisors need to communicate a larger volume of information, clarify work priorities, and discuss potential operational issues to ensure that the closing process proceeds smoothly. Consequently, employees perceive that the briefing sessions occasionally occupy a substantial portion of their working time.

To address this challenge, participants suggested increasing the frequency of morning briefings so that operational issues can be discussed on a daily basis rather than accumulating over several days. At present, morning briefings in the Finance Department are conducted only

three times per week, resulting in situations where emerging issues cannot be communicated immediately. Conducting shorter daily briefings would enable problems to be addressed promptly, reduce the amount of information discussed during each meeting, shorten the duration of briefing sessions, and improve overall communication efficiency without disrupting employees' working hours.

3.2 Discussion

This section discusses the research findings presented in the previous subsection by relating the interview data obtained from informants in the Finance Department to the theoretical perspectives and conceptual framework established in the literature review. The discussion is organized around the three research questions: (1) the implementation of morning briefings in the Finance Department, (2) the role of morning briefings in supporting employee performance, and (3) the challenges encountered during the implementation of morning briefings in the Finance Department. Through this discussion, the study seeks to provide an in-depth interpretation of the empirical findings, moving beyond mere description to explain why these phenomena occur and how they relate to relevant theoretical perspectives. Consequently, this discussion is expected to provide a comprehensive academic understanding of the role of morning briefings in supporting employee performance within the Finance Department.

The findings indicate that morning briefings in the Finance Department have been implemented consistently and systematically. This consistency is reflected in the punctuality of the meetings, the conducive communication atmosphere, and the systematic presentation of briefing materials, all of which are easily understood by employees. These findings suggest that morning briefings are not merely routine activities conducted before the workday begins but have evolved into an internal communication mechanism that facilitates coordination, develops a shared understanding, and enhances employees' work readiness.

The implementation of morning briefings represents an important form of internal organizational communication that supports the smooth execution of operational activities. Based on the findings, morning briefings in the Finance Department of Mövenpick Resort & Spa Jimbaran Bali are conducted regularly before the commencement of daily work activities. The meetings are attended by all employees scheduled to work on that day and are led by the department manager or supervisor. The briefing agenda includes a review of previous work performance, dissemination of operational information, task allocation, communication of daily work targets, discussion of important organizational updates, and motivational messages delivered to all team members.

These findings demonstrate that morning briefings serve purposes beyond routine pre-work meetings. Instead, they function as an effective internal communication platform that promotes a shared understanding among team members. Through direct communication, employees acquire consistent information regarding work priorities, responsibilities, and daily performance targets. This common understanding provides the foundation for effective coordination, thereby minimizing the likelihood of communication failures and operational errors.

From a theoretical perspective, these findings are consistent with the view of Handoko (2018), who argues that morning briefings constitute an integral component of the work direction process by providing instructions, assigning responsibilities, and ensuring employee readiness before work begins. Similarly, Safithri (2022) explains that morning briefings are managerial activities through which leaders communicate important information, align organizational objectives, and foster effective communication within the organization. Therefore, the implementation of morning briefings in the Finance Department fulfills the essential functions of internal communication as described in the literature, namely information dissemination, work coordination, and the establishment of shared understanding.

When analysed using the morning briefing indicators proposed by Bernadeta (as cited in Wahyuni et al., 2024; cf. Wahyuni et al., 2026), the implementation of morning briefings in the

e-issn 2964-9927
DOI: https://doi.org/10.58881/jcmts.v3i2
http://ympn.co.id/index.php/JCMTS

Finance Department fulfills the four principal indicators: effective communication, clear information delivery, positive relationships between supervisors and subordinates, and the reinforcement of organizational values. These findings indicate that the morning briefing process has been implemented systematically and in accordance with managerial communication functions that support organizational operational effectiveness.

The present findings also reinforce those reported by Fadhilah (2026), Wibowo, and Mbuinga et al. (2025), who found that morning briefings function as an organizational communication mechanism that enhances work coordination, promotes shared understanding, and strengthens employee discipline. However, the present study differs from previous research because it was conducted within the Finance Department of a five-star hotel, where administrative procedures and financial management involve considerably higher levels of complexity. Consequently, the need for rapid, accurate, and well-structured communication becomes even more critical than in many other organizational departments.

Based on these findings, it can be concluded that morning briefings in the Finance Department of Mövenpick Resort & Spa Jimbaran Bali have been implemented regularly, systematically, and communicatively while fulfilling their function as an internal communication mechanism. As such, they contribute significantly to the effective coordination and smooth operation of departmental activities.

