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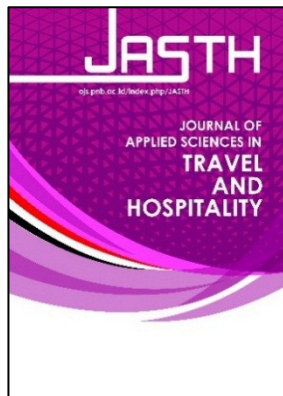
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# Motivation of Guest Service Agents in Conducting Upselling in Front Office Department to Increase Revenue in Hilton Garden Inn Bali

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## Abstract

This research discusses the motivation of guest service agents in conducting upselling using Maslow's theory hierarchy of needs. This research aims to find out what are the motivations of Guest Service Agents in conducting upselling conducted at the Front Office Department in Hilton Garden Inn Bali and to find out how big is the motivation Guest Service Agent in conducting upselling programs to increase hotel revenue in Hilton Garden Inn Bali. The data collection methods used in this study are questionnaires, interviews, observation, documentation and literature study methods. The researcher used simple descriptive statistical data analysis techniques, in this research to calculate the mean and percentage. Results of the respondent's questionnaire answers, tabulation of data, calculating percentages, looking for the dominant variable from Maslow's theory and interpreting the results. The results of the research showed that the main needs are social needs with a total value of 20.87 percent. The second is the self esteem needs with a total value of 20.78 percent. The third is self-actualization needs with a value of 20.60 percent. The fourth is safety needs with a value of 20.47 percent and the fifth is physiological needs with a total value of 17.29 percent, so these five needs are motivated by guest service agents in conducting upselling at Hilton Garden Inn Bali hotels so they can increase revenue at Hilton Garden Inn Bali hotels every month.

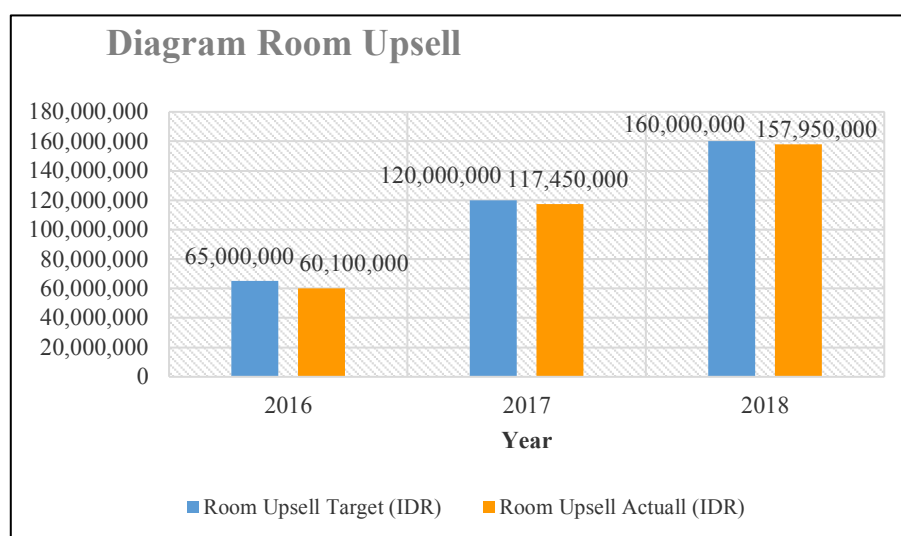
**Keywords:** *Upselling, guest service agent, front office, motivation*

## INTRODUCTION

Hotel is an accommodation business engaged in service delivery. Some of the departments that function to run hotel operations are the F&B Department, Housekeeping, Kitchen and Front office Department. Front office is a department in a hotel that is located in the front part of the hotel, close from lobby. With the location in front, the front office is one of the areas that is most easily searched and seen by guests (Bagyono, 2012). The Guest Service Agent provides check-in services to guests who will stay and check-out services for guests who will leave the hotel. The check-in and check-out process are expected to run quickly and smoothly. The Guest Service Agent in the check-in process is based on the reservation that has been made by the guest before staying, but the Guest Service Agent can

also apply an upselling program to sell rooms with a higher room type than the previous reservation.

