Tourist Satisfaction Level of Front Office Department Staff Services at Tanadewa Resort & Spa

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Abstract: The purpose of this study is to analyze customer satisfaction on the service of the front office department staff at Tanadewa Resort & Spa and to describe the indicators that need to be improved and maintained by the front office department staff at Tanadewa Resort & Spa. The sample used in this study were tourists who stayed at Tanadewa Resort & Spa in March - July 2021. The sampling technique used was incidental random sampling with a total sample of 50 respondents. Data were collected by questionnaires distributed to respondents, then the data obtained were processed using SPSS version 26. The analytical techniques used were servqual analysis and Importance Performance Analysis. Servqual is used to analyze the level of tourist satisfaction with services obtained which can be seen from the gap results, while Importance Performance Analysis is used to group service quality indicators into a Cartesian diagram to describe indicators that need to be improved and maintained. The results of this study indicate that customer satisfaction with the service of the front office department staff at Tanadewa Resort & Spa needs improvement because of the 15 service quality indicators there are 9 indicators with negative gap values and 6 indicators having positive gap values. And there are 4 indicators whose performance must be improved and 5 indicators whose performance must be maintained by the front office department staff at Tanadewa Resort & Spa in order to increase customer satisfaction.

Keywords: front office, quality of service, customer satisfaction

Introduction

The hotel industry experiences rapid development on the island of Bali. This can be seen from the number of hotel buildings, ranging from affordable lodging to 5-star hotels and resorts scattered throughout the area in Bali, including the Ubud area. Ubud is one of the tourist destinations in Bali known for its cultural tourism and beautiful views of rice fields and valleys. This condition causes in this area many hotels were built with views of rice fields and valleys *(Peraturan Daerah Provinsi Bali Nomor 10 Tahun 2015 Tentang Rencana Induk Pembangunan Kepariwisataan Daerah Provinsi Bali Tahun 2015-2029)*.

Hotel is a company managed to provide lodging, food and beverage services and other supporting facilities that can be used by tourists who are traveling by paying a reasonable amount in accordance with the services received without a special agreement. (Sulastiyono, 2011). According to Foster (Ramadhani et al., 2019), in a broad sense, a hotel is defined as all types of lodging, while in a narrow sense, a hotel is a building specifically designed to provide accommodation for tourists by providing food and beverage services. Hotels are also mentioned as businesses that use a building or part of it that is specifically provided, where everyone gets services for staying, food, drinks and other facilities with payment (Sakti & Fauzia, 2018).

Tanadewa Resort & Spa is one of the 5 star resorts with views of rice fields and valleys in Ubud. Tanadewa has a romantic and environmentally friendly concept that offers natural beauty and tranquility so that it is visited by many tourists who want to go on a honeymoon or for those who want to find peace. As one of the 5 star resorts, Tanadewa Resort & Spa has many competitors. To be able to win the competition, Tanadewa Resort & Spa must pay attention to the quality of services provided to tourists at the hotel. Hotels must strive to provide good service

to tourists, so that they are satisfied with the services provided so that consumers will become loyal tourists to the hotel (Surodjo & Wiyono, 2017).

Front office is one of the hotel departments that deal directly with customers by providing services, receiving guests, allocating rooms, providing information and payments (Sambodo, 2020). The front office has a major role in the hotel in providing effective and efficient services so that guests feel comfortable and satisfied both before staying, during their stay, until guests leave the hotel (Riski, 2019). Meanwhile, according to Agusnawar (Boston, 2021) the Front Office Department is a department that deals directly with customers, and can provide important information such as facilities in the hotel, as well as other information outside the hotel.

Front Office Department is a part of Tanadewa Resort & Spa. This department has an important role in providing services to tourists because here tourists will get the first and last impression of the hotel, as well as a source of information for tourists who are in the hotel. In addition, tourists will usually go directly to the front office to submit their complaints about services or facilities that they feel are not in accordance with what they expect. Therefore, the front office staff must provide good service to tourists in order to meet tourist satisfaction.

Tourist satisfaction is the feeling of tourists after they get a service that can be in the form of products or services. This satisfaction can be felt by tourists after they compare the service they feel with the service they expect. Tourists will feel satisfied if the service they get is in accordance with what they expect.

Kotler in (Rizan & Andika, 2015) suggests that customer satisfaction is the individual perception of the customer towards the service of goods or services related to customer expectations.