The findings further demonstrate that morning briefings play a significant role in supporting employee performance within the Finance Department of Mövenpick Resort & Spa Jimbaran Bali. All informants agreed that the implementation of morning briefings provides substantial benefits for daily work activities, particularly by improving work readiness, clarifying task allocation, strengthening coordination, enhancing communication among employees, fostering work discipline, and facilitating the resolution of operational challenges. These findings indicate that morning briefings do not directly improve employee performance; rather, they function as an internal communication mechanism that creates favorable working conditions through which optimal performance can be achieved. The clear communication of information before daily work begins enables employees to understand their responsibilities, work priorities, and performance targets. As a result, employees are able to perform their duties in a more organized, systematic, and efficient manner while complying with the organization's standard operating procedures, thereby reducing the likelihood of operational errors.

These findings are consistent with theoretical perspectives suggesting that regularly conducted morning briefings generate positive outcomes for both individuals and organizations by enhancing communication, aligning organizational goals, strengthening teamwork, and increasing employee motivation. Furthermore, Mangkunegara (2017) defines employee performance as the quality and quantity of work achieved by an individual in fulfilling assigned responsibilities. Within this context, morning briefings represent one of the managerial practices that support employees in achieving performance standards consistent with organizational expectations.

When analysed using the employee performance indicators proposed by Robbins (as cited in Hartini, 2023), the findings demonstrate that morning briefings contribute to improving work quality through the delivery of clear instructions, enhance the timeliness of task completion by establishing work priorities, strengthen task effectiveness through improved coordination, and increase employees' commitment to their respective responsibilities. Accordingly, morning briefings contribute positively to the achievement of key employee performance indicators.

The findings of this study are also consistent with those of Wahyuni et al. (2024) and Pramana et al. (2022), who reported that the implementation of briefing sessions positively influences communication effectiveness and employee performance. These similarities indicate that routine communication conducted before the commencement of daily work enhances coordination, clarifies work objectives, and creates a more productive working environment. However, the present study offers a more specific contribution by demonstrating that, within the

Finance Department, morning briefings serve a more dominant function as a work control mechanism for tasks requiring a high degree of precision and accuracy.

Based on these findings, it can be emphasized that morning briefings play a crucial role in supporting employee performance by enhancing communication, coordination, work readiness, discipline, and the overall effectiveness of task execution within the Finance Department of Mövenpick Resort & Spa Jimbaran Bali.

The findings further indicate that, although the implementation of morning briefings in the Finance Department has generally been effective, several challenges remain that may influence their overall effectiveness. These challenges include limited time available for conducting the briefing sessions, the absence of some team members due to operational schedules, and differences in employees' levels of participation when expressing opinions or discussing work-related issues.

These findings suggest that the effectiveness of morning briefings is determined not only by the quality of the information delivered but also by several managerial factors, including time management, attendance discipline, and the active involvement of all team members. If any of these elements is not adequately addressed, the communication process may become less effective, potentially leading to inconsistencies in employees' understanding of their assigned responsibilities.

Ferdiana (2025) emphasizes that effective internal communication requires two-way interaction between managers and employees to ensure that information is fully understood by all organizational members. Similarly, Dihan (2022) argues that the success of morning briefings depends on consistent implementation, open communication, and the active participation of all team members. Therefore, the challenges identified in the present study indicate that further optimization of internal communication remains necessary to enhance the effectiveness of morning briefing implementation.

The findings are consistent with previous studies indicating that successful morning briefings require the commitment of all organizational members to achieve communication objectives effectively. However, the challenges identified in the present study differ from those reported in earlier research because they are primarily associated with the operational characteristics of the Finance Department, where employees manage substantial administrative workloads, resulting in frequent adjustments to work schedules and shifting operational priorities.

Based on the research findings, management has implemented several strategies to address these challenges, including maintaining the consistency of the morning briefing schedule, ensuring that important information is communicated to employees who are unable to attend, strengthening two-way communication during briefing sessions, and encouraging the active participation of all employees in expressing opinions and discussing operational challenges. These initiatives reflect the organization's commitment to continuous improvement in enhancing the effectiveness of its internal communication practices.

Based on the foregoing discussion, it can be concluded that the challenges associated with the implementation of morning briefings can be effectively addressed through stronger internal communication, improved employee discipline, more effective time management, and the active participation of all team members. Strengthening these aspects will enable morning briefings to function more effectively as a managerial mechanism for supporting employee performance within the Finance Department.

4. Conclusion

Based on the findings of this study, it can be concluded that the implementation of morning briefings in the Finance Department of Mövenpick Resort & Spa Jimbaran Bali has become an integral component of the department's internal communication and operational management practices. Morning briefings are conducted regularly before the commencement of daily work activities and serve as a structured platform for disseminating operational information, coordinating daily tasks, communicating organizational priorities, and conducting brief evaluations of previous work performance. The consistency of their implementation demonstrates the department's commitment to maintaining effective communication and ensuring that all employees possess a shared understanding of daily responsibilities and organizational objectives.

