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Badung, March 28th 2022

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The influence of excellent service by butler service on guest satisfaction at Tanadewa Villas & Spa

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Abstract: This research aims to determine the effect of excellent service by butler on guest satisfaction at Tanadewa Villas & Spa. This research used a quantitative method. Data were collected by questionnaire were analyzed using simple linear regression analysis. The collecting of data was an observation, distributed the questionnaire, and interviewed the assistant front office manager. The population in this research was the number of guests who stayed at Tanadewa Villas & Spa for six months from October 2020 to April 2021. The total of samples of this research was 30 respondents. The results of this research 30 respondents stated excellent service by a butler has a significant effect and has a positive direction towards guest satisfaction. The Pearson Correlation test results between the excellent service and guest satisfaction variable (Y), which are 0.662, show that the correlation between excellent service and guest satisfaction is high. Determination Coefficient Analysis shows that excellent service has 43.9% in explaining the variance of guest satisfaction, while the remaining 56.1% is from other factors not in this research. All the indicators have shown numbers above four of the Likert Scale. It means excellent service is still needed to optimize to make guest satisfaction such as teaching English of serving guests, providing directions on how to use the facilities in the villa, for example operating coffee machine or EDC machine, and carrying out guidance also socialization periodically focuses on excellent service procedures to butler employees.

Keywords: butler, excellent service, guest satisfaction, Tanadewa Villas & Spa

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Introduction

Bali has lots of inns, hotels, villas with various price offers. One of the villas in Bali that competes in the hospitality industry with services equivalent to five-star hotels in the Nusa Dua area is Tanadewa Villas & Spa. Tanadewa Villas & Spa has several employees who have an important role in providing excellent service to tourists, especially butler service.

Butlers are trained professionals with various abilities to assist all departments in the villa (Seniartha, 2014). The butler section at Tanadewa Villas & Spa is frequently sought after and contacted by guests for whatever reason, whether by phone or in person. The task of the butler itself is serving the needs of guests from the beginning to come until they get out of the villa (Fandya et al., 2017). Therefore, if the service provided by the butler is not following the hotel standards, of course, it will make guests feel disappointed and dissatisfied with the services provided, their assessment of the services provided will also decrease. Customer satisfaction is the most important thing that companies use to attract consumers (Desthiani & Ernawati, 2020). Service quality and customer satisfaction have gradually been recognized as key factors to gain competitive advantage and customer retention to succeed. (Yang et al., 2011), (Bilgah, 2019).

Efforts to provide excellent service can realize if we can integrate ability, attitude, appearance, attention, action, and accountability by serving the guests well and fulfilling their needs (Barata, 2003). Therefore, the theoretical framework used as the basis of this research is Barata's theory of the concept of excellent service based on A6 by aligning factors, namely ability, attitude, appearance, attention, action, and accountability. The author chose this theory because this

concept is complete in achieving the goals and implementation of excellent service. Moreover, the A6 is an influential concept for every job employee to meet customer expectations (Rangkuti, 2017).

According to Boyt, Lusch, & Naylor (2001), the quality of service can be defined as an area of learning developed to define and describe how services are delivered under certain conditions to satisfy the customer or recipient. According to Zeithaml, Bitner, & Gremler (2018), service quality is the delivery of good or very good service compared to customer expectations. Making the guest happy and satisfied intention is not enough to prove the excellent service, but the strategy is needed to respond to their desire to create a positive impression on our company. One of the efforts to realize excellent service by butler is implementation it directly to the villa. According to Jones's theory, as quoted in (Mulyadi, 2015), implementation is directed toward effecting a program.

The quality of excellent service at Tanadewa Villas & Spa could be read from the guest reviews. Some of them commented they were not satisfied with the quality of services provided by butler staff. These not satisfied comments about service provided by butler could be found in some online travel agents, and some are in the form of guest comment cards which were given to guests in writing after the checking-out process. One example of dissatisfied comment to the butler was listed on Traveloka from guests who stayed on December 2020 as the following: "Check-in process was long, I arrived at 4 PM and still waited half an hour because the room was not ready". Besides it, some guests complained in November 2018 on booking.com regarding: "There was a little barrier with English with a staff member which made it hard to get across where we needed to go," and other comments directly from the guests said, "I call the butler to ask dental kit, but they don't come. Had always to call twice to request anything". These problems, it is stated that the butler service at Tanadewa Villas & Spa has not met the standard of excellent service quality, so it is necessary to evaluate the performance of the butler. These problems make the image of Tanadewa Villas & Spa weaken. This condition is also supported by research conducted by Yunanto, Setiono, & Medyawati (2012); Kim & Kim (2016), that excellent service is very important because it affects the company's success by a good company, proud and superior performance with excellent service performed. Shows how taking an end-to-end view of the complete customer experience, from when the problem first occurs right through to when the customer is happy that a permanent resolution has been achieved, enables service providers to identify the key support capabilities that are required to deliver an excellent customer experience (Trigger & Harrison, 2006). According to Johnston (2004), there are four keys to achieving excellent service: making promises, providing a personal touch, working harder, and solving problems well. Based on these problems, this study aimed to explore all of these to achieve excellent service. Therefore, the writer analyzed the influence of excellent service by butler service on guest satisfaction at Tanadewa Villas & Spa.

The research conducted by Fandya et al. (2017) about the relationship between the existence of Butler and Service Quality received by VIP Guests shows that service quality received by guests was also very good. There was a strong positive relationship between butler's existence and service quality in Raffles Hotel Jakarta. The difference was the variables used. Research conducted by Fandya et al. (2017) uses service quality to see how far the level of customer satisfaction is, while research conducted by the author uses excellent service to see how far the level of customer satisfaction is.

Methodology

The research used quantitative methods. The collecting of data was an observation, distributed the questionnaire, and interviewing the assistant front office manager. The population in this research was the number of guests who stayed at Tanadewa Villas & Spa for six months from October 2020 to April 2021. Determination of appropriate samples or sources as data in this study was an accidental quota sampling technique, in which is given the questionnaire to the guests by chance or meet accidentally with the writer at Tanadewa Villas & Spa (Sugiyono, 2013). The total of samples of this research was 30 respondents, influenced by several factors: the number of guests staying, the limited time, and the limited number of respondents willing to help fill out this

questionnaire. The questionnaire was used to assess the effective implementation of excellent service following the applicable SOPs at Tanadewa Villas & Spa.

Data analysis test using simple regression analysis aims to determine two variables between an independent variable (excellent service) with the dependent variable (guest satisfaction), whether it has a linear relationship or not. In this research, data analysis was conducted using SPSS Statistics 26 software (Statistical Product and Service Solution) and Microsoft Excel 2016. The dependent variable was influenced by the independent variable or will be affected due to it (Sugiyono, 2013). The indicator in the independent variable was taken from Barata (2003), and the indicator in the dependent variable was taken from (Lovelock & Wright, 2016). The independent variable can be seen in Table 1, and the dependent variable can be seen in Table 2.

Table 1. Independent Variable

Variables	Operational Definition	Indicator	Questionnaire	Measurement
Independent Variable (X) Excellent Service	Excellent service is service that meets quality standards that exceed customer expectations	Ability	1. Clear and understandable communication in the mastery of English and Indonesian	Likert scale
			2. Have high skills in using EDC machine, coffee machine, computer machine	Likert scale
		Attitude	3. Treating and respecting customers well	Likert scale
			4. Act rationally and professionally in explaining the quality and price of the goods/ services offered	Likert scale
		Appearance	5. Using face shields, masks, hand gloves in serving guests	Likert scale
			6. Dress up complete, neat, and fragrant	Likert scale
		Attention	7. Listen and truly understand the needs of the guest	Likert scale
			8. Always greeting and offer help to guest	Likert scale
		Action	9. Record every order and guest request	Likert scale
			10. Expressing thanks accompanied by warm smiles and greetings; "Hopefully come back ..."	Likert scale
		Accountability	11. Staff responsive in performing the services promised (when asking for room service, makeup room)	Likert scale
			12. Prompt and precise in respond complaints or suggestions from guests	Likert scale

Table 2. Independent Variable

Variables	Operational Definition	Indicator	Questionnaire	Measurement
Dependent Variable (Y) Guest Satisfaction	According to Zeithaml. et al. (2003: 86), "Guest satisfaction is customer's evaluation of a product or service itself in terms whether that product or service has made their needs and expectations is assumed to result in dissatisfaction with the product or service".	Perceived delivery product or service	Satisfied with the services provided by the staff	Likert scale
		Complaining behavior	Feel comfortable and safe while staying	Likert scale
		Expectations	Services provided according to expectations	Likert scale
		Confirmation or disconfirmation	Will come back to stay after this	Likert scale

Before conducting the research, it was found that there were services on the indicators of ability, attention, and accountability that needed to be improved. However, the study results show that all the factors in excellent service have been met. The data can be shown in Table 3.

Table 3. Result of excellent service

Excellent Service	Indicator	Likert Scale
Ability	Clear and understandable communication in the mastery of English and Indonesian	4.6
	Have high skills in using EDC machine, coffee machine, computer machine	4.5
Attitude	Treating and respecting customers well	4.5
	Act rationally and professionally in explaining the quality and price of the goods/ services offered	4.6
Appearance	Using face shields, masks, hand gloves in serving guests	4.7
	Dress up complete, neat, and fragrant	4.6
Attention	Listen and truly understand the needs of the guest	4.4
	Always greeting and offer help to guest	4.6
Action	Record every order and guest request	4.2
	Expressing thanks accompanied by warm smiles and greetings; "Hopefully come back ..."	4.6
Accountability	Staff responsive in performing the services promised (when asking for room service, makeup room)	4.4
	Prompt and precise in respond complaints or suggestions from guests	4.6

According to Sugiyono (2013), the Likert Scale measures approval or disagreement with a series of statements relating to belief or behavior regarding a particular object. The answer score of 5 means excellent, the answer score of 4 means very good, the answer score of 3 means good, the answer score of 2 means poor, the answer score of 1 means very poor. Table 3 above shows that all indicators on the dimensions of excellent service have shown numbers above 4. It shows that the excellent service at Tanadewa Villas & Spa is excellent. Excellent service is very important applied in a company and organization. The level of guest satisfaction also affects the

performance of the service received, better the perceived performance, meaning that services provided are in line with expectations. Efforts by Tanadewa Villas & Spa are by increasing strategies of excellent service to the maximum so that all guests can feel overall service satisfaction.

Hypothesis

H_0 = There is no effect of excellent service toward guest satisfaction at Tanadewa Villas & Spa.

H_a = There is an effect of excellent service toward guest satisfaction at Tanadewa Villas & Spa.

Results and Discussions

The total of respondents in this research was 30 respondents. They were the guest who stayed at Tanadewa Villas & Spa. The questionnaire distributed to 30 respondents consists of several characteristics of gender and age. According to the sample determination, this research used an accidental quota sampling technique was given that the questionnaire was by chance or met accidentally with the writer at Tanadewa Villas & Spa. Based on gender, 17 people or 56.7% were females, while 13 people or 43.3% were males. Based on age, 50.0% or 15 people were 21-30 years old considered honeymoon guests and productive working age, while 30.0% or 9 people were 31-40 years old, and 20.0% or 6 people were 41-50 years old.

The data obtained from the field will be tested first using the validity test and reliability test. We use Pearson's bivariate correlation formula to find out the validity of the questionnaire. Questionnaire items are stated valid if r -table lower than r -count and sig. (2-tail) lower than 0.05. The validity test results by distributing questionnaires to 30 respondents show that two variables in this research are valid because they have a correlation coefficient value greater than r -table (0.361) and sig. lower than 0.05. Then we use the formula of Cronbach's Alpha to find out the reliability of the questionnaire. In this test, the writer compares the result Cronbach Alpha (α) with the standard unit of 0.60. The data is reliable if the alpha coefficient value is bigger than 0.60 (Ghozali, 2005). In this study, the questionnaire is reliable because the Cronbach Alpha value is bigger than 0.60 on the excellent service variable, which is 0.904, while the guest satisfaction variable is 0.808.

In analyzing simple linear regression, the classical assumptions test in this research include normality test, heteroscedasticity test, and linearity test. Normality test aims to check whether residual variables have a normal distribution or close data in the regression model. This research uses a One-sample Kolmogorov-Smirnov test using a significance level of 0.05. On this Kolmogorov-Smirnov test, data is normally distributed if probability (sig) is greater than significance level α of 5% (0.05). Table 4 shows the result of the normality test or Asymp. Sig. (2-tailed). This value is compared with 0.05 or uses a significance level of 5%. It shows the value of Asymp. Sig. equal to 0.129 is greater than α of 0.05. So it can be concluded that data is normally distributed.

Table 4. Result of normality test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.51745555
Most Extreme Differences	Absolute	.141
	Positive	.074
	Negative	-.141
Test Statistic		.141
Asymp. Sig. (2-tailed)		.129

^a. Test distribution is Normal.

(Source: Data processed on IBM SPSS 26, 2021)

The heteroscedasticity test is a test to identify variance differences from residual in observation with other observations. The regression model is good if there is no heteroscedasticity (Ghozali, 2005). Heteroscedasticity testing can be done by the Glejser Test method. The result value of the test can be seen from the value of significance. If the significance value is greater than 0.05, there is no heteroscedasticity. Table 5 shows the significant level of excellent service variable is 0.673. It is greater than significance level 0.05, so it can be concluded that the regression model is free from heteroscedasticity.

Table 5. Result of Heteroscedasticity Test

Model	Coefficient			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	1.924	1.633		1.178	.249
Excellent Service	-.013	.030	-.080	-.427	.673

^a. Dependent Variable: Res_Abs

(Source: Data processed on IBM SPSS 26, 2021)

Linearity test is used as a prerequisite in applying the linear regression method. The result shows excellent service (X) and guest satisfaction (Y) has a linear relationship if the significance (linearity) is lower than the significance level of 5% (0.05). Based on Table 6, the significance (linearity) equals 0.000. Therefore, the value is smaller than the research significance level of 5% (0.05). Therefore, it can conclude that between variables excellent service (X) and variables guest satisfaction (Y) has a linear relationship.

It can be concluded that the results of the classical assumption test also prove that the regression model meets the requirements. The data is proven to be used in a normally distributed analysis and has a linear relationship. Furthermore, there is no heteroscedasticity (results of discussion of classical assumption tests).

In measuring the implementation of excellent service by the butler, it is necessary to fill out a questionnaire that aims to provide an overview and information in the form of direct data from guest assessments of the excellent service by butlers at Tanadewa Villas & Spa. Then, simple regression is used to determine the effect of excellent service on guest satisfaction at Tanadewa Villas & Spa. The result of simple linear regression analysis is shown in Table 7.