Upselling is the idea of upgrading products that customers order to get additional features or additional services (additional benefits for sellers) (Radiant, 2014). The application of room upselling program at the Front Office Department Hilton Garden Inn is divided into four types of offers, namely from the Guest Room category to upsell to the Deluxe room category, Deluxe room categories can be upsell to the Family Room category and Family room categories can be upsell to the room category Suite. Suite room categories can be upsold to the Presidential Suite category. The following in Figure. 1 will explain the target and the realization of the upselling program.



(Source: Front Office Department Hilton Garden Inn Bali, 2019)

**Figure 1.** Diagram of Room Upsell

Based on Figure. 1, it can be seen that the Front Office Department has not been able to reach the target set for the last 3 years in 2016. The target is 65,000,000 but only 60,100,000 can be achieved -7.5% to be able to reach the sales target in set it. In 2017 the target is 120,000,000 but only 117,450,000 have not been achieved yet 2.1% to be able to reach the set sales target, and in 2018 the sales target set is 160,000,000 but only 157,950,000 have not been reached 2.8% to reach the sales target set. Then it was seen from the room upsell actual that had been obtained in the last 3 years indicating that the upselling program carried out by the Guest Service Agent at the Hilton Garden Inn had improved every year, but had not been able to reach the target set by the company.

Based on the description of the background of the problem above, the researcher is interested in researching "Motivation of Guest Service Agent (GSA) in Conducting Upselling Programs in Front Office Department to Increase Revenue at Hilton Garden Inn Bali Ngurah



Rai Airport". The purpose of the research is divided into two, namely: 1. To find out what are the motivations of the Guest Service Agent in conducting upselling in Front Office Department at Hilton Garden Inn Bali. 2. To find out how big is the motivation the Guest Service Agent in conducting upselling programs to increase hotel revenue at Hilton Garden Inn Bali.

## **RESEARCH METHOD**

The data collection methods used in this study are, Questionnaires is data collection techniques that are carried out by giving a set of questions or written statements to the respondent to answer. The questionnaire in this study will be given to the Guest Service Agent. To find out what motivate the Guest Service Agent when doing upselling. interviews according to Sugiyono (2015: 193) interviews are used as data collection techniques, if researchers want to conduct preliminary studies to find problems that must be studied, and also if researchers want to know things from respondents in depth and the number of respondents is small or interview in this study by making questions related to this research that were submitted to the Duty Manager of the Front Office Department at the Hilton Garden Inn Bali by asking the stages in doing upselling, observation according to Sugiyono (2015: 193). Data collection techniques with observations are used when research is concerned with human behavior, work processes, symptoms of natural phenomena and if the respondents observed are not too large. In this study it was conducted by directly observing the upselling process performed by the Guest Service Agent to guests who check-in, documentation according to Sugiyono (2013: 240) the document is a record of events that have passed. Documents can be in the form of writing, images, or monumental works from a person. Documents in the form of writings such as diaries, history of life (life histories), stories, biographies, regulations, policies. Documents in the form of images such as photos, live images, sketches and others. Documents in the form of works such as works of art, which can be in the form of pictures, sculptures, films and others. Document study is a complement to the use of observation and interview methods in qualitative research. The documentation technique in this study is a data document in the form of sales of rooms with upselling on the Front Office Department in Hilton Garden Inn Bali, and literature study methods by studying various reference books and the results of previous similar studies that are useful for obtaining a theoretical basis for the problems to be studied (Sarwono: 2006) and theories for conducting existing discussions.

Operational Definition of Variables Sugiyono (2013: 83) explains the variable is an attribute or the nature or value of people, objects or activities that have certain variations determined by researchers who are studied and then draw conclusions. The needs that were be used to measure work motivation based on this theory are expressed by the needs of

needs that will be used to measure work motivation based on Abraham Maslow's hierarchy of needs which consists of:

1. Physiological Needs

Basic needs are needed by Guest Service Agents, so they do upsell in order to obtain incentives to meet family economic needs, fulfill primary needs and meet housing needs.