The findings further indicate that morning briefings make a substantial contribution to supporting employee performance. Rather than directly improving performance, morning briefings create favourable organizational conditions that enable employees to perform their duties more effectively. Through clear communication and systematic coordination, employees develop greater work readiness, understand task priorities more clearly, and perform their responsibilities with increased confidence and accountability. In addition, the briefings strengthen communication among team members, improve coordination between supervisors and subordinates, reinforce work discipline, encourage greater responsibility, and promote teamwork. These factors collectively contribute to smoother operational processes, reduced communication errors, and more efficient task execution within the Finance Department.

Despite these positive contributions, the study also identified several challenges that may influence the effectiveness of morning briefing implementation. The primary obstacles include limited time available for conducting briefing sessions, occasional differences in employees' interpretations of the information delivered, and inconsistent attendance and participation caused by operational demands and scheduling constraints. These challenges demonstrate that the effectiveness of morning briefings depends not only on the quality of the information communicated but also on appropriate managerial practices, including effective time management, consistent employee participation, and active two-way communication.

To address these challenges, the department has implemented several practical strategies, including maintaining a consistent briefing schedule, ensuring that important information is communicated to employees who are unable to attend, encouraging greater participation and interactive communication during briefing sessions, and adjusting the timing of briefings according to operational requirements. These continuous improvement initiatives have helped maintain the effectiveness of morning briefings despite operational constraints.

Overall, this study demonstrates that morning briefings represent an effective internal communication mechanism that supports employee performance within the Finance Department of Mövenpick Resort & Spa Jimbaran Bali. The findings also contribute to the limited body of research on morning briefings in hotel finance departments and provide practical implications for hospitality organizations seeking to strengthen employee performance through systematic communication, effective coordination, and continuous performance management practices.

References

Abolhasani, M., Baghian, N., & Askari, R. (2025). Management Mornings: A Strategic Tool for Organizational Progress. *Quarterly Journal of Management Strategies in Health System*. https://doi.org/10.18502/mshsj.v10i1.18933

Anakpo, G., Nqwayibana, Z., & Mishi, S. (2023). The Impact of Work-from-Home on Employee Performance and Productivity: A Systematic Review. *Sustainability*. https://doi.org/10.3390/su15054529

Ariyanto, M. T. (2022). *Awali Kerja dengan Morning Briefing, Sepuluh Menit untuk Produktifitas Maksimal*. https://www.djkn.kemenkeu.go.id/kpknl-bukittinggi/baca-artikel/14864/Awali-Kerja-dengan-Morning-Briefing-Sepuluh-Menit-untuk-Produktifitas-Maksimal.html

Arnita, V. (2024). Optimalisasi Pembuatan Laporan Keuangan Desa dengan Penggunaan Aplikasi Komputerisasi. *Journal of Social Responsibility Projects by Higher Education Forum*. https://doi.org/10.47065/jrespro.v5i2.6319

Badan Pusat Statistik. (2023). *Statistik Indonesia 2023* (Publication No. 03200.2303; Catalog No. 1101001).

Badan Pusat Statistik. https://www.bps.go.id

Dadang, D., & Heriyanto, F. (2020). Pengaruh Briefing Kerja Dan Peran Supervisor Terhadap Kinerja Karyawan Pada PT. Gmf Aeroasia Tbk.. https://doi.org/10.31000/dmj.v4i1.2490

Dihan, H. (2022). *Briefing Pagi Penting*. EMDe. https://badilag.mahkamahagung.go.id/artikel/briefing-pagi

Fadhilah, A. N. (2026). *Peran Morning Briefing Dalam Meningkatkan Kinerja dan Efektifitas KomunikasiI Internal Karyawan Pada*. *11*(1), 321–331.

Ferdiana, R. (2025). *Peran Komunikasi Internal dalam Corporate Communication untuk Meningkatkan Employee Engagement*. *2*, 118–132. https://doi.org/10.62383/konsensus.v2i1.620

Handoko, T. H. (2018). *Manajemen Personalia dan Sumber Daya Manusia* (BPFE.).

Hartini. (2023). *Kinerja Karyawan – Hartini, 2023*.