Table 6. Result of Linearity Test

		ANOVA Table					
			Sum of Squares	df	Mean Square	F	Sig.
Guest Satisfaction *Excellent Service	Between Groups	(Combined)	65.836	10	6.584	2.354	0.052
		Linearity	52.189	1	52.189	18.663	0.000
		Deviation from Linearity	13.647	9	1.516	0.542	0.826
	Within Groups		53.131	19	2.796		
Total			118.967	29			

(Source: Data processed on IBM SPSS 26, 2021)

Table 7. Result of Simple Linear Regression Analysis

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.556	2.895		1.574	.127
	Excellent Service	.246	.053	.662	4.678	.000

^a. Dependent Variable: Guest Satisfaction

Source: Data processed on IBM SPSS 26, 2021

The results of the regression equation by using SPSS version 26 are obtained as follows: $Y = 4.556 + 0.246 X$

The regression equation above partially shows the relationship between the independent and dependent variables. From the equation, it is concluded that:

α = Constant value of 4.556 means if the excellent service (X) is equal to zero (constant/no increase), then the guest's satisfaction value (Y) is 4.556.

β = Regression coefficient of 0.246 means excellent service positively influences guest satisfaction.

The regression equation also explains that guest satisfaction at Tanadewa Villas & Spa will remain valuable positive, and significant. If there is an increase in the excellent service variable (X), it will increase the guest satisfaction variable (Y).

The significance test is used to check the significance of the relationship, whether the specified relationship applies to the entire population. In this research, we use the significance test using t statistic. Based on Table 8, it is partially known that excellent service affects guest satisfaction at Tanadewa Villas & Spa. This condition shows that the t count value of 4.678 is greater than the t table of 2.048, with a significant level of 0.000 is lower than 0.05. Therefore, the study results show a significant effect between capability and guest satisfaction, so H_0 is rejected, and H_a is accepted. The correlation coefficient is used to determine the degree of relationship closeness between the independent variable (X) and dependent variable (Y). For data in the form of intervals, the product-moment correlation is used.

Table 8. Result of Correlation Coefficient Analysis

		Correlations	
		Excellent Service	Guest Satisfaction
Excellent Service	Pearson Correlation	1	.662**
	Sig. (2-tailed)		.000
	N	30	30
Guest Satisfaction	Pearson Correlation	.662**	1
	Sig. (2-tailed)	.000	
	N	30	30

** Correlation is significant at the 0.01 level (2-tailed).

(Source: Data processed on IBM SPSS 26, 2021)

Based on Table 8, the simple coefficient between excellent service (X) and guest satisfaction (Y) shows that the r-value of 0.662 is greater than the r-table of 0.361, with a significant level of 0.000 is greater than 0.05. Based on an interpretation of the correlation coefficient related to what has been stated by Sugiyono (2007:116), the r-value of 0.60 to 0.79 shows that there is a high correlation between the excellent service (X) and guest satisfaction (Y). The result follows the theory by Barata (2003) that excellent service can affect guest satisfaction.

The coefficient of determination measures the deep regression model can explain dependencies variables. The coefficient of determination is between zero and one. A close value means that the independent variables provide almost all the information needed to predict the dependent

variable. Table 9 shows the result of the determination coefficient analysis. The Pearson Correlation test results can be seen between the excellent service (X) and guest satisfaction (Y), which are 0.662, show that excellent service and guest satisfaction are high because they are in the value range of 0.60 - 0.79. Furthermore, there is a big influence from the excellent service variable (X):

$$D = r^2 \times 100\%$$

$$D = 0,662^2 \times 100\% = 43,8244\% = 43,9\%$$

Table 9. Result of Determination Coefficient Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.662 ^a	.439	.419	1.544

^a. Predictors: (Constant), Excellent Service

(Source: Data processed on IBM SPSS 26, 2021)

Table 9 shows that excellent service has 43.9% in explaining the variance of guest satisfaction, while the remaining 56.1% is from other factors not in this research, for example, product quality, pricing, and others that are not researched.

Talking about standard operating procedures (SOPs) becomes a reference or guideline for all employees, especially for a butler in carrying out the operations. Following the writer's observations, butler employees have carried out all operations according to established standard operating procedures. Through several unstructured interviews, the writer got an answer from one of the respondents as an assistant front office manager who said that currently, the butler had implemented all the SOPs in operation with excellent service. It is realizing and creating a good image for the company. Furthermore, even from day to day, the services provided by the butler to guests are satisfying. This can be read from the increase in ratings and many good reviews about services and villas on online travel agents. It means the excellent service has to optimize to make guest satisfaction, such as teaching English of serving guests, providing directions on how to use the facilities in the villa, for example operating coffee machine or EDC machine, and carrying out guidance also socialization periodically focuses on excellent service procedures to butler employees.

Many repeat guests come to stay again and review the good from the guests prove the excellent service is very well implemented. Excellent service aims to provide all the wishes and guests' needs during their stay at the villa. This is realized by free shuttle service specifically for the Nusa Dua area according to schedule, then giving some surprises to guests on birthdays, anniversaries, or honeymoons and decorating the villa rooms with romantic decoration. It is also supported by some of the previous researcher's results, among others. The results of this research are supported by previous research conducted (Asih et al., 2016). Furthermore, it is known that providing excellent service has a positive effect on customer satisfaction. Therefore, reliable human resources must support excellent service because excellent service gives the first impression to the end in serving customers.

Conclusions

The research proves with The Pearson Correlation test that guest satisfaction at Tanadewa Villas & Spa is highly related to excellent service factors: ability, attitude, appearance, attention, action, and accountability. Based on the determination value, it can be concluded that excellent service has 43.9% in explaining the variance of guest satisfaction, while the remaining 56.1% is from other factors not in this research. But all indicators on the dimensions of excellent service have shown numbers above four of the Likert Scale. Therefore, it means excellent service is still needed to optimize guest satisfaction to make the guests come to stay again. It is also supported by the results of interviews with butlers related to strategies in implementing excellent service for butlers at Tanadewa Villas & Spa, such as by providing 24-hour personal butler service, daily

cleaning services by housekeeping, free shuttle service specifically for Nusa Dua area only with a predetermined schedule, also especially by giving surprises to those tourists who are on birthdays, anniversaries, and honeymoon by giving free cakes and decorating the villa rooms with romantic decorations and set-up roses at bath-up.

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Human resources efforts to improve employee performance at JW Marriott Surabaya

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Abstract: Human resources are the first elements of an organization. This study aims to find out and analyze the efforts made by the human resource (HR) department in improving the employee performance of JW Marriott Surabaya. This research was conducted to human resources, they are assistant HR and training manager and human resources coordinator took using purposive sampling technique, which is considered to know the efforts to improve employees' performance. Data collection techniques by using observation, interviews, documentation, and studies literature. Data analysis in this study uses a qualitative method with technical triangulation analysis. The results showed that performance improvement efforts began with, employee placement, training and development, discipline in employee attendance, and the provision of salaries and compensation to employees but the need for supervision, multiplying variants of methods in training, and acting decisively to employees who are less disciplined to existing regulations.

Keywords: employee performance, human resources, human resource management

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Introduction

The development of the tourism sector in Indonesia is currently quite good. But within a year, in May 2020, Indonesia's economic condition experienced a drastic decline, which had an impact on tourism due to Covid-19. According to Dwi Cahyo, Chairman of the Indonesian Hotel and Restaurant Association (PHRI), recorded losses in the tourism industry have reached Rp.85.7 trillion as of April 2020. Thousands of hotels and restaurants were forced to close, there were approximately 60 hotels in East Java closed, and more than 4.000 employees were forced to be laid off.

However, the JW Marriott, which still operates today, is not a part of them. During the pandemic, many employees were sent home and permanently laid off, JW Marriott had to lay off employees to maintain continuity and maintain business stability. With minimal human resources, there is a necessity for obtaining human resources who are truly competent in their fields. In this case, HRD must be able to manage and maximize the current employees. To maximize human resources, the control of human resources through human resources management is vital.

Human resource management (also known as HR or HRM) is a science or method that focus on the hows of managing the relationship and role of human resources owned by individuals efficiently and effectively so that it can be utilized in the most optimum way to achieve common goals in the company (Bintoro & Daryanto, 2017). HRD must make efforts to obtain, maintain, and manage the quality of human resources to achieve the company's goal.

When researchers conducted research at JW Marriott, they discovered a problem regarding the lack of awareness by the employees in conducting human resource training, which resulted in inadequate training for developing knowledge and skills for the employees.

This would reduce the general performance of employees. According to research done by Putri (2020), it was discovered that education, training, and motivation programs carried out by the employees can have a good influence on the employee, and company performance. Performance could be considered as the result achieved by the employees in performing and completing their given duty, which is based on the quality and quantity of their work. If employees fail in carrying out the tasks assigned by their superior, it can cause delays in achieving company goals.

Research done by Altarawneh (2016) discovered that the human resources management strategy had benefited the organizational performance which was represented by various strategies used within the company. But, the results of other studies on. However, results from other studies such as Mustiyah & Husnianita (2020) have shown that the HR division was poorly evaluated by assessment, this happened because of the lack of application for HR processing, which is responsible for the improvement of performance and the competence of the management department in the Company.

Seeing this situation, HRD would have to conduct human resource management by controlling human resources in JW Marriot so that may fulfill the company's goals effectively and efficiently. The results of previous studies are described as references in written research conducted by the author, first research by A. Asril et al., (2019) with the title "the effects of human resource development, work culture, work environment on employee performance mediated by work commitments: a study on the city of Baubau Government, South East Sulawesi, Indonesia". The difference is that good leadership can increase performance by influencing elements; for example, human resource management development, at the same, the main focus of this study rest on a broader topic, namely human resource management. Second research by Kusumawati et al. (2019) with the title "Mekarsari Fruit Garden Employee Performance Improvement Strategy". The second study used a structural equation modeling (SEM) analysis. whereas this study design is qualitative and research based. The result of the study by Kusumawati et al. shows an increase in the performance of the employees with competence and also improvement in employee welfare, whereas this study focuses on the management of human resources management. Third research by Iskandar (2018b) with the title "the influence of employee recruitment on performance at PT. Angkasa Pura II (Persero) Sultan Iskandar Muda Airport Banda Aceh". The difference is in Iskandar (2018) only performs an analysis on recruitment, analysis of the data utilized a simple regression test while this study used a broader discussion of the management of human resources. Fourth research by Fauzan & Sumiyati (2015), with the title "The influence of organizational commitment on employee performance PT. Mandiri Bank. Tbk. Cirebon area. The difference is the analysis technique used which is the Simple Regression Test, The variable that was used in the explanatory survey the approach was a commitment that dictated the magnitude of employee performance, whereas the management of human resource management is the main focus of this particular study. The fifth research by Saviour et al. (2016) with the title "communication strategies used to improve employee performance in a diverse workforce" explains that assigning work assignments and performance management are strategies for improving performance, whereas this study instead stresses the management of human resources. Sixth research by Taylor (2019) with the title "strategies to improve employee engagement in the hospitality industry". The difference is in the result of the strategy used, namely in leadership which can increase employee involvement in the company, whereas the management of human resource management is being studied by this study through the equation of qualitative data analysis and data collection with interviews and observations. Seventh research by Kareem & Hussein (2019) with the title "the impact of human resource development on employee performance and organizational effectiveness". The difference is that the researchers on the said study were set out to analyze the effects of HRD on the effectiveness and performance within the company, while the management of human resource management is the focus of this study. Equations that discuss efforts in employee performance. Eighth research by Ratnawati et al. (2018) with the title "efforts to improve employee performance at post-acquisition company In Indonesia". The difference is in leadership which is the attempt to improve the employees' performance, whereas the management of human resource management is being studied in

this study. The ninth study by Kencono (2019) with the title "human resource management strategy in improving service quality at Bank Syariah Mandiri KCP Gombong, Kebumen". The difference lies that service quality is the focus, whereas the management of human resource management is being studied in this study. The tenth study by Ningsih (2019) with the title "human resource management strategy in improving employee performance". The differences mainly lie in the result of the study and the technique used to analyze the data, which was through SWOT analysis, whereas the management of human resource management is being studied in this study.

Thus, the authors of this study are interested in conducting research. Based on this background the author is interested in choosing this title the efforts undertaken by the human resources department to improve the performance of the employee.

Methodology

The research was held at JW Marriott Surabaya, located at Jalan Embong Malang 85-89 Surabaya, East Java. The variables that were tested in this study were the internal variables on human resource management with indicators of recruitment and selection, employee placement, development and training, attendance, and salary and compensation while external variables on performance with indicators of quality, accuracy, capability, and communication. Researchers used qualitative data types. The qualitative descriptive research method is a method of research that is based on the philosophy of postpositivism, namely research using a descriptive method that describes how the situation or event that exists in this study (Sugiyono, 2012). Methods used for data collection were through interviews, observation, and documentation. While the data sources used are primary data and secondary data. Primary data were obtained from interviews regarding human resource management and performance at JW Marriott. Secondary data was gained from literature reviews such as literature, articles, journals, websites that support research.

Determination of informants was done through the use of the purposive sampling technique. The purposive sampling technique is a technique for determining samples by the criteria with certain considerations (Sugiyono, 2016). The informants in this study consisted of the employees of JW Marriott Surabaya's human resources department who were assessed by researchers to learn about human resource management efforts as a strategy to improve employee performance at JW Marriott Surabaya, which consisted of Assistant Learning & HR Manager and HR Coordinator.

Within the study, the validity or correctness of the obtained data was tested using triangulation techniques. Triangulation is a technique for data collection that combines data collection methods. Triangulation is a multi-method approach that was conducted by researchers when collecting and analyzing the data they get (Hadi, 2016). This research utilized the source triangulation technique. Source triangulation is digging up information about certain truths through various methods and sources of data acquisition. Having complete data is then validated from various sources so that it can be used as the basis for concluding.

Results and Discussions

The fourth strategy conducted by HRD JW Marriott Surabaya was not implemented as a whole, only two of them are implemented well enough such as training and development as well as employee attendance, but the rest such as recruitment and selection did not implement well, it was because the lack of human resources and financial budget that are allocated at HRD. All impacts the right man and the right job are not implemented in the right way example the SOP.

Proper and mature planning management is necessary to obtain and maintain quality human resources and improve employee performance. Some things that HRD does as internal variables from the company include:

A. Recruitment and selection of human resources

JW Marriott Surabaya has the same recruitment standards as JW Marriott International recruitment standards. Prospective employees who are applying need to fulfill certain criteria, namely having quality, experience, competence, and having good references from previous properties. The type of recruitment is differentiated into two types, namely:

a. Internal recruitment

Internal recruitment is the recruitment of prospective employees from other Marriott properties who wish to enter any Marriott brand, also known as a transfer.

b. External recruitment

External recruitment is the recruitment of prospective workers from outside the previous Marriott properties who wish to apply for positions at Marriott properties, and also including employees who have resigned from previous Marriott properties and wish to return to Marriott properties.