2. Security Needs

The Needs needed by Guest Service Agents to protect themselves while working Conditions of workspace used are quite safe, Equipment and equipment working at the front desk are safe and adequate to use. Safety at this hotel has been well considered, Security in the hotel environment has been well managed

3. Social Needs

After the body's needs and security are met, a new need arises, namely a sense of belonging and belonging in the work environment that can socialize well with fellow co-workers. The cooperative relationship between colleagues in this company is quite good, Relations with superiors and subordinates are good and not rigid

4. Needs for Awards

After the three previous needs have been met, the need arises for the award, at this level the Guest Service Agent offers counseling and appreciation from coworkers when successful in upselling, upselling so that they become top up sellers every month, the company respects everyone successfully do upselling.

5. The needs for self-actualization

It is a need to develop and realize the capacity and potential they belong fully upselling ability. Purposive Sampling according to Sugiyono (2013: 218-219) is a technique of sampling data sources with certain considerations. This particular consideration, for example, the person who is considered to know the best about what we expect, or maybe he is the ruler so that it will be easier for researchers to explore the object or social situation under study. The sample that will be used in this study is the staff that can do upselling and interact with guests directly during the Check-in process. They are Guest Service Agent, Supervisor, Duty Manager, with a total staff of 12 people.

The researcher used simple descriptive statistical data analysis techniques according to Sugiyono (2016: 238), descriptive statistics are statistics used to analyze data by describing data that has been collected as it is without intending to make conclusions that apply to the general or generalizations. Presentation of descriptive statistical data through tables, graphs, pie charts, pictograms, calculation mode, median, mean, decile calculation, percentile, and percentage calculation. In this study calculate the mean and percentage from the results of



the respondent's questionnaire answers, data tabulation, calculating percentages. Calculate the percentage of each indicator, to find out which indicator is the dominant motivation of the Guest Service Agent when doing upselling. Followed by sorting the indicator from the highest to lowest percentage. Calculated by summing the results of the respondent's questionnaire answers from each indicator then added up and multiplied by 100% to get the percentage number. Look for the dominant variables from the Maslow theory of each of these indicators interpret results.

## RESULTS AND DISCUSSION

### 1. Physiological Needs

**Table 1.** Physiological Needs (X1)

No.	Variable	Strongly Agree (5)	Agree (4)	Less Disagree (3)	Disagree (2)	Strongly disagree (1)	Total
X <sub>1.1</sub>	The incentives obtained from upselling enough the family's economic needs	4 (33,3%)	2 (16,6%)	5 (41,6%)	1 (8,3%)	0 (0%)	12 (100%)
X <sub>1.2</sub>	The incentives provided by upselling are very satisfying	5 (41,6%)	6 (50%)	1 (8,3%)	0 (0%)	0 (0%)	12 (100%)
X <sub>1.3</sub>	Current incentives can be set aside to enough housing needs	4 (33,3%)	3 (25%)	5 (41,6%)	0 (0%)	0 (0%)	12 (100%)
X <sub>1.4</sub>	From the incentives received can meet the primary needs of the family	3 (25%)	2 (16,6%)	5 (41,6%)	2 (16,6%)	0 (0%)	12 (100%)
X <sub>1.5</sub>	From the incentives provided, they can fulfill clothing needs	3 (25%)	6 (50%)	3 (25%)	0 (0%)	0 (0%)	12 (100%)
	Total Respondents	19 (31.67%)	19 (31.67%)	19 (31.67%)	3 (5%)	0 (0%)	60 (100%)
	Total Score	95	76	57	6	0	234
	Average	7.90	6.30	4.75	0.33	0.00	3.86

Then the total score on the physiological needs variable that answers strongly agree is 31.67% which agrees at 31.67% which disagrees at 31.67% and at 5% disagrees.

## 2. Safety Needs

**Table 2.** Safety Needs

No.	Variable	Strongly Agree (5)	Agree (4)	Less Disagree (3)	Disagree (2)	Strongly disagree (1)	Total
X <sub>2.1</sub>	The condition of the workspace used is quite safe	8 (66,6%)	4 (33,3%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X <sub>2.2</sub>	Equipment and equipment working at the front desk are safe and adequate to use	6 (50%)	6 (50%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X <sub>2.3</sub>	Work safety at this hotel has been well considered	8 (66,6%)	4 (33,3%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X <sub>2.4</sub>	Security in the hotel environment has been well managed	6 (50%)	6 (50%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
	Total Respondents	28 (58.33%)	20 (41.67%)	0 (0%)	0 (0%)	0 (0%)	48 (100%)
	Total Score	140	80	0	0	0	220
	Average	11.60	6,70	0.00	0.00	0.00	4.57

Then the total score on the security needs variable that answers strongly agree is 58.33% and 41.67% agrees.