Meanwhile, according to Lovelock in (Wibisono & S, 2016) customer satisfaction is an emotional state, a reaction after the customer receives a product or service. This reaction can be in the form of anger, dissatisfaction, irritation, joy and pleasure.

Tjiptono in (Weenas, 2013) states that service quality is the expected level of excellence and control over the level of excellence to meet customer desires. Service excellence can be formed through four interrelated service pillars, namely speed, accuracy, friendliness and convenience of service. Service quality is a way to measure a service distributed to customers to match customer expectations. Service quality can be measured through the five dimensions of service quality proposed by Parasuraman in (Rizan & Andika 2015), namely: (1) tangibles, is the physical appearance, personnel and equipment used by employees in serving customers (2) reliability, is the ability to provide appropriate and fast service to guests at the hotel (3) responsiveness, is the ability of the front office staff to provide appropriate and fast service to tourists at the hotel (4) assurance, is the knowledge and courtesy of the front office staff as well as the ability to do work to foster customer trust (5) Empathy, is a sense of care and personal attention of front office staff towards tourists. This is done so that the front office staff can find out what tourists want.

Front office department staff at Tanadewa Resort & Spa has tried to provide maximum service to tourists. However, there are still some problems that occur. For example, long check-in and check-out processes, guest complaints about the cleanliness of rooms, and misunderstandings with guests due to discrepancies in room reservations, so that guests feel dissatisfied with the services provided by the front office department staff.

Normasari (2013) wrote "The Effect of Service Quality on Customer Satisfaction, Company Image, and Customer Loyalty". The analysis technique used is descriptive analysis, path analysis, validity test and reliability test. The results of this study are service quality has a significant effect on customer satisfaction, service quality has a significant effect on corporate image, service quality has no significant effect on customer loyalty, customer satisfaction has a significant influence on corporate image, customer satisfaction has a significant influence on customer loyalty, and corporate image has a significant influence on customer loyalty.

Sanjang (2016) researched "Analysis of the Relationship between Front Office Department Service Quality and Hotel Citra". The analysis technique used is the sperman rank correlation technique. The result of this research is that there is a strong relationship between the service quality of the front office department and the image of the hotel.

Weng – Kun Liu (2016) did "The Relationship Between Service Quality, Customer Satisfaction, and Customer Loyalty: An Examination of the Fast Food Industry". The analytical technique used is the Sobel test equation. The results of this study indicate that service quality has a positive effect on customer loyalty through customer satisfaction.

Nunkoo (2017) created "Integrating Service Quality as Second in the Factor of Customer Satisfaction and Loyalty". The analysis technique used is factor analysis. The results of this study show that the second order factor model can be accepted both empirically and conceptually and works better than other competing service quality models.

Kanca (2015) in his "Perception of Foreign Tourists on the Quality of Front Office Services at Nusa Dua Beach Hotel & Spa" uses importance performance analysis with a Likert scale. The result of this research is the perception of foreign tourists to the service quality of the front office department is satisfactory.

Methodology

This research is located at Tanadewa Resort & Spa, which is located on Jl. Padang Getas, Singakerta, Ubud District, Gianyar Regency, Bali. Tanadewa Resort & Spa is one of the 5-star resorts in the Ubud area. This research was conducted for 6 months, from March to July 2021. The object of this research is the level of tourist satisfaction with the service of the front office department staff at Tanadewa Resort & Spa. The research variable is an object that has been determined by the researcher to be studied in order to obtain information about the object. The variables used in this study are service quality and tourist satisfaction. Service quality will be measured through five dimensions of service quality, namely tangibles, reliability, responsiveness, assurance, and empathy.

Tangible from the Front Office: tangible or physical evidence are all things that can be seen by guests as well as front office facilities at Tanadewa Resort and Spa. Tangible indicators in this study, among others: Front office employees are neat and clean; Clean and tidy front office facilities; Comfortable lobby conditions

Reliability of Front Office: Reliability is the ability to provide fast and appropriate service to guests by the front office at Tanadewa Resort and Spa. Indicators of reliability or reliability in this study include: Provide service with care; Greet guests; Provide timely service

Responsiveness from the Front Office: Responsiveness, which is to serve guests quickly and can provide short and clear information so that it is easy to understand. Indicators of responsiveness or responsiveness in this study are: Fast check in and check out process; Provide information clearly; Assist and handle guest requests swiftly.