Before JW Marriott conducts open recruitment, preparation is required to facilitate the open recruitment activities. The following are the things that HRD does, namely:

a. Preparation

Each department will contact HRD if it has problems or experiences deficiencies in its team, where the department head or leader will inform if it needs new employees to work in their department to the HRD department. HRD will analyze said department's need for new employees. For the next stage, the department will submit a requisition form by filling in the employee criteria data needed by the department. This data received from the form will be inputted into the Marriott International system, and it will be present in the MHub and Marriott career systems. Open recruitment will last for one month. Announcements of open recruitment will be posted in the Marriott Global Source (MGS) system which only applies to internal recruits who submitted their applications and is followed by applying in the MHub system. For the applicants who are external parties or not from Marriott properties, they have to submit applications through the website, namely Marriott careers.

b. Registration

The registration process where prospective employees can choose the department and position based on available vacancies is then followed by the registration procedure by filling in the data, sending the curriculum vitae (CV), and the required files online.

c. Online assessment

Prospective employees conduct an online assessment in compliance with Marriott International standards. Assessment points are consistent with the selected department. This online assessment has levels that are categorized based on color levels, namely green (very recommended), gray (recommended), yellow (can be considered), and red (not recommended). Prospective employees can be said to have passed if they achieve the green, gray and yellow assessments, however, if the result is one of the red colors, the prospective employee will automatically be eliminated by the Marriott system.

d. Interview

Prospective employees who pass the assessment stage then will move on to the next stage which is the interview. HRD will conduct interviews first with prospective employees, then proceed with the department's director, and finally the general manager. If the prospective employee's position is under the Manager, then only conduct interviews with HRD and the director of the department.

The following are a number of the candidates who were selected to join JW Marriott Surabaya. In December 2020 coincided with the open recruitment for the position of Manager of Human Resources. There were a few prospective employees who registered and elected one employee but JW Marriott felt that this position was not acceptable for the prospective Therefore, the human resources department decided to choose a position that matched the prospective employee, namely Assistant HR & Training Manager. In compliance with the mutual agreement between prospective employees and JW Marriott.

While working, employee performance has been seen in his contribution at JW Marriott, according to colleagues in the human resources team he is an experienced employee, is well competent, can encourage and motivate other employees, especially always reminding employees to finish their training and fulfill their responsibilities. answer them in good work. A member of the HR coordinator team said that the Assistant HR & Training Manager has a satisfactory performance when it comes to quality and accuracy in work, capability, and communication system.

In December 2020, open recruitment was held for the Sales and Marketing Administration position. According to the Assistant HR & Training manager when monitoring each department, employees are diligent and conscientious when working. These employees also have good work quality, especially concerning the orders from the leader. The employee also shows a high initiative in conveying suggestions for the sales and marketing team, namely to continue to be attentive to good and correct grooming procedures in compliance with the standards at JW Marriott.

In February 2021, open recruitment will be held for the position of Director of Food and Beverage. This is currently external recruitment where the candidate was not previously from a Marriott property. JW Marriott decided to choose the candidate because, during his previous tenure at the hotel, the prospective employee had very good competence and a good reference, which became a strong point for the prospective employee.

The working employee has stated that the method used by the food and beverage director today is different compared to the past director, as employees are now able to perform with greater agility and accuracy when carrying out their responsibilities. This responsibility as director of food and beverage complies with JW Marriott standards. Within a few days of employees joining, employees can adjust quickly in the food and beverage department environment. The food and beverage team has stated that the employees possess good morale and have adequate skills in quick problem-solving, especially when in food and beverage sales, where, in regards to the current situation, the tourism industry does not receive many guests in hotels due to the pandemic. Their strategies and capabilities are utilized to attract guests to use JW Marriott's products and service, especially at JW Marriott restaurants. Mastery of skills of the director of food and beverage are also visible from actions such as the handling of guest comments, either good to bad, which can be seen on the JW Marriott product and service quality assessment site or what is also known as Guest Voice with correct communication rules.

The total number of employees at JW Marriott is established on an agreement with the owner and also through an analysis of the current situation of JW Marriott. The amount of employees at this time are believed to still be able to produce products and services well without any obstacles in their productivity procedures. Moreover, during the Covid-19 pandemic, JW Marriott Surabaya cannot recruit more employees to avoid the spread of the virus at this time. JW Marriott will do open recruitment if there is any position vacant and it needs more workers. In the recruitment and selection procedure for prospective employees conducted by HRD, it appears that JW Marriott is very selective in choosing human resources, as they have to hire quality employees that affect their overall performance in the future.

Researchers agree with the result of research conducted by (Saviour et al., 2016), that procedures in recruitment and selection must be conducted strictly to ensure that the employees are suitable to fulfill the need of the company. This result is also supported by previous research conducted by (Bako Yusuf & Banjo, 2017) shows that the use of effective recruitment and selection procedures are closely related to the motivation of workers in the hotel industry. They show that recruitment and selection affect employee performance in the hospitality industry. Employees who possess the necessary skills, knowledge, and abilities correctly and perform well in the procedures show good working performance and think that the impacts of recruitment and selection may differ from company to company. However, procedures in recruitment and selection will be useful to assist the company in achieving its goals.

B. Employee placement

The placement of employees is adjusted according to the department and position during the recruitment and selection stages. Placement of employees' positions cannot change

suddenly, because the assessment procedures carried out already have criteria and assessments that comply with the competencies that land them in the selected department. Changes in departments or positions for new employees or old employees can occur but this is adjusted to the terms, conditions, agreements between the two parties and adjusted according to the expertise of the employee.

In managing employees' placement, HRD does not immediately transfer employees, it is important to analyze employee performance because it is to avoid opportunities for problems for the company.

C. Training and development

The first thing that new employees do when they start joining the company is to provide training on the Marriott brand service which explains the regulations and the culture at JW Marriott, compliance training that explains the prohibitions at JW Marriott, and harassment training. This training also applies to any employee because in the material there will always be material updates that JW Marriott's employees must be aware of.

The process of training and development conducted by JW Marriott employees is derived from the curriculum provided and must be completed by each department. Besides that, the training and development that JW Marriott conducts every month have a benchmark represented by the amount of training duration that must be achieved and which varies each month. To achieve the target in compliance with the Marriott International benchmark, JW Marriott makes various efforts to support employee training, for example, crosscheckexposure program where employees can do different training with the department they occupy. The aim of this course is the transference of knowledge and ability between senior/ experienced employees to the newly recruited / inexperienced employees, which can be done from property to properties, such as the office to other properties. JW Marriott's criteria for the implementation of this process is considered successful if the duration of the training hour matched with the provisions at Marriott International.

In January 2020, the training hours achieved by JW Marriott reached 1712.15 hours from 18 departments at JW Marriott, this is caused by the large number of curricula which has to be achieved and the number of employees who conduct training, the results of these training hours will also increase. Until May 2020, the total number of training hours obtained experienced a drastic decrease, which only reached 688 hours from 18 departments. This happened because this month was the start of the tourism sector's decline due to the Covid-19 pandemic. Until finally, in January 2021, when JW Marriott, who had been able to adapt and rise during the pandemic, had achieved 1430.67 hours of training hours.

JW Marriott also collaborated with the National Agency Of Professional Certification (BNSP) in this employee development method, which is a possible method for testing the competence of employees, its function is the monitoring of the development of employees competence so that HRD can be made aware of the quality of available human resources and for employees, this will be very useful to support the quality of work in the field of profession.

In employee development, JW Marriott also uses methods such as team building or the associate's appreciation week (AAW) event, which is an example of the employees development activity. These activities aim to foster the development of employees' motivation, enthusiasm, and to reduce boredom while working.

Achievements from training and development at JW Marriott can be declared successful if the evaluations obtained show a high value based on audit results, brand service training assessments, and guest voice systems derived from guest assessments, which can achieve the targets expected by JW Marriott. When researchers conducted research at JW Marriott to coincide with the process of hotel brand audit, JW Marriott Surabaya had obtained almost perfect points, namely 98 with an assessment of every feature of the hotel.

The provision of training and development by JW Marriott HRD can be said to have had a good and big impact on JW Marriott's human resources development. This can be inferred through various kinds of training and development which were carried out by HRD to employees to expand employee knowledge and support employee needs for improving employee performance.

Researchers agree with the research conducted by Taufek and Mukminin, who found that training and development can improve the ability and expertise of employees, organizations in achieving company goals (Taufek & Mustafa, 2018)(Mukminin et al., 2020). These results are also supported by previous research who argues that without proper training and development, employees cannot carry out their work to their maximum potential (Rodriguez & Walters, 2017).

D. Employee attendance

Managing employee attendance at JW Marriott Surabaya is through the use of a fingerprint attendance machine connected to an online database application system. Employees can access this application where each employee is given their account to view and manage all matters relating to absenteeism, be it work schedules, leave, overtime, etc. In this online database application system, HRD can monitor time discipline, employee integrity, train employee honesty, and monitor employee mistakes.

Where the error that most often occurs in managing employee attendance is when employees do not update their work schedules, resulting in misinformation which ultimately hampers HRD and finance performance when carrying out payroll procedures. Because updating the work schedule is crucial, if an employee does not update the work schedule in the online system, HRD will give consequences usually through verbal warnings to the delays in paying the employees' salaries with the main goal of providing a deterrent effect both for the concerned employee and to set an example for the other employees to avoid making the same mistake.

E. Salary and compensation

The process of salary payment, in this case, the monthly wages' amount that JW Marriott provides to employees, has been stated in the employment contract between the company and each employee. The payment of salaries to employees is made every 25th of every month or if the 25th falls on a Saturday or Sunday or a national holiday, the salary will be given earlier. HRD will also look for various solutions if any problems related to the delay of salary payments appeared.

Rewards and compensation are gifted to employees who achieved achievement in their performance, JW Marriott has a program namely standing ovation which is held every 3 months to hold award events by giving awards to outstanding employees. But during the pandemic to avoid crowds and thus, avoid the spread of the virus, the award is given to employees in a program called JW Heroes. JW Heroes is an award poster given to employees who excel with employee name data, comments given from guests, and greeting cards by using high notes containing a sign of gratitude and appreciation to employees from the director or department leader of the out-standing employee.

In November 2020, four employees became JW Heroes from the front office department, namely executive lounge attendant, loyalty manager, executive lounge assistant manager, and front desk agent. Then in December 2020, five employees became JW Heroes in the front office department, namely the front desk agent there were 2 employees, a guest relations officer, your service agent, and a loyalty manager. And in January 2021, six employees became JW Heroes from the front office department, namely the front desk agent, there were three employees, the front office, your service agent, and the loyalty manager. From this information the loyalty manager is the employee who most often gets JW Heroes because this particular employee has good performance points, can be recognized by the guests because it can facilitate the activities of the guests and provide services according to the expectations of these guests. The award of JW He-roes for the back office was in January 2021 which became JW Heroes, namely the loss prevention manager and engineering manager because thanks to the direction and the diligence of their team, repairs to maintenance at JW Marriott have been completed. There are also accolades in the form of promotions for any employees who contributed and showed high work loyalty to JW Marriott, which is balanced with employees having quality work by producing the output expected by the hotel.

In February 2021, six employees received promotions, of which employees who received promotions were from the food and beverage department and the human resources department. These employees deserve a higher position because they have helped a lot in carrying out the targets of JW Marriott during their tenure. These targets were planned by the

hotel's strategy. This is followed by external variables which are seen as indicators with noticeable effects on employees' performance. In this study, the included external variables are the following:

a. Quality

In this context, the working quality from JW Marriott follows the standard quality for product and service quality set by Marriott International. The standards for monitoring work quality applied at JW Marriott include the Hazard Analysis and Critical Control Point (HACCP) for F&B products and guest voice for monitoring service quality.

Reaching a high value or equal to the benchmark value in each point obtained every day, it can be inferred that the quality of the products and services produced is adequate and fulfilled the consumers' needs and expectations.

b. Accuracy

Accuracy of employees in completing the tasks which are their responsibility, and achieving targets based on standard working hours in the company which results in accuracy in achieving predetermined targets. Every employee at JW Marriott has been authorized to perform their duties concerning their respective main duties and functions. Where all employees are obliged to serve guests flawlessly and to the best of their ability according to the capabilities and capabilities of each employee by continuing to adhere to JW Marriott International's commitment and brand core values.

c. Capability

In this case, the level of capability possessed by employees can be inferred through tracking the training carried out. As for the employees with high or above-average training hours, this can be utilized as a way to provide an assessment to confirm that the The aforementioned employees possess high motivation in improving skills and knowledge. Because at JW Marriott Surabaya we encourage and support all employees to continue to develop as much as possible. And it can also be reviewed every three months every leader sends an employee evaluation report which will later be submitted to HRD.

To measure the sense of initiative that employees have at work, that is by looking at how they seek to solve problems that exist in the team or the service. If there are problems with guest complaints and employees who are in the area can resolve them properly and deftly without the need for assistance from a supervisor or manager, then this can be said if the level of employee initiative in overcoming problems is high because they have good quality and are nimble in acting. The most crucial point in solving problems with guests is where employees learn technical skills with the LEARN model concept which has the points of listening, empathizing, apologizing, reacting, and notify which are mandatory for employees to apply at work.

d. Communication

In this case, communication and interaction between humans and individuals are very diverse in addition to how each employee communicates with their co-workers are also very diverse. JW Marriott has set and provided clear boundaries for communication, which must be in compliance with the good principles and which do not violate applicable ethical norms.

In this case, HRD conducts training for employees that is useful for building good communication with colleagues or with guests. Where the international JW Marriott possesses one of the core values, namely Put People First. Not many employees still lacking in awareness about the importance of communication because in all cases communication can improve relationships between co-workers and can lighten the workload. Therefore, employees must always be trained to implement the core value, namely Put People First, which complies with the rules of JW Marriott International.

At JW Marriott there is an open door management program where managers have an open attitude to employees. So that employees can consult, express opinions, or rebuttal to the manager. So managers must have a leadership attitude that together supports each other's employees and can accept opinions or rebuttals given by employees.

Conclusions

Based on the results of the research, it can be concluded that the efforts made by the human resources department to improve employee performance at JW Marriott Surabaya are as follows: recruitment and selection of prospective employees, placement of human resources, training and development, discipline in employee attendance, giving salaries and compensation to employees.

This is an effort from the human resources department in improving and maintaining the quality, competence, knowledge, skills, and abilities of employees that support the achievement of good performance. It takes a variety of training variations that can foster passion while working. Continue to monitor and evaluate employees at JW Marriott. Provide strict sanctions or reprimands for employees who still forget their responsibilities in updating their work schedules so that there are no problems involving all employees.