## 3. Social Needs

**Table 3.** Social Needs

No.	Variable	Strongly Agree (5)	Agree (4)	Less Disagree (3)	Disagree (2)	Strongly disagree (1)	Total
X <sub>3.1</sub>	I can socialize well with fellow colleagues	8 (66,6%)	4 (33,3%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X <sub>3.2</sub>	The cooperative relationship between co-workers in this company is quite good	7 (58,3%)	5 (41,6%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X <sub>3.3</sub>	Relations with superiors and subordinates are good and not rigid	9 (75%)	3 (25%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X <sub>3.4</sub>	The attitude of your coworkers when you manage to get upselling rooms is positive	9 (75%)	3 (25%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X <sub>3.5</sub>	You can find out your ability in upselling so that guests are interested and interested	6 (50%)	6 (50%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
	Total Respondents	39 (65%)	21 (35%)	0 (0%)	0 (0%)	0 (0%)	60 (100%)
	Total Score	195	84	0	0	0	279
	Average	16.30	7.00	0.00	0.00	0.00	4.65

Then the total score on the social needs variable that answers strongly agree is 65% and 35% agree.

#### 4. Self Esteem Needs

**Table 4.** Self Esteem Needs

No.	Variable	Strongly Agree (5)	Agree (4)	Less Disagree (3)	Disagree (2)	Strongly disagree (1)	Total
X <sub>4.1</sub>	You received recognition and appreciation from co-workers when you successfully did upselling	6 (50%)	5 (41,6%)	1 (8,3%)	0 (0%)	0 (0%)	12 (100%)
X <sub>4.2</sub>	You do upsell so you can become a Top Up seller every month	9 (75%)	3 (25%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X <sub>4.3</sub>	You do upsell to get incentives	8 (66,6%)	3 (25%)	1 (8,3%)	0 (0%)	0 (0%)	12 (100%)
X <sub>4.4</sub>	During this time the company acknowledged and appreciated each of the siblings succeeding in upselling	8 (66,6%)	4 (33,3%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X <sub>4.5</sub>	The boss gives praise if you succeed in upselling	9 (75%)	3 (25%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
	Total Respondents	40 (66.67%)	18 (30%)	2 (3.33%)	0 (0%)	0 (0%)	60 (100%)
	Total Score	200	72	6	0	0	278
	Average	16.70	6.00	0.50	0.00	0.00	4.64

Then the total score on the variable needs of appreciation that answers strongly agree is 66.67%, the answer agrees is 30% and the less agree is 3.33%.

#### 5. Self Actualization Needs

**Table 5.** Self Actualization Needs

No.	Variable	Strongly Agree (5)	Agree (4)	Less Disagree (3)	Disagree (2)	Strongly disagree (1)	Total
X <sub>5.1</sub>	The motivation given by the boss helps to do upselling	7 (58,3%)	5 (41,6%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X <sub>5.2</sub>	The boss gives trainees to do upselling	7 (58,3%)	5 (41,6%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X <sub>5.3</sub>	Working at this company makes my ability grow	9 (75%)	3 (25%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X <sub>5.4</sub>	Suggestions and criticism from superiors about my work performance, make me more advanced.	8 (66,6%)	4 (33,3%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X <sub>5.5</sub>	My upselling ability is good and growing every month	5 (41,6%)	7 (58,3%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
	Total Respondents	36 (60%)	24 (40%)	0 (0%)	0 (0%)	0 (0%)	60 (100%)
	Total Score	180	96	0	0	0	276
	Average	15.00	8.00	0.00	0.00	0.00	4.60

Then the total score on the variables of self-actualization needs that answer strongly agree is 60% and 40% agree.