Assurance from Front Office: Assurance or guarantee is a certainty obtained by guests in order to foster a sense of trust in the minds of guests. Assurance indicators in this study include: Have good manners in serving guests; Able to provide relevant information to guests; Able to make guests feel safe at the hotel

Empathy from the Front Office: Empathy is a special attention given by the front office at Tanadewa Resort and Spa. Indicators of empathy in this study include: Can understand customer needs; Give individual attention to guests; Understanding guest difficulties during the check-in process

Tourist Satisfaction: Tourist satisfaction is a feeling of pleasure or disappointment felt by tourists after comparing the expected performance with that obtained from guests at Tanadewa Resort & Spa.

The measurement scale used to measure the variables in this study is a Likert scale with a value range of 1 to 5 and each answer is categorized into 5 categories as follows.

Likert Score	Score Interpretation
5	Very satisfied
4	Satisfied
3	Quite satisfied
2	Not satisfied
1	Very Dissatisfied

The types of data used in this study are quantitative data and qualitative data (Sugiyono, 2014). Quantitative data is data in the form of numbers and analyzed using statistics. In this study in the form of service quality data on tourist satisfaction in the form of a questionnaire. Qualitative data is data in the form of pictures, descriptions, and schemas. Qualitative data in this study are the history of the hotel, organizational structure, and existing facilities at Tanadewa Resort & Spa.

Sources of data used are primary data and secondary data (Sugiyono, 2014). The primary data in this study is the answer to a questionnaire regarding service quality to tourist satisfaction that has been distributed to tourists at Tanadewa Resort & Spa, while secondary data is an overview of the company and organizational structure.

The sample used in this study are tourists who stay at Tanadewa Resort & Spa in the period March to July 2021. The sampling technique used is incidental random sampling, ie anyone who happens to be met by the researcher can be used as a sample if the tourist is suitable used as a data source (Sugiyono, 2017). The number of sample members used is 50 respondents.

Data collection methods in this study are observation, questionnaires, and literature study. Observation is a method of collecting data by making direct observations at the research site. Questionnaire is a method of collecting data by distributing questions or statements that have been prepared in detail according to the indicators used in the quality of service to tourist satisfaction, while literature study is a method of collecting data through written sources related to the object of research.

The instrument test uses validity and reliability tests. The validity test was carried out to determine the level of truth of the data, to find out the indicators presented in the questionnaire were really able to reveal with certainty the object of research. Validity test is done by comparing r count with r table, with a significance level of 5%. If r count > r table then the indicators in the questionnaire are said to be valid.

Reliability test was conducted to determine the consistency of the measuring instrument. The reliability test uses the Cronbach Alpha coefficient formula. If the alpha coefficient is greater than 0.60 the questionnaire can be said to be reliable. The validity and reliability tests were tested using SPSS version 26. The results are presented in Table 1.

Table 1. Validity Test and Expected Reliability Test

Statement	Correlation	r-table value	Information
Front office employees are neat and clean	0.510	0.279	Valid
Clean and tidy front office facilities	0.648	0.279	Valid
Comfortable lobby conditions	0.602	0.279	Valid
Provide service with care	0.465	0.279	Valid
Greet guests	0.582	0.279	Valid
Provide timely service	0.435	0.279	Valid
Fast check in and check out process Proses	0.433	0.279	Valid
Provide clear information	0.512	0.279	Valid
Assist and handle guest requests swiftly	0.648	0.279	Valid
Have good manners in serving guests	0.742	0.279	Valid
Able to provide relevant information to guests	0.647	0.279	Valid
Able to make guests feel safe while in the hotel	0.705	0.279	Valid

Can understand customer needs	0.587	0.279	Valid
Give individual attention to guests	0.718	0.279	Valid
Understanding guest difficulties during the check-in process	0.529	0.279	Valid
Cronbach Alpha = 0.864 (Reliable)			