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Analysis of room attendant service quality in increasing customer satisfaction at Hotel Vila Lumbung

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Abstract: This study discusses the analysis of the service quality of room attendants in increasing customer satisfaction at Hotel Vila Lumbung. The purpose of this study is to determine the level of guests' satisfaction with the services provided by the room attendant and determine the service indicators that need to be improved and maintained by the room attendant at this hotel. The sample is 80 respondents. This study uses a sampling technique that is incidental random sampling. The analysis technique used is SERVQUAL analysis (Service Quality) and Importance Performance Analysis (IPA). The result shows there are sixteen indicators found in the five dimensions of the service quality that show the room attendants' performance are already categorized as excellent in terms of such dimensions as tangibility, reliability, assurance, and empathy. This indicates that there is only one dimension which service is still need to improve and maintain to make customer satisfied, namely the responsiveness dimension found in quadrant A in IPA.

Keywords: customer satisfaction, importance-performance analysis, room attendant, SERVQUAL

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Introduction

Customer satisfaction services as factors of some significant influence upon the sustainability or continuity of a business company in its competing position to others. Some experts with academic background have attempted to define about customer's satisfaction one of them Tjiptono (2011) satisfaction is the customer's response to the discrepancy between the desires possessed and the benefits of the product that are felt after its use. Consumer goals are feelings of pleasure or disappointment for someone that arises after the performance (results) of the product seen from the expected performance (Kesuma & Amri, 2015). Destination will impact WOM (Word of Mouth) and have an impact on subsequent visits from tourists. So it becomes very important to provide service to consumers. Service is an activity that is visible (cannot be touched) that occurs as a result of interactions between guests or other things provided by service delivery companies that cannot solve customer/guest problems (Mariska & Shihab, 2016). Measuring Service Quality, service providers need to pay attention to four service characteristics; intangible, perishable, inseparable, and heterogeneous, as these are intrinsic to services as they lead to different consumer perceptions and behaviors. (Mola & Jusoh, 2011).

Providing quality services to visitors or tourists will increase the number of tourists visiting. Service quality according to (Tjiptono in Susepti et al., 2017) is the expected level of excellence and control over the level of excellence to meet customer desires. Service quality is a basic business strategy that produces goods and services that meet consumer needs and satisfaction (Kotler in Atmanegara et al., 2019). Service quality is a measure that states how well the level of service provided matches or exceeds customer expectations. (Moha et al., 2016). Parasuraman et al. (1988) developed SERVQUAL in their study, which includes physical evidence, responsiveness, assurance, empathy, and reliability (Ramzi & Mohamed, 2011:887). Service quality is a

concept consisting of five main dimensions (Tjiptono, 2012). Tangibles (Atmosphere and general appearance of physical facilities, rooms, restaurants, equipment, personnel, and communication materials), responsiveness, assurance, empathy, and reliability (Eshetie et al., 2016:75). Each company has its way to provide the best products and services to provide satisfaction for its customers. One of them is hotels. A hotel is a company managed by its owner by providing food, drink, and room facilities for sleeping to people who do it (Sulastiyono in Wulandari et al., 2020:543). In the context of this research, namely Hotel Vila Lumbung, which is one of the companies engaged in accommodation services in Bali. To meet the wishes of guests, of course, Hotel Vila Lumbung provides maximum service in all respects.

At Hotel Vila Lumbung, guest satisfaction/disappointment can be seen from guest comments or guest feedback. The housekeeping department, especially room attendants in the room section, often gets negative comments or feedback from guests after enjoying services that show their dissatisfaction. A room attendant is an employee at a hotel whose main task is to maintain the cleanliness, tidiness, comfort, and completeness of hotel rooms and arrange them according to the standards applicable in the hotel (Prami et al., 2021). This can be seen in the negative comments of consumers who show their dissatisfaction after enjoying the services of the room clerk in the room section.

One of the guest comments from the Hotel Vila Lumbung website and delivered directly by guests can be seen in Table 1.

Table 1. Guest Negative Comments

Period	Negative Comments	Source
February 2020	We had a spider web at the entrance, we had an ant infestation and there was a cockroach in the toilet. It's so bad!	www.hotellumbung.com
September 2020	Very bad Housekeeping. White towels are grey. With coffee mugs with brown stain. White bathtub floor full of black spots.	www.hotellumbung.com
February 2020	The room itself was clean, but, the bathroom was a little rundown. When the extractor fan was off, dust fell on the floor/toilet. The bathtub was huge but had a ton of stains. Also, the water doesn't stay hot or cold, it keeps it within seconds.	www.booking.com
March 2020	I found a bunch of loose hair when I came, and the next day when I was out from the hotel, I still found them on the stairs.	www.booking.com
December 2020	The floor was still very dusty, when I entered the room I did not find any slippers so my feet were dirty. Room Attendant is slow to get it back.	Hotel Vila Lumbung

Based on Table 1. above, it can be seen that most guest complaints are due to unsatisfactory room cleanliness for consumers, there is still dust in some corners of the room, Guest supplies or guest amenities in rooms that are sometimes incomplete, as well as room attendant delays in handling rooms and handle guest complaints. Based on these complaints, referring to the five dimensions of service quality, it is not fully carried out by the room attendant, causing guests to feel dissatisfied with the services provided. With negative consumer complaints, it is very important to explore indicators of room attendant services that can provide a good experience for guests while staying at hotels in general, and especially hotels in the research location. By identifying all those indicators the management can determine the best problem-solving strategy to give the best solution to guarantee guests' satisfaction because they become comfortable with having their such needs are fulfilled. So that the symptoms that occur are a driving force for the author's interest to choose the research title "Analysis of Room Attendant Service Quality In Improving Customer Satisfaction At Hotel Vila Lumbung". The results of this study should later provide a signal to be immediately anticipated by the management of Hotel Vila Lumbung in

improving the quality of room attendant services to increase customer satisfaction as a relevant strategy for improving the quality of room attendant services is by hotel management.

Methodology

The research was conducted for 6 months from November 08, 2020, to May 08, 2021, at Hotel Vila Lumbung located on Jl. Petitenget No. 1000x, Seminyak, North Kuta, Badung Regency, Bali 80361. This study uses service attributes as variables. According to Parasuraman, et al (1985) cited by (Tjiptono, 2012) the research variables used in measuring service quality are based on five dimensions of service quality, which include tangibles, responsiveness, assurance, empathy, and reliability.

The types of data used in this study are quantitative and qualitative data. Qualitative data is data that is expressed in the form of words, sentences, and pictures (Sugiyono, 2016). Quantitative is a process of finding knowledge that uses data in the form of numbers as a tool to analyze information about what you want to know (Kasiram, 2008). The data sources for this research are primary data and secondary data. Primary data is data taken or collected directly from the object of research by researchers, (Siregar, 2014). Secondary data is data obtained in a ready-made form, has been collected and processed by other people or other organizations (Wardiyanta, 2010). Primary data was obtained from questionnaires, interviews, and secondary data in the form of guest comments from websites, journals, books, company overviews. Methods of data collection using observation techniques, questionnaires, interviews, and literature studies related to research.

Determination of the research sample using the method of Incidental Random Sampling. Incidental Random Sampling is a technique for determining samples based on chance (Sugiyono, 2016). The number of respondents was as many as 80 people. These responden are the guests staying at the Villa Lumbung during the research which was from September 2020 to March 2021. The number 80 is determined by multiplying the subordinator (16) items by 5. (Maholtra in In-drawn & Rully, 2014). This scoring will use a Likert scale. According to (Sunyoto, 2012), the Lik-ert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena.

Data analysis uses SERVQUAL analysis (quality of service), and Importance Performance Analysis. This SERVQUAL analysis analyzes the gap between two main variables, namely the expected service and the customer's perception of the service received (Tjiptono, 2012).

$$VS = VP - VE \quad (1)$$

Information:

VS = Value Satisfaction

VP = Value Perceived Service

VE = Value Expected Service

result description:

0 >: Expectations were more than met or very satisfied.

= 0: Expectations are met or satisfied

< 0: Expectations were not met or not satisfied (Tjiptono, 2012).

Importance Performance Analysis, respondents are asked to rank how well the hotel's performance is from each of these elements, (Daryanto & Styobudi, 2014). The rating level will be described and divided into four parts or quadrants bounded by two lines that intersect perpendicular to the points (X, Y) in the Cartesian diagram.

Results and Discussions

Results

Validity and Reliability Test Results Expectation and Perception Level

Before the data was analyzed, validity and reliability tests were carried out using SPSS 24 software.

Table 2. Validity and Reliability Test Results Expectation Level

No	Variable	Indicator	Pearson Correlation	Information
1	Tangibles	Q1	0.626	Valid
		Q2	0.643	Valid
		Q3	0.571	Valid
		Q4	0.652	Valid
2	Reliability	Q5	0.394	Valid
		Q6	0.434	Valid
		Q7	0.668	Valid
		Q8	0.580	Valid
3	Responsiveness	Q9	0.577	Valid
		Q10	0.377	Valid
4	Assurance	Q11	0.429	Valid
		Q12	0.552	Valid
		Q13	0.652	Valid
5	Empathy	Q14	0.631	Valid
		Q15	0.510	Valid
		Q16	0.633	Valid
Reliability Test				
Cronbach Alpha			0.853	Reliable

(Source: Data processing results, 2021. Output SPSS 24.0 for Windows)

Table 3. Validity and Reliability Test Results Perception Level

No	Variable	Indicator	Pearson Correlation	Information
1	Tangibles	Q1	0.626	Valid
		Q2	0.699	Valid
		Q3	0.587	Valid
		Q4	0.706	Valid
2	Reliability	Q5	0.663	Valid
		Q6	0.674	Valid
		Q7	0.530	Valid
		Q8	0.605	Valid
3	Responsiveness	Q9	0.583	Valid
		Q10	0.685	Valid
4	Assurance	Q11	0.680	Valid

		Q12	0.685	Valid
		Q13	0.694	Valid
5	Empathy	Q14	0.633	Valid
		Q15	0.747	Valid
		Q16	0.705	Valid
Reliability Test				
Cronbach Alpha		0.909	Reliable	

(Source: Data processing results, 2021. Output SPSS 24.0 for Windows)

The result is that all instruments are valid because the r-count is higher than the r-table. Based on the results of the validity test, all the values of each question item from the level of perception and expectation have an r-count > r-table (0.2864), this indicates that all items are declared valid for use in research. And all research instruments on the level of expectation and perception have Cronbach's Alpha values greater than 0.60. An instrument is said to be reliable or reliable if it has a reliability coefficient or Cronbach's Alpha greater than 0.60. This shows that all the instruments of the questionnaire are declared reliable so that they can be used to conduct research.

Discussions

Guest Satisfaction Level of Room Attendant Service Quality at Hotel Vila Lumbung

In the SERVQUAL analysis, the model used is to analyze the gap between two main variables, namely the expected service and the customer's perception of the service received (perceived service) by customers in this case are guests staying at Hotel Vila Lumbung. If the SERVQUAL score (gap) is negative (-) it indicates that expectations are not met or not satisfied. While a positive SERVQUAL score (+) indicates expectations are more than fulfilled or very satisfied. And if the SERVQUAL score (gap) is neutral (0) it indicates that expectations have been met or satisfied.

Tabel 4. SERVQUAL Analysis Results Room Attendant Service Quality at Hotel Vila Lumbung

No	Variable	Indicator	Average Perception	Average Expectations	SERVQUAL Score (Gap)	Information
1	Tangibles	Room attendant completeness and readiness in handling rooms	4.24	4.31	-0.07	Negative
		Room attendant appearance (clean, tidy, and fragrant	4.41	4.38	0.03	Positive
		Complete guest amenities in the room	4.33	4.31	0.02	Positive
		Cleanliness of facilities in guest rooms	4.41	4.39	0.02	Positive
2	Reliability	Room Attendant's punctuality in handling guest rooms	4.16	4.38	-0.22	Negative
		Compliance with the Standard	4.25	4.23	0.02	Positive

		Operational Procedure of working in handling rooms				
		Room Attendants can provide information about the state of the room	3.89	4.1	-0.2	Negative
		The ability of the Room attendant to resolve guest complaints	4.53	4.51	0.02	Positive
3	Respon-siveness	The responsiveness of the Room Attendants in serving guest requests	4.16	4.28	-0.12	Negative
		The responsiveness of the Room Attendants in dealing with guest complaints	4.16	4.34	-0.18	Negative
4	Assurance	Room security is well maintained by Room Attendants	4.44	4.44	0	Neutral
		Room comfort for guests to occupy	4.10	4.18	-0.08	Negative
		Courtesy Room Attendants in serving guests	4.31	4.31	0	Neutral
5	Empathy	Room Attendants understand guests' needs	4.43	4.40	0.03	Positive
		Room Attendants are friendly when serving guests	4.43	4.31	0.12	Positive
		Room Attendants can handle and provide good solutions to problems faced by guests	4.33	4.29	0.04	Positive

(Source: Data processing results, 2021. Excel for Windows output)

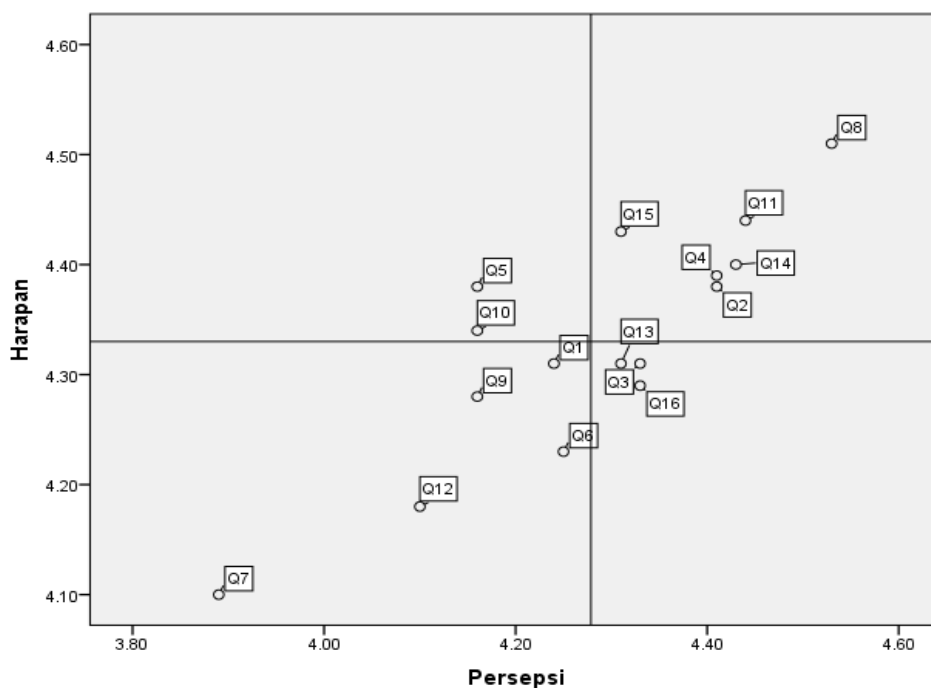
Based on the calculation results of the SERVQUAL analysis (Service Quality) in Table 4, it means that there is a positive gap (+) or negative (-) between consumer perceptions and expectations of the quality of service provided by the Room attendant at the Hotel Vila Lumbung. SERVQUAL score (gap) negative (-) indicates that expectations are not met or not satisfied. While a positive SERVQUAL score (+) indicates expectations are more than fulfilled or very satisfied. And if the SERVQUAL score (gap) is neutral (0) it indicates that expectations have been met or satisfied.