#### 6. Respondent's Answer Score in Percent (%)

**Table 6.** Self Actualization Needs

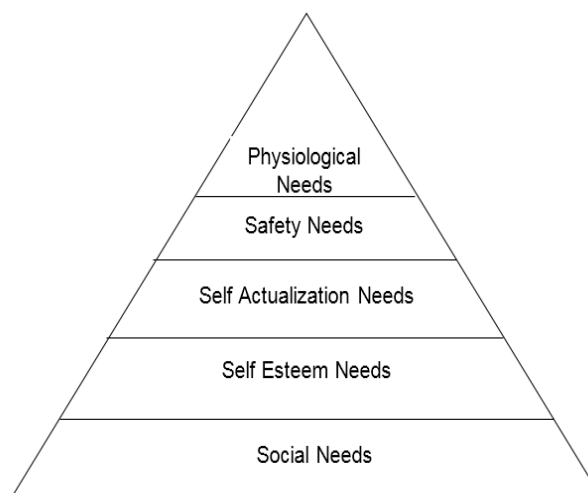
No.	Variable	Respondent's Answer	Score (%)
1	Social Needs	4.65	20.87
2	Self Esteem Needs	4.64	20.78
3	Self Actualization Needs	4.60	20.60
4	Safety Needs	4.57	20.47
5	Physiological Needs	3.86	17.29
Total		22.33	100

The sense of belonging and belonging social needs in the work environment can socialize well with fellow co-workers. The cooperative relationship between co-workers in this company is quite good, relations with superiors and subordinates are good and not rigid, positive work attitude when we succeed in getting upselling gets a value of 20.87%.

1. The need for an Guest Service Agent award to sell to get recognition and appreciation from coworkers when successfully doing upselling, upselling so that they can become Top up seller every month, upselling to get incentives the company acknowledges and appreciates each sibling successfully upselling and getting praise from the boss obtaining a value of 20.78%.
2. The need for self-actualization needs to continue to develop and realize full capacity and potential. The ability of upselling is good and growing every month, employers provide training in upselling, advice, criticism and motivation from superiors to make work more advanced, work in this company making the ability to develop a value of 20.60%.
3. The need for security needs of the Guest Service Agent's needs to protect themselves while working The conditions of the work room used are quite safe, Equipment and equipment working at the front desk are safe and adequate to use, Safety at this hotel has been well considered, Security in the hotel environment it has been managed well to get a value of 20.47%.
4. Physiological Needs Required by Guest Service Agents so that they want to do upselling in order to obtain incentives from upselling to meet the family's economic needs, fulfill primary needs and fulfill housing needs and clothing needs to obtain a value of 17.29%.
5. The five needs that make guest service agents at the Hilton Garden Inn Bali do upselling activities, so they can increase revenue at Hilton Garden Inn Bali hotels every month. However, from the five needs, the social needs which are the main motivation for upselling

are 20.87%, the need for rewards is 20.78%, the need for self-actualization is 20.60%, the need for security is 20.47% and the last is physiological needs of 17.29%.

The Maslow diagram which is the main requirement is physiological needs, after being fulfilled it is continued with the need for security, then social needs, after being fulfilled, followed by the need for appreciation and after all four needs are met, the last is the need for self-actualization. However, in the research I did at the Hilton Garden Inn, the main needs to the last were as follows:



**Figure 1.** Pyramid Diagram of Maslow's Needs from Research Results

## CONCLUSIONS

Based on the results of the research that the researchers have done, it can be concluded that the results obtained are as follows: the first, Motivation from guest service agents in carrying out upselling using Maslow's theory of hierarchy of needs, the results that are the main necessity are social needs with an average number of respondents' answers of 4.66 so that respondents strongly agree if the social needs variable is the motivation in doing upselling, the second is the need for rewards with an average number of respondents' answers of 4.64 so that respondents strongly agree if the variable needs of appreciation is a motivation in doing upselling, the third is self-actualization needs with an average number of respondents' answers of 4.6 so that respondents strongly agree if the variable needs self-actualization becomes a motivation in doing upselling, the fourth is security needs with an average number of respondents' answers of 4.57 so that respondents strongly agree if the variable needs security is a motivation in doing upselling, and which being his last need there are physiological needs with an average number of respondents' answers of 3.86 so that respondents agree if the physiological needs variable becomes a motivation in doing upselling,