Hohnemann, C., Rivkin, W., & Diestel, S. (2023). An energizing microintervention: How mindfulness fosters subjective vitality through regulatory processes and flow experience at work.. *Journal of occupational health psychology*. https://doi.org/10.1037/ocp0000369

Kim, S., Park, Y., & Headrick, L. (2018). Daily Micro-Breaks and Job Performance: General Work Engagement as a Cross-Level Moderator. *Journal of Applied Psychology, 103*, 772–786. https://doi.org/10.1037/apl0000308

Liu, X., Zheng, X., Yu, Y., Zhang, Y., & Schaubroeck, J. M. (2024). A Functional Model of Social Loafing: When and How Does Social Loafing Enhance Job Performance?. *Journal of Business Ethics, 194*, 731 - 745. https://doi.org/10.1007/s10551- 023-05599-3

Mangkunegara, A. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. (cet. 14). https://perpustakaan.binadarma.ac.id/opac/detail-opac?id=4916

Mbuinga, S., Pakaya, N., Hunawa, R. D., & Nisyar, S. A. A. M. (2025). Hubungan Morning Briefing dengan Kinerja Tenaga Kesehatan di Puskesmas Kota Gorontalo. *Jurnal Kolaboratif Sains*, *8*(6), 3942–3952. https://doi.org/10.56338/jks.v8i6.7885

McClean, S. T., Koopman, J., Yim, J., & Klotz, A. (2020). Stumbling out of the gate: The energy-based implications of morning routine disruption. *Personnel Psychology*. https://doi.org/10.1111/peps.12419

Moore, H. L., Bakker, A. B., Van Mierlo, H., & Van Woerkom, M. (2023). Daily strengths use and work performance: A self- determination perspective. *Journal of Occupational and Organizational Psychology*. https://doi.org/10.1111/joop.12466

Mulyaningtyas, D., & Anwar, Y. S. (2023). Pengaruh Pengalaman Kerja, Safety Morning Talk, Penggunaan APD, Terhadap Kinerja Karyawan Yang Dimoderasi Kecelakaan Kerja. *Jurnal Bisnis, Manajemen, dan Ekonomi*. https://doi.org/10.47747/jbme.v4i4.1381

Pramana, S. B., Harahap, A. T., & Firah, A. (2022). Pengaruh Peran Supervisor Dan Briefing Terhadap Kinerja Karyawan Pada Pt. Astra Honda Motor Titipapan Medan. *Jurnal Bisnis Corporate*, *7*(2), 54–65.

Putri, C., Hendriyani, C., & Damayanti, F. (2022). The Effectiveness of Morning Briefing in Building Employee Engagement at Novotel Bandung Hotel. *The International Journal of Business Review (The Jobs Review)*. https://doi.org/10.17509/tjr.v5i2.53935

Safithri, M. (2022). *Apa Itu Briefing? Ketahui Manfaat, Tujuan, dan Contohnya*. Moh Fadhli Azmi. https://majoo.id/solusi/detail/arti-briefing-adalah

Sari, H. N., Supriyadi, S., & Zaharuddin, Z. (2025). Morning Briefing Meetings as a Strategy to Improve Healtcare Workforce and Service Quality Management at the Puskesmas Pembantu Lubang Buaya Jakarta Timur. *International Journal of Business, Law, and Education*. https://doi.org/10.56442/ijble.v6i1.994

Shakil, M. H., Butt, J. M., & Idrees, R. (2025). From Fatigue to Friction: A Case Study Exploring the Negative Impact of Morning Meetings in a Third-Tier Institutional Culture. *Asia-Pacific Journal of Futures in Education and Society*. https://doi.org/10.58946/apjfes-4.2.p3

Sonnentag, S., Eck, K., Fritz, C., & Kühnel, J. (2020). Morning Reattachment to Work and Work Engagement During the Day: A Look at Day-Level Mediators. *Journal of Management, 46*, 1408 - 1435. https://doi.org/10.1177/0149206319829823

Sulistyowati, M., Andriani, D., & Firdaus, V. (2024). Pengaruh Pelatihan, Briefing, Dan Pengawasan Dalam Meningkatkan Kinerja Karyawan Outsourcing. *Journal of Economic, Bussines and Accounting (COSTING)*. https://doi.org/10.31539/costing.v7i3.9439

Wahyuni, S., Darmawati, T., & Heryati. (2024). Pengaruh briefing dan peran pemimpin terhadap kinerja karyawan PT. PLN (Persero) ULP Indralaya. *Jurnal Ilmiah Wahana Pendidikan, 10*(3), 847–863. https://doi.org/10.5281/zenodo.10646788

Wahyuni, S.N. A., Agung, S., & Syahdiany, G. (2026). Transformation of HR management by artificial intelligence: A study on PT Cisarua Mountain Dairy. *Educational Researcher Journal, 3*(1), 18–28. https://doi.org/10.71288/educationalresearcherjournal.v3i1.134

Wiweka, I. P. G. G., Diwyarthi, N. D. M. S., & Sihombing, I. H. H. (2025). The Impact of Communication on Employee Performance in F&B Service Department at PRA Hotel, Legian. *Jurnal Multidisiplin West Science*. https://doi.org/10.58812/jmws.v4i06.2281

Zhang, X., & Qian, J. (2025). A continuous performance management approach: Effects of daily performance management behaviors on leader-member exchange, next-day job attitudes, and job performance. *Applied Psychology*. https://doi.org/10.1111/apps.12596