Table 2. Perception Validity and Reliability Test

Statement	Correlation	r-table value	Information
Front office employees are neat and clean	0.440	0.279	Valid
Clean and tidy front office facilities	0.645	0.279	Valid
Comfortable lobby conditions	0.604	0.279	Valid
Provide service with care	0.570	0.279	Valid
Greet guests	0.419	0.279	Valid
Provide timely service	0.666	0.279	Valid
Fast check in and check out process Proses	0.604	0.279	Valid
Provide clear information	0.602	0.279	Valid
Assist and handle guest requests swiftly	0.614	0.279	Valid
Have good manners in serving guests	0.515	0.279	Valid
Able to provide relevant information to guests	0.409	0.279	Valid
Able to make guests feel safe while in the hotel	0.492	0.279	Valid
Can understand customer needs	0.514	0.279	Valid
Give individual attention to guests	0.545	0.279	Valid
Understanding guest difficulties during the check-in process	0.526	0.279	Valid
Cronbach Alpha = 0.831 (Reliable)			

The data analysis technique used is servqual test and importance performance analysis (IPA). The servqual test is used to compare the expected service with the service obtained by tourists or known as the gap, which is used to find out the cause of service problems and to find out how to improve the service. Customer satisfaction is measured by expectations or the level of customer expectations (E), compared to perceived service (P). Tourist satisfaction is a function of the expectations and perceptions of tourists at Tanadewa Resort & Spa.

$$VS = VP - VE \tag{1}$$

Importance performance analysis (IPA) is a customer satisfaction mapping method. The data will be grouped into the importance performance analysis matrix so that the indicators contained in the most important category and require high performance become the main priority in determining service strategies in order to meet customer expectations and satisfaction. The importance of performance analysis matrix is divided into 4 quadrants.

Quadrant I (main priority), is where the indicators are considered important by tourists but these indicators are not in line with the expectations of tourists, which means that the level of tourist satisfaction is still low so the indicators in quadrant I need improvement and must be improved.

Quadrant II (maintain achievement), is where the indicators that are considered important by tourists and the indicators in this quadrant are in accordance with the expectations of tourists so that the level of satisfaction is relatively higher, so the indicators contained in this quadrant must be maintained because they are products or services that excel in the eyes of tourists.

Quadrant III (low priority), is where the indicators that are considered less important by tourists and whose performance is not too special, so that an increase in this indicator needs to be reconsidered because it is considered not too influential by tourists.

Quadrant IV (excessive), is a quadrant that contains indicators that are considered less important by tourists and deemed too excessive, so that this indicator can be reduced.

Results and discussions

Results

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Table 3. Results of Average Perceptions and Expectations as well as Service Quality Gaps at Tanadewa Resort & Spa

Indicator	Perception	Expectations	Gap	Note
Tangible				
Front office employees are neat and clean	4.48	4.5	-0.02	Negative
Clean and tidy front office facilities	4.08	4.12	-0.04	Negative
Comfortable lobby conditions	3.92	4.24	-0.32	Negative
Reliability				
Provide service with care	3.92	4.06	-0.14	Negative
Greet guests	4.5	4.28	0.22	Positive
Provide timely service	3.94	4.36	-0.42	Negative
Responsiveness				
Fast check in and check out process Proses	3.88	4.32	-0.44	Negative
Provide clear information	4.24	4.2	0.04	Positive
Assist and handle guest requests swiftly	4.48	4.3	0.18	Positive
Assurance				
Have good manners in serving guests	4.44	4.22	0.22	Positive
Able to provide relevant information to guests	4.3	4.22	0.08	Positive
Able to make guests feel safe while in the hotel	4.06	4.12	-0.06	Negative
Empathy				
Can understand customer needs	4.06	4.2	-0.14	Negative

Give individual attention to guests	3.9	3.84	0.06	Positive
Understanding guest difficulties during the check-in process	3.92	4.3	-0.38	Negative

Tourist satisfaction with the service of the front office department staff at Tanadewa Resprt & Spa is calculated using the servqual calculation (quality of service) by comparing the average perception value with the average expectation value of each indicator so that the servqual value is obtained for each indicator, can be seen in the table 3 above.

A negative servqual value indicates that there is a service quality gap, which means that tourists are not satisfied with the indicators that have a negative value. If the servqual value is positive, it indicates that there is a satisfactory indication for tourists on indicators that have a positive value. Based on the results of the servqual calculation in the table above, it can be revealed that overall tourist satisfaction with the service of the front office department staff at Tanadewa Resort & Spa is still not good. This is indicated by the number of indicators that have a negative gap value more than indicators that have a positive gap value.