Overall, the room attendant at Hotel Vila Lumbung has provided good service to consumers. This can be shown by the gap between the positive and neutral SERVQUAL scores compared to the negative SERVQUAL scores. Of the 16 service quality indicators, 10 indicators are positive

(+) and 6 are negative (-). This means that the room attendant at Hotel Vila Lumbung has provided good service to consumers.

Service Indicators That Need to be Improved and Maintained to Increase Customer Satisfaction by Room Attendant

Important performance analysis (IPA) is used to identify service indicators that need to be maintained and need to be improved in service to consumers by the room attendant at Hotel Vila Lumbung, the results of which are presented in the form of a Cartesian diagram. The Cartesian diagram has four quadrants, namely, quadrant A is the main priority, which means that the indicators in this quadrant are the indicators that most need to improve their services. Quadrant B shows that the indicators contained in this quadrant already have good service so they must be maintained because this is an achievement. Indicators in quadrant C show low priority, meaning that indicators in this quadrant have little effect on guest satisfaction. Quadrant D shows that all indicators in this quadrant are considered excessive in their implementation.



(Source: Data processing results, 2021. Output SPSS 24.0 for Windows)

Figure 1. Cartesian Diagram Importance Performance Analysis

Based on Figure 1 Cartesian diagram, it can be seen that the locations of each indicator indicate an assessment of the level of guest satisfaction that needs to be maintained or improved based on the location in the quadrant of the quality of room attendant service at Hotel Vila Lumbung observed in the four quadrants with the following explanation.

1. Quadrant A

Quadrant A shows the sub-indicators that are considered important for guests in assessing the performance of the room attendant at Hotel Vila Lumbung, but the performance of the room attendant is considered unsatisfactory, so it needs to be improved again. The indicators that need to be improved are as follows:

a. Room attendant punctuality in handling guest rooms (Q5)

The Q5 indicator, which is part of this Reliability dimension, will be prioritized because the level of guest interest is high but its performance is still lacking. From the research conducted, the room attendant has tried to work according to the specified time procedure. However, it is

undeniable that obstacles can occur, where the time specified is not by the existing room conditions. Sometimes the condition of a guest room that is quite dirty will require more time and while the room attendant is required to clean a large number of rooms working time becomes less effective.

The finding result of the research then is discussed with the management to have support. The feedback from the management comes the solution that can be done is to analyze the workload again by the housekeeper so that the workload that is delegated is by the number of existing employees. And if the number of employees is right with the workload delegated, then the problem is the employees themselves, because they cannot complete their work by the existing time standards. So the solution that can be done is to conduct training so that employees can work according to the standard time that has been set so that the room attendant can complete the handling of guest rooms by the existing time procedures. The training as the necessary solution should be provided by hotel management based on the feedback provided by the research result.

b. Responsiveness of room attendant in dealing with guest complaints (Q10)

The Q10 indicator, which is a chart of the Responsiveness dimension, belongs to the quadrant that must be prioritized. This is due to responsiveness comprising the wiliness or the wish of the employees to provide services needed by the customer. The fact is that from the observations made, the room attendant is still not ready to deal with guest complaints. Still not able to respond quickly to complaints that occur, when viewed from existing procedures, some complaints that should be handled quickly by the room attendant itself but cannot be handled alone until the problem finally reaches the manager level until the problem spreads in the hotel. This is what happens if the room attendant is not responsive to guest complaints that occur. In addition to this, the occurrence of guest dissatisfaction regarding the responsiveness of the room attendant in handling guest complaints occurred due to the delay in the information received by the room attendant, causing delays. Room attendants are also often a liaison for guest complaints to other departments or sections related to the complaint. Therefore the room attendant is considered less responsive to guest complaints, due to delays in problem-solving from the relevant departments.

Seen from the condition mentioned above the ability of room attendants to handle complaints should be given priority. This is because this ability is an attribute that can give an impact on the customer, this is supported by Sari's study (2019) shows that this quadrant should be maintained because the service provided by room attendants needs to be improved to satisfy the customer. Otherwise, this will automatically trigger dissatisfaction on the part of the customer. The study shows that room attendant prepares room according to customers' need, the readiness of room attendant in responding to the problem is needed to guarantee a secure feeling on the part of the customer.

The feedback from the management after knowing the result of the research, in this case, the hotel started to overcome this by providing training on procedures for handling complaints from guests, so that the room attendant in carrying out their duties can overcome this and become more responsive to respond to create satisfaction for guests. This training on the procedures for handling guest complaints should be conducted by the hotel management based on the feedback from this research result. In addition, maintaining good communication must always be maintained so that information can be conveyed properly, and problems can be handled immediately.

2. Quadrant B

Quadrant B shows an important sub-indicator for the level of guest satisfaction with the quality of room attendant service at Hotel Vila Lumbung by providing good service so that it needs to be maintained. The indicators in quadrant B are as follows.

- a. Room attendant appearance (clean, neat, and fragrant) (Q2)
- b. Cleanliness of facilities in guest rooms (Q4)
- c. Room attendant ability in resolving guest complaints (Q8)
- d. Room security is well maintained by the room attendant (Q11)
- e. Room attendant understands guest needs (Q14)

f. Room attendant is friendly when serving guests (Q15)

Indicators Q2, Q4, Q8, Q11, Q14, and Q15, are located in quadrant B, meaning that in this indicator guests are satisfied with the performance provided by the room attendant. Therefore, this indicator needs to be maintained by the room attendant.

3. Quadrant C

Quadrant C shows sub-indicators that do not have much effect on guest satisfaction or in the sense that the services provided by the room attendant do not make guests feel satisfied or dissatisfied. Those located in this quadrant are as follows:

- a. Completeness and readiness of room attendant in handling rooms (Q1)
- b. Compliance with Standard Operating Procedures (Q6)
- c. Room attendant can provide information about the state of the room (Q7)
- d. Responsiveness of the room attendant in serving guest requests (Q9)
- e. Comfort of the room to be occupied by guests (Q12)

This indicator is in quadrant C because the average value of guest perceptions and average guest expectations is quite low, so it is considered not too important by guests. But maintaining the quality of service on the indicators above is very important for a room attendant. So this indicator must still be maintained for better service.

4. Quadrant D

In quadrant D the indicators in it are less expected by guests but the room attendant performs the service very well so it is considered very excessive. The following are indicators that are in quadrant D.

- a. Completeness of guest amenities in the room (Q3)
- b. Courtesy of room attendant in serving guests (Q13)
- c. Room attendants can handle and provide good solutions to problems faced by guests (Q16)

Room attendants have done their job well on the above indicators, but are considered redundant by guests. However, this is not a problem in its implementation, because customers are still satisfied with the services provided by the hotel.

Conclusions

Based on the research result it can be concluded that there are sixteen indicators found in the five dimensions of the service quality, includes in the Importance Performance Analysis. The result shows that there are two indicators considered important by the guests, but the performance on the part of the room attendant is still inferior that it needs improvement, particularly concerning the timeliness of the room attendants in handling the guests' room which includes reliability dimension and responsiveness dimension on the part of the room attendants to handle complaints. Meanwhile, at quadrant B there are four dimensions considered important by the guests, and it is found that the room attendants' performance is already categorized as excellent in terms of such dimensions as tangibility, reliability, assurance, and empathy. This indicates that there is only one dimension whose service is still in need of improvement, namely the responsiveness dimension found in quadrant A. The indicator of quadrant A indicates that this dimension needs to be reexamined so that the service provided can satisfy the guests whereby the image of Villa Lumbung Hotel can be more competitive in attracting them to stay.

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Analysis of guest satisfaction through the service quality of the Aloha department at Aloft Bali Seminyak

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Abstract: This research discusses the assessment of guest satisfaction through the service quality that is provided by the Aloha department at Aloft Bali Seminyak. This research aim is to identify if the guest expectations match with the guest experience (perception) regarding the service quality provided by the Aloha department at Aloft Bali Seminyak and to analyze the indicators needed to be maintained and improve to enhance the service quality of the Aloha department. The data used in this research are quantitative. The method of data collection was observation and questionnaire. The total of respondents used in this research is 80 respondents with the incidental sampling method. Data analysis techniques applied in this research are Service Quality (ServQual) and Importance-Performance Analysis which use Cartesian diagrams. The result of the research indicates 4 indicators resulting negative gap, 11 indicators resulting positive gap, and 1 indicator with zero gaps between guest perception and expectation. The importance-Performance analysis found 3 indicators on Quadrant A which the major weakness need improvement, those indicators are cleanliness of the lobby area, the ability of the Aloha talent to provide fast and precheck-in & check out services, and recognition of the guest name by the Aloha talent. However, there are 4 indicators found on Quadrant B as a major strength of services and they need to be maintained to make guest satisfaction.

Keywords: Aloha department, guest satisfaction, importance-performance analysis, service quality

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Introduction

Bali is a popular tourist destination some attributes must exist for tourism. According to Cooper in Andrianto & Sugjama (2016), those attributes in tourism are the 4A Concept, which consists of Attraction, Accessibility, Amenities, and Ancillary. The attraction is something that can attract people to come. This is related to "what to see" and "what to do". Accessibility is infrastructure along with destination for examples transportation, road condition, etc. Amenities are any facilities that ensure tourists' needs and want, for example, accommodation. Ancillary is an organization or people that can manage the destination. From the 4A concepts above, the tourists are very concerned about the accommodation. One of the accommodations located in Badung regency is Aloft Bali Seminyak, which is part of the Marriot International hotel chain. Aloft Bali Seminyak provided 80 convenience rooms to accommodate guests. Aloft Bali Seminyak provided 80 convenience rooms to accommodate guests. Not only offering rooms, but Aloft Bali Seminyak also offers Kahuna restaurant which served all-day dining, meeting package, wedding package, and other products. For supporting all of those things Aloft Bali Seminyak is supported by some of the departments such as Aloha Department (Front Office), Engineering department, Refresh department (Housekeeping), Culinary department, R&B department, Finance department, Engineering department, Sales and Marketing department, and Admin & General department. Front office departments have an important role as the first impression of the hotel. Front Office Department is the most important part of hotel management.

Front Office is a department in a hotel that is doing the room sales process, from booking rooms, welcoming guests, providing room keys, to waiting for the billing process (Pramudia & others, 2017). Front Office Department is also an information center for the guest. Front Office Department provides services that will make a good impression on guests, because of its role as the first and last impression in a hotel. Giving a good impression to guests can be from welcoming guests, taking care of guests during their stay at the hotel, and when guests leave the hotel.

Satisfaction is the feeling of pleasure or disappointment that a person produces by comparing a product's performance or perceived results with expectations. If the performance does not meet expectations, the results are unsatisfactory. If it meets expectations, the customer will be satisfied or happy (Kotler et al., 2009). Wirtz & Lovelock, (2021) define satisfaction as an attitude that is decided based on the experience gained. Customer satisfaction is influenced by three indicators namely core quality, relationship quality, and perceived value directly (McDougall & Levesque, 2000). Customer satisfaction is consumers' attitude, assessment, and emotional response after the purchase and consumption process. Consumption comes from comparisons to the actual performance of a product and expectations and evaluation of the experience of consuming a product or service. It means that the better quality of the products or services provided, the higher the customers' satisfaction. If customer satisfaction is higher, it can make profits for the business entity. But if not, the customer will move to another product. Therefore, to deliver customer satisfaction Front office or Aloha department should implement the service quality.

Service quality is a measure of how well the service level delivered matches customer expectations. Delivering quality service means conforming to customer expectations consistently (Lewis & Booms, 1983). Salim (2013) stated that service quality is the fulfillment of consumer needs and desires and its delivery accuracy to match consumer expectations. Service quality is divided into 5 dimensions according to Parasuraman et al. (1988) there are tangible (related to the physical aspect of the service or product), assurance (related to skill and ability to earn the trust of the customer), reliability (related to how a company or employee in delivering the promised service, quality and accuracy within the company and the customer's requirements), responsiveness (related to employee's intention and willingness to help the customer by providing good, quality and fast service), empathy (related to company or employee willingly gives each customer personal and individual attention). However, there are still unsatisfied guests to some points or indicators of the hotel related to its service quality of Aloha department. Table 1 shows the percentage of a negative review of Aloha Department service quality in each serqual dimension.

Table 1. Percentage of Negative Review on Each Service Quality Dimension

Dimension	Indicator	Percentage (%)
Tangible	Physical facilities, equipment, and appearance of personnel	12%
Reliability	Ability to perform the promised service dependably and accurately	47%
Responsiveness	Willingness to help customers and provide prompt service	32%
Assurance	Knowledge and courtesy of employees and their ability to inspire trust and confidence	14%
Empathy	Caring, individualized attention the firm provides its customers	13%
Total		100%

(Source: Medalia, Booking.com, Agoda, Expedia, Tripadvisor, Tiket.com, 2021)

Customer satisfaction will depend on the quality of service they get from when they arrive or check in to check out. The implementation of standards to support the service quality at Aloha Department in Aloft Bali Seminyak has been disseminated to the talent. However, some talents do not understand and implement some of the tasks based on the standards in all Mar-

riott International property including Aloft Bali Seminyak measured the guest satisfaction through Guest Voice and guest review from several platform sources such as booking.com, Agoda, Expedia, google review, TripAdvisor, and tiket.com. Based on that source the quality of service is not implemented optimally by the Aloha Department at Aloft Bali-Seminyak. Every dimension of Aloha Department service quality has a negativereviewsew that accumulates from some sources, however, dimension reliability has the highest negative review.

To know or examine furthermore about guest perception, expectation, and their satisfaction to the Aloha Department of Aloft Bali Seminyak, this research will measure the guest satisfaction score using service quality method and to improve the attribute in dimension will be using Importance-performance analysis to increase guest satisfaction in Aloha department at Aloft Bali Seminyak.