then we can see what motivates. The main thing about guest service agents at Hilton Garden Inn hotels in Bali in upselling is social needs and the last need is physiological needs. The second, The motivation of guest service agents to do upselling is to increase revenue based on the results of the first research social needs with a total value of 20.87%, the second is the need for awards with a total value of 20.78%, the third is self-actualization needs with a value of 20.60%. security needs with a total value of 20.47% and the fifth physiological needs with a total value of 17.29%, so these five needs are motivated by guest service agents in upselling, so that revenue increases every month.

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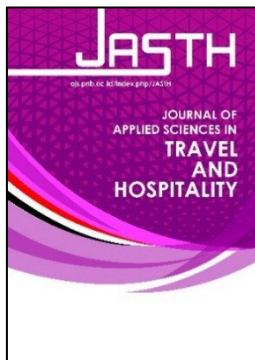


# The Effectiveness of The Green-Based Bartending Learning in Improving The Competence of The Students of Hospitality Study Program

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## Abstract

The aim of this article is to know the effectiveness of green bartending learning in improving the competence of the students of Hospitality Study Program Politeknik Negeri Bali. This study was conducted on the fourth semester students as the research sample. The sample of research is determined according to the number of students in each class that is as much as 28 people and analysis by using SPSS 17.0. The results show that the application of learning based on green Bartending very effective in improving the achievement of student competencies.

**Keywords:** *effectiveness, learning, bartending, green, competence*

## INTRODUCTION

The gaps between the competence of graduates and the competency needs of the industries still occurs so that a solution needs to be found. In line with Muluk, et al. (2016) which mentions that there are gaps between competencies possessed by graduates with the actual needs of the field work. Furthermore, it is stated that to anticipate and overcome it, a comprehensive study that involves three elements, namely: the learning outcome (LO) of study program, competencies desired by the field work, and the current conditions of outcome are needed. Erlike and Atalina (2016) said that skill and menu knowledge of waiter/waitress down the grade. Difference with the research of Rais and Ambiyar (2019) that mentioned the service quality of the waiter at D'Nest Bar got the positive image from the customer.

In creating or producing graduates, a transformation process of attitude, knowledge, and skill is needed with the right approach. One of the common approaches taken is to organize competency-based training. Because the training is competency based, in the concept of competencies based training requires the assessment of the training results with competency-based assessments (BKSP, 2011). One of the solutions offered in training on campus is implement green-based learning.

The green-based learning material is a concept which should be developed in the future. The rapid development of technology requires people to be always prepared to seek after a new breakthrough in order to keep being competitive. As a concept, the green-based learning highly supports the development of the green-based school. Percik in Tarmiji (2014) stated that the green-based school should fulfill the following requirements: (1) it should have an environment-oriented curriculum; (2) the design of the building, the material used and the maintenance of infrastructure should be based on the environmentally friendly principle; (3) it should apply the environment-oriented management; (4) its programs should be supported by the community around the school; and (5) its members should highly care about environment. The research met that the students support to the lecture if they applied of green learning in the future because the student released green learning more attractive than conventional learning.

Based on what was stated in point 2 above that the design of the school building, the material used and the maintenance of infrastructure should be based on the environmentally friendly principle, the learning source/material used in the Bartending subject should be made to be relevant to the latest trend. The bar laboratory, as a room where the students put what they learn into practice, should be constructed in such a way that it refers to the environmentally friendly principle, causing it to be green-based. The learning process in the bar laboratory is a contextual learning process in which the real learning object is made to be real. Apart from that, the green-based learning can also give a positive nuisance to the learners through which they can change their learning paradigm from the textual learning into the contextual learning. Learning cannot only be done in the classroom but it can also be done using the laboratory work-based learning observational approach. This approach motivates the learners to appreciate the method and scientific attitude more comprehensively. The difference is the research especially discussed about green learning with the subject of green bartending learning, no one has researched about this topic.