Of the 15 indicators, there are 9 indicators that have a negative gap value, namely 3 indicators from the tangibles dimension, 2 indicators from the reliability dimension, 1 indicator from the responsiveness dimension, 1 indicator from the assurance dimension, and 2 indicators from the empathy dimension. While the indicator has a positive gap value, which means that the front office department staff at Tanadewa Resort & Spa have not provided satisfactory service to tourists or the perception that tourists get about the service quality of the front office department staff is smaller than the expectations held by tourists.

Discussions
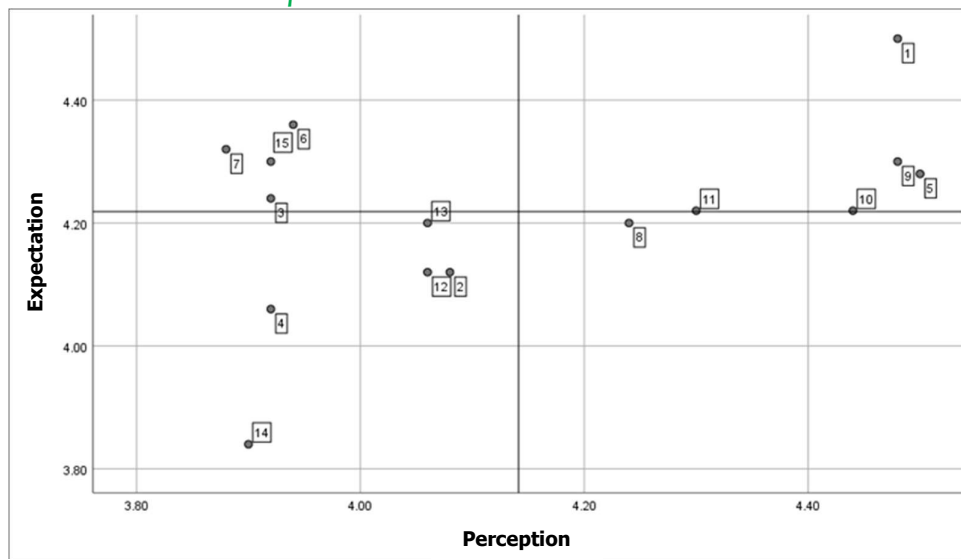### Indicators Need to be Improved and Maintained

Figure 1. Cartesian diagram Importance Performance Analysis

Importance performance analysis presented in a Cartesian diagram which is divided into 4 quadrants is used so that service quality indicators contained in the most important categories and requiring high performance are the main priority in determining service strategies in order to meet tourist expectations and satisfaction, can be seen in Figure 1 above. Quadrant I, which is the top priority, is located at the top left of the Cartesian diagram. In this quadrant there are 4 indicators of service quality that need to be improved by the front office department staff at Tanadewa Resort & Spa, namely indicators X3, X6, X7, and X15. Quadrant II, is the defending

achievement which is located at the top right of the Cartesian diagram. In this quadrant there are 5 indicators of service quality whose performance must be maintained, namely indicators X1, X5, X9, X10 and X11. Quadrant III, which is a low priority, is located at the bottom left of the Cartesian diagram. In this quadrant there are 5 indicators whose improvement needs to be considered because tourists are considered not too special, namely indicators X2, X4, X12, X13 and X14. Quadrant IV, is an exaggeration located at the bottom right of the Cartesian diagram. In this quadrant there is 1 indicator that is considered less important and deemed excessive by tourists, namely the X8 indicator.

Based on the Cartesian diagram above, it is known that the indicators that must be improved by the front office department staff at Tanadewa Resort & Spa are indicators X3, X6, X7 and X15. Meanwhile, the indicators whose performance must be maintained by the front office department staff at Tanadewa Resort & Spa are indicators X1, X5, X9, X10, and X11.

Conclusions

Based on the results of the analysis and discussion, it can be concluded that tourist satisfaction on the service of the front office department staff at Tanadewa Resort & Spa is still not good. Because tourists' expectations of service quality are higher than those perceived. This can be seen from the 15 service quality indicators studied, there are 9 indicators with negative gap values and 6 indicators with positive gap values.

The indicators that need to be improved by the front office department staff at Tanadewa Resort & Spa are indicators X3, X6, X7, and X15 while indicators whose performance must be maintained by the front office department staff are indicators X1, X5, X9, X10 and X11.

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