Methodology

This study uses quantitative data. The data collection method was a survey method. The survey method as a data collection tool and research design was used when the aim to ask individuals about a topic to express their attitudes, perceptions, or general views (Jackson, 2009). Firstly, the author did the observations in the Aloha department, then distributed questionnaires. The population in this study was the number of guests staying at Aloft Bali Seminyak for 6 months from September 1, 2020, to March 31, 2021. The sampling technique used in this study was incidental sampling technique based on chance. Anyone who accidentally meets a researcher can be used as a sample if that person is suitable as a data source (Sugiyono, 2014). Roscoe's (1975) set of guidelines for determining sample size has become the common choice in recent decades. Roscoe suggested that sample sizes greater than 30 and less than 500 are suitable for most behavioral studies, while sample sizes greater than 500 may lead to Type II errors (Sekaran & Bougie, 2016). The data source that will be used is the 80 customers, in this case, the guest who has received the Aloha department service at Aloft Bali Seminyak, starting from the check-in process to check-out. Data analysis was performed using software packages such as Microsoft Excel and Statistical Product and Service Solution (SPSS). In this research, there are 4 steps to analyze the data. There are validity tests, reliability tests, using the five dimensions of service quality from Parasuraman et al. (1988) and Important Performance Analysis. According to Tjiptono & Chandra (2011) one of methods that is applicable to measure the customers satisfaction is the Importance Performance Analysis. Importance-Performance Analysis technique used to determine which indicator needs to be maintained on Aloft Bali Seminyak's service quality and which indicator needs to be improved to create guest satisfaction. In this method, the data will be grouped in to Matrix of Importance Performance Analysis, dividing the dimensions into four categories. There are sixteen service quality indicators of this research are found on Quadrant A, Quadrant B, Quadrant C, and Quadrant D. Each indicator in quadrant A, B, C, D will be described with a code. Code A means tangible dimension, code B means reliability dimension, code C means responsiveness dimension, Code D means assurance dimension, and Code E means sympathy dimension.

Results and discussions

Instrument Validity and Reliability Test

To ensure that all of the questionnaire's elements are accurate and reliable, the evaluation was conducted on 80 respondents (guests) who had stayed at Aloft Bali Seminyak. SPSS 26 is used to interpret the results. According to Ghozali (2016), the validity test is used to measure whether a questionnaire is valid or not. If $r_{count} \geq r_{table} (0,220)$, then the statement is declared valid, and if $r_{count} < r_{table} (0,220)$, then the question is declared invalid. Table 2 indicates that all 16 items of the questionnaire, both "Expectation" and "Perception," were considered to be valid in the survey performed on the 80 respondents. Based on the results of this test, all 16 items of the questionnaire are valid and capable of representing the dimension/variable that will be measured.

The reliability test is used to obtain reliable and credible testing findings, and it is repeated many times to obtain the same or consistent data (Sugiyono, 2017). A variable/dimension is

reliable if the Cronbach's Alpha value is higher than 0.700 (Hair, 2010). Table 1 below shows, the Cronbach's Alpha for both Expectation and Performance is higher than 0.700 which the Cronbach's Alpha for Expectation is 0.744 and the Cronbach's Alpha for Perception is 0.740. Based on this test, it can conclude that both instruments are reliable.

Table 2. Validity and Reliability Test Result

Items	Code	Expectation		Perception	
		r-count	Remark	r-count	Remark
The Aloha talent's grooming	A1	0.625	Valid	0.560	Valid
Cleanliness of Lobby area	A2	0.373	Valid	0.341	Valid
Readiness of the Aloha talent with all material and equipment (pen, registration form, computer, telephone, etc)	A3	0.370	Valid	0.253	Valid
The ability of the Aloha talent to provide fast and precise check-in & check-out services	B1	0.337	Valid	0.593	Valid
Aloha talent can provide all services on time	B2	0.585	Valid	0.530	Valid
The ability of Aloha talent to provide accurate information	B3	0.541	Valid	0.559	Valid
Aloha talent can solve customer problems and complaints quickly and precisely	B4	0.375	Valid	0.419	Valid
Willingness and initiative of Aloha talent to help the guest	C1	0.497	Valid	0.491	Valid
Responsiveness and fast action of Aloha talent to help and provide service.	C2	0.404	Valid	0.520	Valid
Attentiveness and promptness of the staff in dealing with guest requests	C3	0.420	Valid	0.567	Valid
Knowledge and skills of Aloha talent to answer guest question	D1	0.447	Valid	0.426	Valid
Assurance of the aloha talent to the guest safety, security, and privacy of stay	D2	0.361	Valid	0.338	Valid
Clear and easy to understand communication both in English and Indonesian	D3	0.292	Valid	0.315	Valid
Recognition of the guest name by the Aloha talent	E1	0.496	Valid	0.570	Valid
Staff personalized attention and understanding to the guests need	E2	0.568	Valid	0.621	Valid
Availability and easiness to contact Aloha talent	E3	0.554	Valid	0.506	Valid
Cronbach alpha 0,742 (Expectation) & 0,777 (Perception) > 0,700 = Reliable					

Respondents' Profile

The respondents' characteristics in this research used 80 respondents. Based on nationality most of the respondents are were local or domestic guests (55%) and guests coming from Russia with a percentage of 23,75% because during the pandemic from 2019 until earlier 2021 Aloft Bali Seminyak dominated by domestic tourists and Russian tourists. The third guest nationality of respondents is the USA (23,75%), and the rest were tourists from Netherland (dutch) 2,50%, Thailand (2,50%), Singapore, Germany, British and South Korea have the same percentage it is about 1,25%. Based on gender most of the respondents are female. Based on respondents' age group the guest who had stayed in Aloft Bali Seminyak were varied from teenager to elderly. The respondents of this research aged below 20 years old were 4 people (5%). The respondents aged from 20-30 years old were 56 people (70%). The respondents aged from 31-50 years old were 13 people (16,25%). And, the respondents aged above 50

years old were 7 people (8,75%). Most of Aloft Bali Seminyak guest were aged from 20-to 30 years old, it matches this hotel as a stylish and urban hotel that was designed for young people. Based on occupation, most of the respondents were employees and students with a total of 65%. Based on visited frequency most of the respondents were visited Aloft Bali Seminyak for the first time (63,75%) and the rest mostly are loyal & repeater guests of Aloft Bali Seminyak.

Service Quality Analysis

Based on the theory, service quality is a measure of how well the level of service offered meets guest expectations. Servqual defines that a positive gap will indicate satisfaction, while a negative will indicate dissatisfaction. The calculation result of the guest perception and expectation average score with its gap will be discussed based on the 5 service quality dimensions.

Table 3. Service Quality result

No	Indicator	Indicator Analysis		
		E	P	G
Tangible				
A1	The Aloha talent's grooming	4.51	4.59	0.08
A2	Cleanliness of Lobby area	4.54	4.45	-0.09
A3	Readiness of the Aloha talent with all material and equipment (pen. registration form. computer. telephone. etc)	4.46	4.55	0.09
Dimension Analysis		4.50	4.53	0.03
Reliability				
B1	The ability of the Aloha talent to provide fast and precise check-in & check-out services	4.54	4.46	-0.8
B2	Aloha talent can provide all services on time	4.46	4.45	-0.01
B3	The ability of Aloha talent to provide accurate information	4.45	4.54	0.09
B4	Aloha talent can solve customer problems and complaints quickly and precisely	4.59	4.59	0
Dimension Analysis		4.51	4.51	0.00
Responsiveness				
C1	Willingness and initiative of Aloha talent to help the guest	4.49	4.54	0.05
C2	Responsiveness and fast action of Aloha talent to help and provide service.	4.49	4.59	0.10
C3	Attentiveness and promptness of the staff in dealing with guest requests	4.40	4.44	0.04
Dimension Analysis		4.46	4.52	0.06
Assurance				
D1	Knowledge and skills of Aloha talent to answer guest question	4.45	4.53	0.08
D2	Assurance of the aloha talent to the guest safety, security, and privacy of stay	4.55	4.63	0.08
D3	Clear and easy to understand communication both in English and Indonesian	4.65	4.69	0.04
Dimension Analysis		4.55	4.61	0.06

Empathy				
E1	Recognition of the guest name by the Aloha talent	4.54	4.51	-0.02
E2	Staff personalized attention and understanding to the guests need	4.46	4.54	0.07
E3	Availability and easiness to contact Aloha talent	4.50	4.55	0.05
Dimension Analysis		4.50	4.53	0.03

Based on Table 3 above the biggest positive service quality score on tangible dimension is A3 with a score of 0,09 which is the readiness of the Aloha talent with all material and equipment (pen, registration form, computer, telephone, etc.) and the biggest negative service quality score on tangible dimension is A2 with score -0,09 which is the cleanliness of lobby area. The result from reliability dimensions found the biggest positive service quality score in indicator B3 with a score of e 0,09 which is the ability of Aloha talent to provide accurate information and the biggest negative service quality score is B1 with a score of -0,08 which is the ability of the Aloha talent to provide fast and precheck- in & check out services. Responsiveness dimensions consist of 3 indicators, however, in this dimension all of the indicators perceived positive service quality scores, and the biggest score is on indicator C2 which is responsiveness and fast action of Aloha talent to help and provide service. This means most all of the respondents are fully satisfied with the responsiveness dimension service quality of the Aloha department. In assurance dimensions, all of the indicators perceived positive scores of service quality as well. Indicator D1 knowledge and skills of Aloha talent in handling guest requests and D2 assurance of the aloha talent to the guest safety, security, and privacy of stay perceived the same score 0,08. In the last dimension which is the Empathy dimension found the biggest positive service quality score is on the indicator E2 with a score of 0,07 which is staff personalized attention and understanding to the guests need and the biggest negative service quality score is on indicator E1 which is recognition of the guest name by the Aloha talent with score -0,02. There are still found some negative gap scores compared to the guest expectations because the guests of Aloft Bali Seminyak have the higher expectation level. It means that Aloft Bali Seminyak's management should put attention to the indicators which have a negative gap score to maximize the guest satisfaction with its service quality.

The total of 16 indicators in 5 dimensions of service quality was calculated with servQual analysis and the following table shows service quality analysis summary in every dimension. Table 4 below will show the result of the service quality summary.

Table 4. Service Quality Summary

Service Quality Dimensions	E	P	ServQual Score
Responsiveness	4.46	4.52	0.06
Assurance	4.55	4.61	0.06
Empathy	4.50	4.53	0.03
Tangible	4.50	4.53	0.03
Reliability	4.51	4.51	0.00
ServQual gap	4.50	4.54	0.04

The result of Table 4 above is sorted from the highest service quality score to the lowest. The average responsiveness's perception score is 4,52 which means it has met with guest expectations due to the average perception score exceeding the average expectation score of 4,46 which results in a positive servqual score (0,06). Overall guest perceived a positive in the responsiveness dimension. Responsiveness is the Aloha department's service quality dimension result in the highest servqual score. The average assurance's perception score is 4,61 and the expected average score is 4,55 which results in a positive gap (0,06). Overall guests perceived

positive in the assurance dimension. It can be assumed service quality for the assurance dimension is satisfactory. The assurance dimension is the dimension that got the highest average perception score among those 5 dimensions. The average empath perception score is 4,53, it has met guest expectations as the average expectation score is 4,50 which is the perception score exceeded the expectation score and it means guests are satisfied with the Aloha department's empathy dimension. The average perception score for the dimension of tangible is 4,53 and the average expectation score is 4,50 which results in a positive gap (0,03). The overall guest perceived the tangible dimension positively and service quality for the tangible dimension is satisfactory. Tangible & empathy dimensions got the lowest score of expectation score among those 5 dimensions. The average perception and expectation score of the reliability dimension is 4,51 and result in zero gaps. It means guest expectation has met with the actual services provided by Aloha Department at Aloft Bali Seminyak. The data analysis found that the overall service quality expectation score is 4,50 and the overall perception average score is 4,54 and it is result positive gap (0,04). The overall guests perceived Aloha department service quality positively and the guests are satisfied due to the overall perception score exceeding the expectation overall score.

The range of class interval data resulting from the above calculation is shown in Table 5 below.

Table 5. Interval Category

Category	Class Interval
Very Bad	1.00 – 1.80
Bad	1.81 – 2.60
Quite Good	2.61 – 3.40
Good	3.41 – 4.20
Very Good	4.21 – 5.00

(Source: Adapted from Santoso as cited in Kencanawati et al., 2017)

Based on Table 5 above, the summary of perception's category score for the 16 items indicators of the research sorted from highest score to the lowest score is shown in Table 6 below.

Table 6. The Perception's Category Score for 16 Indicators of the Research

Rank	Indicator	Dimension	P	Category
1	Clear and easy to understand communication both in English and Indonesian.	Assurance	4.69	Very Good
2	Assurance of the aloha talent to the guest safety, security, and privacy of stay.	Assurance	4.63	Very Good
3	The Aloha talent's grooming.	Tangible	4.59	Very Good
4	Aloha talent can solve customer problems and complaints quickly and precisely.	Reliability	4.59	Very Good
5	Responsiveness and fast action of Aloha talent to help and provide service.	Responsiveness	4.59	Very Good
6	Readiness of the Aloha talent with all material and equipment (pen, registration form, computer, telephone, etc).	Tangible	4.55	Very Good
7	Availability and easiness to contact Aloha talent	Empathy	4.55	Very Good
8	The ability of Aloha talent to provide accurate information.	Reliability	4.54	Very Good
9	Willingness and initiative of Aloha talent to help the guest.	Responsiveness	4.54	Very Good
10	Staff personalized attention and understanding to the guests need.	Empathy	4.54	Very Good

11	Knowledge and skills of Aloha talent in handling guest requests.	Assurance	4.53	Very Good
12	Recognition of the guest name by the Aloha talent.	Empathy	4.51	Very Good
13	The ability of the Aloha talent to provide fast and precise check-in & check-out services.	Reliability	4.46	Very Good
14	Cleanliness of Lobby area.	Tangible	4.45	Very Good
15	Aloha talent can provide all services on time.	Reliability	4.45	Very Good
16	Attentiveness and promptness of the staff in dealing with guest requests.	Responsiveness	4.44	Very Good
Perceived Service Quality Score			4.54	Very Good

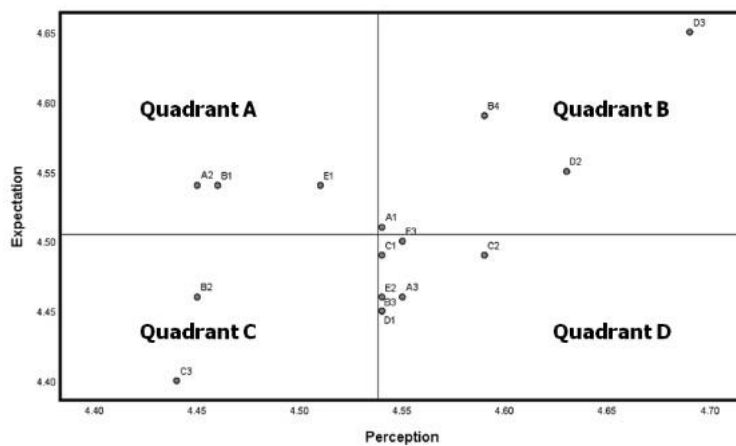
(Source: Primary Data Analysis, 2021)

Table 6 above shows that clear and easy-to-understand communication both in English and Indonesian is the indicator with the highest perception average score and the attentiveness and promptness of the staff in dealing with the guest request is the indicator with the lowest perception average score.

All of the 16 items indicators of this research are categorized as very good. However, there are still found some negative gap scores compared to the guest expectations because the guests of Aloft Bali Seminyak have the higher expectation level. It means that Aloft Bali Seminyak’s management should put attention to the indicators which have a negative gap score to maximize the guest satisfaction with its service quality.