The green-based learning, as far as the learning development method is concerned, teaches the learners why environment is essential. It is a concept which has been inspired by the stagnancy in the development of the positive attitude towards environment in which the learners tend to use material and equipment more than what is actually needed, causing them to be less aware of maintaining environment. In this case, environment refers to the bar laboratory with its real facilities. In the laboratory the students will be made to apply the green-based learning process in which the electronic media are used, as they are already prepared there. In this way, the students will not use books/paper excessively; therefore, the use of paper/board marker can be reduced. This way of learning will directly apply what to do to

maintain and love environment, and reduce the negative impact resulting from the excessive paper rubbish which contributes to the environmental degradation.

To design the green-based learning, the teaching staff members should have a wide insight into the relatedness of the green concept in the learning process; they should be highly creative; they should have good learning methodology and skill; they should have high self-confidence, and they should be brave enough to package and develop the learning material. If well designed, the green-based bartending learning will become an effective and more meaningful learning experience to the students. The reason is that they can apply the electronic media as the learning media, allowing them not to use paper/books and board marker excessively.

## **RESEARCH METHOD**

This current study used the experimental research approach (Jihad and Haris, 2009), where there were two groups of learners with different treatments; they were the Experiment Group (E) and the Control Group (C). The green-based Bartending learning was applied in group E, and the conventional learning was applied in group C. The population of the study included the students of the fourth semester of the academic year 2017/2018 of the Hospitality Study Program. The samples were randomly chosen from four classes of the Hospitality Study Program; they were from class IVA, class IVB, class IVC, and class IVD. After they were drawn, two classes turned out to be the samples of the study; they were class IVB and class IVD, meaning that the number of the students used as the samples could be determined in accordance with the number of the students in each class. Before the samples of the study were determined, the groupings in which what group of students would be used as the experiment group and what group of students would be used as the control group were determined. One group was treated with the green-based Bartending learning and the other group was treated with the conventional learning in which they used textbooks/handouts. They were grouped using the random sampling technique. The result was that class IV D became the experiment group and class IVB became the control group. To make the condition of the experiment group similar to that of the control group, each group was classified based on three categories made based on the scores obtained in the pretest; they were good, fair, and poor. The students who were under the good category were those whose scores were  $\geq 81$ , the students who were under the fair category were those whose scores ranged from 66 to 80, and the students who were under the poor category were those whose scores were  $\leq 65$ .

Based on the scores obtained by class IVD through the pretest, as the experiment group, the students under the good category totaled 10, those under the fair category totaled 12, and

those under the poor category totaled 6; added together, they totaled 28. Based on the scores obtained by class IVB, as the control group, the students under the good category totaled 10, those under the fair category totaled 12, and those under the poor category totaled 6; added together, they totaled 28. To make the condition of the two groups of samples similar, each group was categorized into three; they are the good category, the fair category and the poor category with the same composition. Therefore, the samples of the study included 10 students from the experiment group who were under the good category, and 10 students from the control group who were under the good category; 12 students from the experiment group who were under the air category and another 12 students from the control group who were under the fair category; 6 students from the experiment group who were under the poor category and another 6 students from the control group who were under the poor category, meaning that among 57 students who were used as the population of the study, 56 were used as the samples, as can be clearly seen in Table 1 below.

**Table 1.** Composition of The Research Population and Samples

Category	Population		Sample	
	Experiment	Control	Experiment	Control
Good	10	10	10	10
Fair	12	12	12	12
Poor	6	6	6	6
Total	28	28	28	28

*Source: The Number of Students of the Hospitality Study Program, 2018*

In the current study, the technique of inferential statistical analysis was applied, which, in this case, the t test. This test was used to show whether the result obtained by the group of students in which the green-based Bartending learning applied was different from that obtained by the groups of students in which the green-based Bartending learning was not applied. After that, whether the average score obtained by the group of students, in which the green-based learning was applied (the experiment group) was better or worse than that obtained by the group of students in which the green-based learning was not applied (the control group).