The Importance-Performance Analysis Diagram

According to Phadermrod et al. (2019), importance performance analysis measures the satisfaction from guest satisfaction surveys based on two components of service or product attributes such as the importance of products or service to a customer and the performance or company providing those products or service. In this study service quality performance will represent by "X" and the service quality importance will be represented by "Y". The level of conformity will determine guest satisfaction levels (Arimbawa et al, 2019). If perceived service below expected service or the conformity level below than 100% means the guests are not satisfied enough, however if perceived service is in accordance with expected service or the conformity level equal to 100% means that guests are satisfied. Whereas if performance or perceived service exceeds the expected service or conformity level above 100% means that guests are very satisfied (Arimbawa et al, 2019). Figure 1 below shows the Cartesian Diagram or the Importance-Performance Analysis Diagram to know in which quadrant is the 16 indicators located.



(Source: Primary Data Analysis SPSS 26, 2021)

Figure 1. The Importance-Performance Analysis Diagram

Figure 1 shows quadrant A contains attributes that customers consider to be highly important, but performance levels are low. These attributes are referred to as the major flaws that need to be resolved right away. As a result, the attributes/ indicator found in this quadrant is an indicator that is highly valued by guests, and the Aloha Department of Aloft Bali Seminyak appears to perform poorly. There are 3 indicators found in this quadrant.

1. Cleanliness of Lobby area (A2). The level conformity of this indicator is 98.07% (obtained from $356/363 \times 100\%$). Most of the respondents or guests have perceived the performance for this item indicator as good. However, the level of conformity is below 100% which means that the guest perception is slightly below the guest expectation. The guests have a high level of expectation of this item indicator (cleanliness of lobby area). Therefore, Aloft Bali Seminyak management needs to improve their service quality more on this indicator to achieve the guest satisfaction.
2. Recognition of the guest name by the Aloha talent (E1). The level conformity of this indicator is 99.45% (obtained from $361/363 \times 100\%$). Most of the respondents or guests have perceived the performance for this item indicator as good. However, the level of conformity is below 100% which means that the guest perception is slightly below the guest expectation. The guests have a high level of expectation of this item indicator (Recognition of the guest name by the Aloha talent). Therefore, Aloft Bali Seminyak management needs to improve their service quality more on this indicator to achieve the guest satisfaction.
3. The ability of the Aloha talent to provide fast and precise check-in & check-out services (B1). The level conformity of this indicator is 98.35% (obtained from $357/363 \times 100\%$). Most of the respondents have perceived the performance of the receptionist for this indicator as excellent and good. However, the level of conformity is below 100% which means that the guest perception is slightly below the guest expectation. The guests have a high level of expectation of this item indicator (Aloha talent to provide fast and precise check-in & check-out services). Therefore, Aloft Bali Seminyak management needs to improve their service quality more on this indicator to achieve the guest satisfaction.

Quadrant B is an area that contains attributes that are considered important by guests staying at Aloft Bali Seminyak and have been successfully implemented so that guests who stay are satisfied. Those attributes in this quadrant are referred to as the major strengths and opportunities for achieving or maintaining competitive advantage. There are 4 indicators found in this quadrant.

1. The Aloha talent's grooming (A1). The level of conformity of this attribute is 101.6% (obtained from $367/361 \times 100\%$) which indicates that the guest level of satisfaction for the Aloha talent's grooming is very high as it is exceeding 100%.
2. Aloha talent can solve customer problems and complaints quickly and precisely (B4). The level of conformity of this attribute is 100% (obtained from $367/367 \times 100\%$) which indicates that the guest level of satisfaction for the Aloha talent can solve customer problems and complaints quickly and precisely is achieve 100% which means guest expectations are matched with the perceived performance.
3. Assurance of the aloha talent to the guest safety, security, and privacy of stay (D2). The level of conformity of this attribute is 101.6% (obtained from $367/361 \times 100\%$) which indicates the guest level of satisfaction for the Assurance of the aloha talent to the guest safety, security, and privacy of stay is very high as it is exceeding 100%.
4. Clear and easy-to-understand communication both in English and Indonesian (D3). The level of conformity of this attribute is 103.31% (obtained from $375/363 \times 100\%$) which indicates that the guest level of satisfaction for clear and easy-to-understand communication both in English and Indonesian is very high as it is exceeding 100%.

Quadrant C contains attributes with low importance and performance. referred to as minor weaknesses. As a result, the attributes in this quadrant do not require a high level of priority for improvement. There are 2 indicators found in this quadrant namely Aloha talent can provide all services on time (B2) and Attentiveness and promptness of the staff in dealing with guest requests (C3).

Quadrant D contains the attributes that are perceived as low importance to the guest, but the company seems to provide high levels of performance. In this case, Aloft Bali Seminyak should reallocate resources committed to attributes in this quadrant to other quadrants in need of improved performance. There are 7 indicators found in this quadrant namely Readiness of the Aloha talent with all material and equipment (pen, registration form, computer, telephone, etc) (A3), Ability of Aloha talent to provide accurate information (B3), Willingness and initiative of Aloha talent to help the guest (C1), Responsiveness and fast action of Aloha talent to help and providing service (C2), Knowledge and skills of Aloha talent to answer the guest question (D1), Staff personalized attention and understanding to the guests need (E2), Availability and easiness to contact Aloha talent (E3).

Conclusions

There are positive, neutral and negative gap between the guest's perception and expectation to the Aloha department service quality at Aloft Bali Seminyak. There are 4 indicators result negative gap which means that the guests are dissatisfied with the service that provide by Aloha department. On the other hand, there are 11 indicators found in this research with positive gap, which means guests are satisfied with service that provided by Aloha department. Even though from the statistic descriptive analysis found that all of the indicator's perceptions are categorized as very good, however, the servqual analysis found a negative gap which means that the guests of Aloft Bali Seminyak have the higher expectation level to the Aloha department's service quality.

There are some indicators needed to be improved and maintained to enhance the service quality of the Aloha Department for customers' satisfaction. The tangible dimension is related to visible things that can support service quality. Tangibles refer to physical evidence, including physical facilities, equipment, employees, and facilities of communication. The indicators on this dimension are in quadrant A, quadrant B, and quadrant D. This shows that there are still services that still need to be improved and improved on the tangible dimensions such as the cleanliness of the lobby area. Reliability refers to the ability of a company to offer reliable and accurate services and fulfill its promises. Indicators in this dimension are found in quadrant A, quadrant B, quadrant C. This shows that dimension is considered important for guests and it is necessary to improve service, especially in the indicators contained in quadrant A, namely The ability of the Aloha talent to provide fast and precise check-in & check-out services. Assurance is related to the knowledge and politeness of employees as well as their ability to give trust. Indicators on this dimension are in quadrant B and quadrant D. This shows that the assurance dimension is considered that the service performance of the FO department staff is good, even considered too much for guests. Empathy means paying attention to guests 'needs and being willing to assist them with guest problems promptly. The indicators in this dimension are in quadrant A, quadrant D. This shows that there is still performance that needs to be improved by the FO department staff in serving guests, namely recognition of the guest name by the Aloha talent. The last dimension of service quality is the dimension of responsiveness. Responsiveness is the willingness and ability of the aloha talent to assist guests and respond to their needs promptly. Indicators on this dimension are in quadrants C and D. This indicates that this form of service is considered unimportant and excessive.

Finally, this research finds out three-dimension that still need to be improved and become a top priority, there are tangible, reliable, and empathetic. So that guests will come back again to Aloft Bali Seminyak, guests will prefer to repeat stay in a place where they feel convenience rather than they choose other hotels.

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Community participation in the development of GKJ Karangjoso as a religious tourist attraction

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Abstract: Java Island is one of the largest islands with many kinds of churches in it. However, most of them are not known to the public because of the low number of churches that are promoted as a religious tourist attractions. In addition, community participation in the development of religious tourism attractions is still minimal, this is indicated by the small number of people involved in the development of religious tourist attraction sites. The formulation of the problem from this research is to determine the kinds and level of community participation in the development of GKJ Karangjoso as a religious tourist attraction. The theory used in the research includes tourism, religious tourism attraction, community participation, data triangulation, and data reduction. This research method uses a qualitative descriptive method using the Miles & Huberman method with data reduction and data triangulation. The kinds of community participation found in GKJ Karangjoso is Get involved in organizational activities to mobilize other community participation. Meanwhile, the level of community participation found in GKJ Karangjoso is providing support. This research concludes that there is one form and one level of community participation in the development of GKJ Karangjoso as a religious tourism attraction.

Keywords: community participation, GKJ Karangjoso, religious tourist attraction

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Introduction

Tourism has become a necessity that cannot be separated from human life. The human need to momentarily escape from the busyness they have makes tourism an alternative to making people flock to the tourist attractions that are in the vicinity for a moment to unwind and enjoy the available beauty. There are many kinds of Tourist Attractions available including Religious Tourism Attractions or Religious Tourism. Jalilvand & Heidari (2017) explains that religious tourism can be interpreted as visits to sacred places, to participate in religious ceremonies and pilgrimages in the form of visits or activities to perform worship in evaluating tourism understanding. If it can be concluded, religious tourism is one type of tourism product that is closely related to the religious or religious side that is embraced by mankind. Religious tourism is defined as a tourist activity to a place that has special meaning for religious people, usually several places of worship that have advantages. This advantage, for example, is seen from the side of history, the existence of myths and legends about the place. Religious tourism is associated with the intention and purpose of the tourist to obtain blessings and wisdom in his life (Pendit, 2002). But not infrequently also for certain purposes such as to get a blessing, inner strength, firmness of faith, and even abundant wealth.

The development of Religious Tourism Attractions in Indonesia is going well. Many Religious Tourist Attractions are scattered in Indonesia and are always visited by tourists. There are various forms of religious tourism attractions in Indonesia, some are in the form of tombs, houses of worship, or special places for worship activities. Starting from the Maulana Malik Ibrahim Tomb in Magelang, Borobudur Temple in Magelang, Graha Maria Anna Velangkanni in Medan, Tomohon Prayer Hill in Tomohon City, Tanah Lot Temple in Bali, Menara Kudus Mosque in Kudus, and Brahma Vihara Arama in Bali.

This phenomenon of religious tourism attraction raises many places that have the potential to become new religious tourist attractions. In Purworejo district, located in the province of Central Java, there is a place that has local wisdom and has the potential to be appointed as a Religious Tourist Attraction. The Jawa Karangjoso Christian Church (GKJ Karangjoso) or Kiai Sadrach Church is a Christian church that has been around since 1871. The founder of this church is Radin Abbas Sadrach Suropranoto, an evangelist from Pati, Central Java who later lived in Purworejo so that he could spread Christianity in the district. Inside the church complex which has 30 active congregations, there is the church building and house of Kiai Sadrach which is still standing since 1871 along with the furniture and heirlooms owned by Kiai Sadrach such as kris, spears, umbrellas, and many more. GKJ Karangjoso is also listed as the oldest church on the island of Java, judging from the year this church was founded.

As a house of worship, it certainly has a person in charge of taking care of the needs or care needed so that the house of worship can be used optimally. The person in charge of GKJ Karangjoso is Mr. Sugeng. Mr. Sugeng here is not only in charge but also as a historian who knows about the history of the founding of GKJ Karangjoso and the stories that underlie it. Based on the results of an interview with Pak Sugeng that in May 2021, he said that Purworejo Regency had established GKJ Karangjoso as a Purworejo Regency Cultural Heritage in 2017. This certainly shows that GKJ Karangjoso is recognized by Purworejo Regency. Not only acknowledged, but Purworejo Regency is also aware that the historical value of GKJ Karangjoso as the oldest church on the island of Java is something that must be preserved and maintained. Until now, many people have visited this place to make GKJ Karangjoso a place of research, as well as to find out more about the story of Kyai Sadrach and GKJ Karangjoso as his legacy. Based on Mr. Sugeng's statement, many visitors who came from abroad wanted to know the story of Kyai Sadrach and GKJ Karangjoso himself. Most of these overseas visitors came from the Netherlands, they wanted to know the story of Kyai Sadrach after reading the literature published by the Dutch Zending about Kyai Sadrach. Many domestic visitors want to know the story of Kyai Sadrach, mostly Christian priests who live on the island of Java such as from Jakarta, Semarang, and Jogjakarta.

Newstrom & Davis (2007) stated "Participation is described as the mental and emotional involvement of humans in groups that make these humans contribute to achieving common goals and take shared responsibilities.". Community participation in the development of a tourist attraction is very necessary. With participation, of course, the development of a tourist attraction can run smoothly because of the support and assistance of the community in development activities. Based on the results of the interview with Mr. Sugeng, he stated that he as the person in charge was very enthusiastic about the plan to develop GKJ Karangjoso as a Religious Tourism Attraction and was ready to participate in the development activities that would be carried out. However, the response of the congregation and residents regarding this development plan is still unclear. Because there is no socialization about the plan to develop GKJ Karangjoso as a Religious Tourism Attraction by the Government.

In the end, what is expected from the existence of GKJ Karangjoso itself is that this church can be a place where people can know the story of Kyai Sadrach and his legacy, as well as learn how Kyai Sadrach carried out evangelism in Central Java and spread Kyai Sadrach's spirit in carrying out evangelism and discipleship, where Christians from all over Indonesia come and visit, and not only know and learn but also participate in spreading the existence of this church to the public. Therefore the legacy left by Kyai Sadrach does not stay only in this church, but spread throughout Indonesia as one of the local evangelists on the island of Java and the founder of the oldest church on the island of Java.

Methodology

This research uses qualitative research. Qualitative research is defined as a social science research method that collects and analyzes data in the form of words (oral or written) and human actions and research does not analyze numbers. Strauss & Corbin (2003) define that qualitative research methods need to include the way the data is analyzed. Meanwhile, according to Sugiyono qualitative research is a research method based on the view of social reality that is used to examine the condition of natural objects. Moleong (2007) reveals that

qualitative research is research that is used to understand the phenomenon of what is being experienced by the research subject, holistically and by way of description, in a special natural context by utilizing various scientific methods. Strauss & Corbin (2003) also state that findings from qualitative research cannot be obtained by statistical procedures or other forms of calculation, but are carried out by analyzing the data obtained by describing or providing an overview of the objects being analyzed according to what they are.

Checking the validity or validity of the data, in this study uses the triangulation technique, where the polarization approach will further increase the strength of the data when compared to one approach only. According to Moleong (2007), triangulation is a technique of checking the validity of data that utilizes something other than the data for checking purposes or as a comparison of data. Meanwhile, according to Sugiyono (2011) triangulation is a data collection technique that combines various data collection techniques and existing data sources. Furthermore, Sugiyono said that by using the triangulation technique, the researchers actually collected data and at the same time tested the credibility of the data.

The data analysis technique used in this study is the data analysis technique in the field model of Miles et al., (1992) which states that data analysis in qualitative research is carried out in an interactive way and also continues until complete so that the data is saturated. The flow of data analysis in this study follows the interactive analysis as proposed by Miles & Huberman, namely the analysis process is carried out simultaneously with the data collection process. The process of data analysis in this study was carried out through 4 stages, which consist: Data Collection. In this study, field notes that being used in data collection included an explanation of GKJ Karangjoso, Need District, Purworejo Regency., Data Reduction. Discarding parts that are not needed or irrelevant to the research so that in the end data related to community participation in the development of Karangjoso GKJ as a Religious Tourism Attraction is obtained. Data Presentation. The presentation of the data in this research is carried out following what has been researched so that it is easy to interpret the data regarding the forms of community participation related to the development of the Karangjoso GKJ as a Religious Tourism Attraction. Drawing Conclusion. After the data presentation process, the next step is concluding. Drawing conclusions is an attempt to find or understand the meaning, order, patterns of explanation, the flow of cause and effect. The conclusions drawn in this research are immediately verified by looking at and questioning again while looking at existing field notes, the aim is to obtain a more precise understanding, besides that it can also be discussed.

Results and Discussions

Results

Based on the results of interviews with GKJ Karangjoso, the kinds of community participation based on activities that can be found at GKJ Karangjoso is Committing in organizational activities to mobilize other community participation, following the Theory of Kinds of Community Participation Activities. Based on the kinds of activities, community participation can be in the form of: Become groups, Engage in group discussions, Get involved in organizational activities to mobilize other community participation, Take part in the decision-making process, and Take advantage of the results achieved from community activities (Theresia et al., 2014). In more detail, the community involved themselves in organizational activities such as selling around GKJ Karangjoso when GKJ Karangjoso received visitors who visited there. People usually sell food or drinks and souvenirs such as beaded bracelets. But since the COVID-19 pandemic which began in 2020, the activities of the people who sell in the vicinity have stopped because GKJ Karangjoso did not open for the visitors during the pandemic to suppress the spread of the COVID-19 virus.



Figure 1. Selling places for people in GKJ Karangjoso

Nawang (2019) stated that tourist attraction has the potential to increase the income of the community around the tourist attraction because the potential that exists around the location can have an impact on the income of the community around the tourist attraction. This was also confirmed by Mrs. Jumiyatun as the head of Langenrejo village. She added that locals who were involved in selling around GKJ Karangjoso helped the economic conditions of the residents. She regretted that due to the pandemic, activities at GKJ Karangjoso had to stop. With the involvement of the surrounding community, the community can benefit both financially and from employment. Mrs. Jumiyatun hopes that in the future activities at GKJ Karangjoso can be reopened. Therefore the community can participate again by selling around GKJ Karangjoso. Community participation can benefit the locals, as stated by Yoeti (1997) that the purpose of tourism development is to Increase foreign exchange earnings in particular and the income of the states and society in General, expand employment opportunities and encouraging the activities of industries.

Based on the Theory of Levels of Participation which consists of Providing information, Consultation, Joint decision making, Act together, and Providing support (Theresia et al., 2014). The level of participation that was found at GKJ Karangjoso is Providing Support. The party participating here is the Langenrejo Village Government. The Village Government provided support in the form of providing financial assistance to GKJ Karangjoso to help with church maintenance and operational costs. In 2020, the village government provided assistance of 2.4 million rupiahs to GKJ Karangjoso. This was conveyed by the manager of GKJ Karangjoso when interviewed was conducted with GKJ Karangjoso. He added that the current village government has been quite helpful compared to the previous one. The village government realizes that the stories and relics of Kyai Sadrach are cultural treasures that everyone should know. He said that has really helped us and we are grateful to the village government for helping us."

And the above was also found in the GKJ Karangjoso area where there was development in the economic sector in the development of GKJ Karangjoso where the Langenrejo Village Government provided assistance funds to GKJ Karangjoso. This was also confirmed by Mrs. Juminatun as the Head of Langenrejo Village. She said that the village government provided funds intending to help GKJ Karangjoso. This fund was taken from the Village Expenditure Budget, which still had 2.4 million rupiahs. Because the GKJ Karangjoso cannot specifically budget for it, the only action the village government can take is to give the rest of the budget to the church.

Not only that, but the village government also assisted in the form of repairing the road to GKJ Karangjoso. At first, guests who visited GKJ Karangjoso complained about the damaged road conditions on their way to GKJ Karangjoso. Guests who visit GKJ Karangjoso usually use ELF vehicles or small buses. Roads that are damaged when traversed by vehicles with a large number of passengers as previously mentioned make guests uncomfortable. After listening to the complaints of his guests, the manager, who listened to the guests' complaints, immediately asked the village government to repair the road to GKJ Karangjoso. The village government immediately agreed and immediately repaired the road to GKJ Karangjoso.

Nuah (2016) explains that development can be said to be successful if an area has complete facilities and infrastructure or at least the development carried out can support progress society, both in progress in the economic, social and educational fields. However, the development carried out, especially the development of an area, will not be achieved if the community and the government do not cooperate with each other for the progress of the area. The existence of cooperation between the local government and the community depends on the government there, because they are the leaders or actors in the implementation of the development carried out.



Figure 2. Newest road condition after repaired

This was also confirmed by Mrs. Juminatun. She explained that the village government acted to support because it could help GKJ Karangjoso to be more crowded and visited by tourists and people who want to learn and know about Kyai Sadrach. She told that the church in the village meeting asked that the access road to GKJ Karangjoso be repaired. She confirmed that Mr. Sugeng said that guests who visited GKJ Karangjoso complained about the damaged road access. The village government immediately agreed to the church's request and immediately repaired the road access to GKJ Karangjoso so that it could be passed properly and visiting guests could enjoy their trip comfortably.

Discussions

Apart from the forms of participation described above, no other forms of community participation can be found. This is due to the lack of public awareness and participation in the development of GKJ Karangjoso as a religious tourist attraction.

Based on the results of interviews with tourism researcher, Kanom stated that three factors cause low public awareness and participation in the development of a tourist attraction. The three factors are Human Resources, Economy and Environment. So if the government wants to develop a tourist attraction, it would be nice to persuade the community using the three components above so that the community is interested in participating in the development process and being involved in the operational activities of this new tourist attraction.

Based on the explanation of Kanom, the cause of the low participation of the community around GKJ Karangjoso needed to be searched. After conducting interviews with parties at GKJ Karangjoso, the cause has been found. The reason why the level of community participation in GKJ Karangjoso is very low is the human resource factor. Pranoto as the person in charge of GKJ Karangjoso also expressed this. He explained that the level of community participation in

Langenrejo Village, the area where GKJ Karangjoso is located is very minimal. He also does not know what causes the lack of participation of the local community. He added, if Padepokan Kyai Sadrach (GKJ Karangjoso) was visited by many people, surely the surrounding community would also enjoy the results. But in fact, the surrounding community seems indifferent to the existence of GKJ Karangjoso in their environment.

After thorough investigation, it can be found that the surrounding community did not have foresight regarding the impact if the Karangjoso GKJ was developed into a religious tourism attraction. This was conveyed by Juminatun as the head of Langenrejo village, the village where GKJ Karangjoso is located. Juminatun confirmed that community participation in Langenrejo village was indeed very minimal. This is because the villagers do not have the views and knowledge regarding the potential of GKJ Karangjoso to become a religious tourism attraction. Ibu Juminatun also said that GKJ Karangjoso has a historical side that must be told to people. With a unique form of church architecture, where this building is a church but has a shape like a mosque. Not a few people have asked Juminatun about the church building which has a different shape from the church in general. If the Karangjoso GKJ can be developed, it will certainly be beneficial for the church and Langenrejo villagers.

When asked about whether the village head knew about the discourse on the development of the Karangjoso GKJ into a religious tourism attraction by the Purworejo Regency, Juminatun admitted that she did not know anything about this. He had just heard about this development discourse. According to her, the Tourism Office and the Purworejo Regency Government have never said anything about the discourse on developing GKJ Karangjoso as a religious tourism attraction. If there is any discourse, of course, there will be socialization from the Tourism Office or the Tourism Office who directly meet Juminatun to convey this development discourse.

After interviewed with Juminatun, the next step was interviewed the Department of the Tourism and Culture Office of Purworejo Regency which represented by Head of the Tourism Destinations Division of the Tourism and Culture Office of Purworejo Regency, Agung Pranoto. After interviewing with Mr. Agung Pranoto, a conclusion was found that no steps have been taken by the Tourism Office in developing Karangjoso GKJ as a Religious Tourist Attraction. The reason why the level of community participation is so low is because the Ministry of Tourism has not conducted socialization to local residents regarding this (Development of GKJ Karangjoso into a Religious Tourism Attraction). GKJ Karangjoso itself has been named as the Cultural Heritage of Purworejo Regency. We still haven't developed GKJ Karangjoso to become Religious tourist Attraction because its status is still an active house of worship. Fear of interfering with worship activities there. But the management is very supportive of this proposal. Maybe not now, still needs to be studied further.

If it is concluded, that the Purworejo Regency Government does recognize the historical and cultural wealth stored in GKJ Karangjoso. The Regency Government has even established GKJ Karangjoso as a Regency Cultural Heritage. However, by Agung statement, it shows that there is no plan to make GKJ Karangjoso a religious tourism attraction. This is what makes the awareness and participation of the surrounding community very minimal. According to Kanom, the Government should have an important role in increasing public awareness & participation in a tourist attraction. He added that the government here should be able to educate the public that in this newly developed tourist attraction, the community can participate and contribute. If this tourist attraction gets a positive response from tourists, of course, the residents will splash profits from the attention that this tourist attraction gets. If the Government does not provide socialization or enlightenment to the surrounding community, then the community will not have a sense of belonging and want to maintain which results in a lack of public awareness and participation.

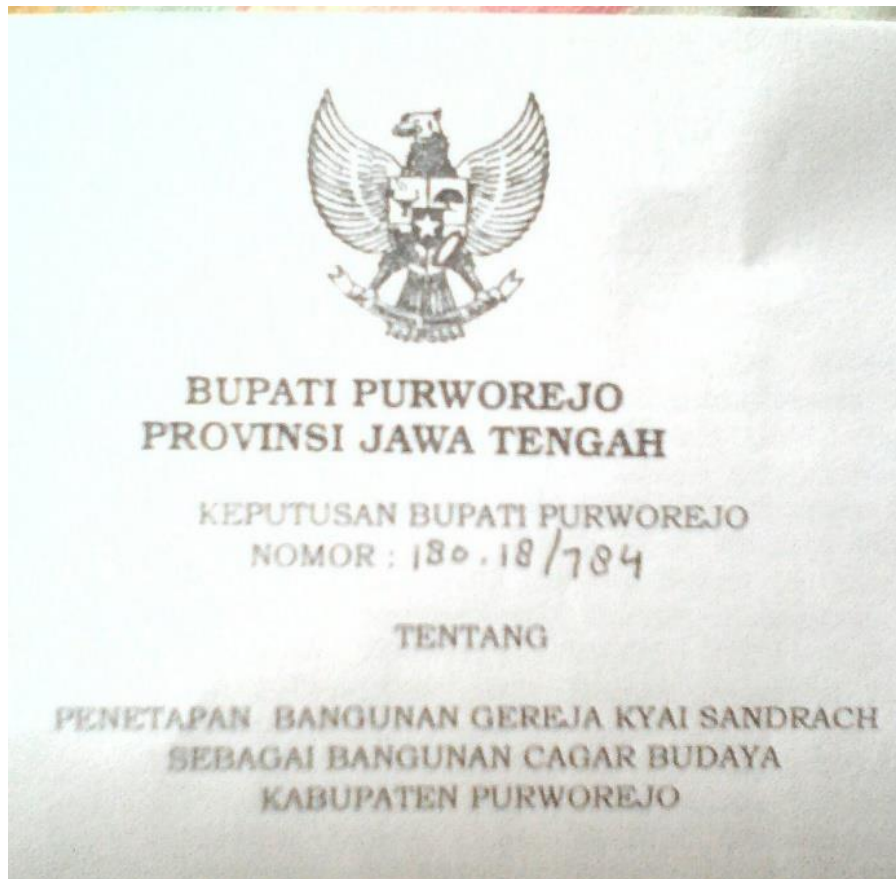


Figure 3. Cultural Heritage Status of GKJ Karangjoso by Purworejo Government

What the Purworejo Regency government should do now is to start socializing the Langenrejo village community where GKJ Karangjoso is located. The goal is that if in the future the Regency Government will start a program to develop GKJ Karangjoso as a Religious Tourism Attraction, the community will be equipped with the knowledge needed to participate in tourism activities that will be carried out at GKJ Karangjoso. Extra effort is needed to explain how the positive impact will be received by the surrounding community by developing GKJ Karangjoso as a Religious Tourism Attraction in Langenrejo Village so that the community can be interested in participating in the development and management process in the future. Duff & others (2009), stated in his research that in 2004 estimated that visitors to cathedrals in England generates 91 million euro and directly support 2.600 jobs. This can be used to persuade people to actively participate in development of GKJ Karangjoso.

Conclusions

After conducting research at GKJ Karangjoso, it was found that the kinds of community participation in the development of GKJ Karangjoso as a religious tourism attraction is to involve oneself in organizational activities to mobilize the participation of other communities. The community is involved in organizational activities such as selling around GKJ Karangjoso. People here sell food, drinks, and souvenirs. There are no more kinds to be found due to the minimal level of community participation around GKJ Karangjoso

Meanwhile, the level of community participation around GKJ Karangjoso is to provide support. The support referred to here is that the Village Government provides funds to the church and improves road access to GKJ Karangjoso. This is done by the Langenrejo Village Government with the aim of helping GKJ Karangjoso in the costs of managing and maintaining the church by providing funds and making guests and tourists comfortable who will visit GKJ Karangjoso with better road access by improving road access to GKJ Karangjoso.

For the Suggestions, GKJ Karangjoso must immediately develop themselves as a religious tourism attraction if there is still no support from the government so that the goals of those who want to preserve the history about Kyai Sadrach can be carried out quickly. Regarding the issue of support from the government, it can follow, because the most important thing is preserving the story and legacy of Kyai Sadrach to the public. With the support of a supportive village government, of course the development of GKJ Karangjoso into a religious tourist attraction is not something that is difficult to do. The government must immediately start the Karangjoso GKJ development program as an attraction for Religious Tourism and educate the public regarding the importance of community participation in its development. This is so that the community can understand the potential that exists and be able to cooperate with the management to take advantage of the existing potential. The government in the development process must also cooperate with the village government which has been supportive of the existence of GKJ Karangjoso in Langenrejo village for maximum socialization results. Further researchers can examine the next steps in the process of developing GKJ Karangjoso as a Religious Tourism Attraction. Further researchers can examine the development strategy of Karangjoso GKJ as a religious tourism attraction so that it can be implemented into reality by the parties who will carry out the development.

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