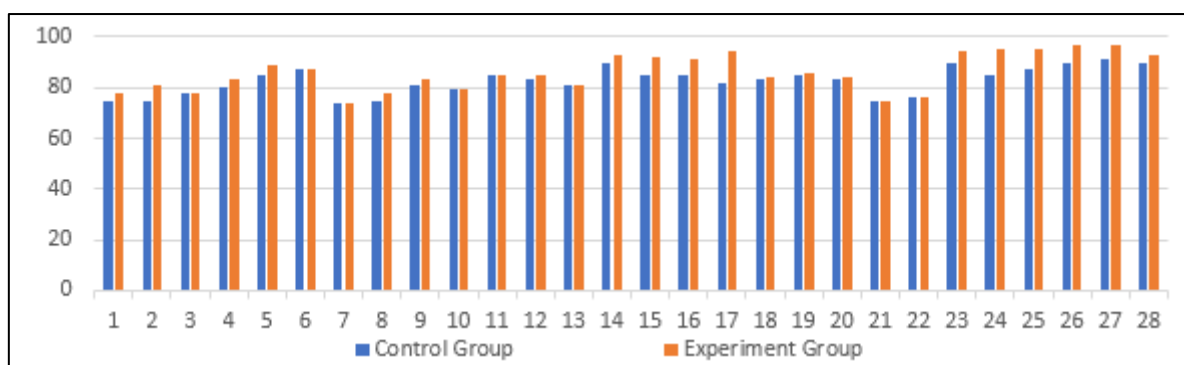
## RESULTS AND DISCUSSION

The Hospitality Study Program of Politeknik Negeri Bali, is the study program which runs vocational education. In the learning process the practical activities are more dominant than the theoretical activities in order to be able to achieve the learning achievement determined. The objective of the vocational education is being able to prepare the human resources that are able to apply their expertise and skill in the industry of tourism. In the future the learning

process technology plays an important role in improving the students' competence which is expected to be achieved. As stated by Oka and Sumawidari (2011) and Oka and Winia (2013) that the existence of the multimedia-based learning plays a highly important role in improving the students' competence which is expected to be achieved. Oka, et al. (2017) also stated that the students' competence which is expected to be achieved can be effectively and efficiently achieved through the application of the integrated learning model in which the related teaching members are involved. In this way, the learning process can be directed in such a way that the graduates will be able to do what is specifically supposed to do, causing them to be directly employed in the industry of tourism as required.

What has been observed so far by the researcher shows that the learning process in the Study Program of Hospitality, the Politeknik Negeri Bali, has not fully applied the green-based learning, as it still uses text books, although the use of e-books has been recommended. However, the Department of Tourism has instructed all the teaching staff to seek after a new breakthrough in order to keep being competitive to anticipate the competition which is getting tighter. The teaching staff members are required to apply the green-based learning process using all the resources they have to improve the students' competence expected to be achieved. Now the students of the Study Program of Hospitality of the Politeknik Negeri Bali are more proud as they can access the material related to the topic discussed in every meeting. In addition, the students tend to save the material they acquire on their mobile phones, allowing them to be able to learn the learning material they need every time they have time, and causing them to be getting updated when they access the material taught.

The data, which were in the form of the scores achieved by the students used as the subjects of the study were used to see how effective the application of the Bartending-based learning process at the Hospitality Study Program was. The data used in the current study were the scores showing how competent the students, as the prospective professional bartenders, were in blending cocktail and presenting it to the guests who would like to enjoy the beverage at the bar. The data were taken from two groups of the students of the Hospitality Study Program of the Politeknik Negeri Bali who were in the fourth semester in the academic year 2017/2018. The samples totaled 56 and were divided into two groups; the experiment group and the control group, each consisted of 28 students. The experiment group was treated with the green-based bartending learning but the control group was not, as displayed in Figure. 1 below.



**Figure 1.** The Posted Result Obtained

The scores obtained by the students used in the current study were processed using SPSS and the technique of t test analysis with paired sample test. The t test with paired samples was used to evaluate whether the average score obtained by one group was statistically different from that obtained by the other group. The result showed that the green-based bartending learning really contributed to the competence of the students in blending cocktail and serving it at the bar As can be seen that what was achieved by the experiment group was better than what was achieved by the control group, indicating that the experiment group's achievement was significantly different from the control group's achievement, as displayed in Table 2. The Result of Data Processing from which the t Score was Obtained Using SPSS.

**Table 2.** Paired Samples Test

		Paired Differences					T	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	x1 - x2	-3.28571	3.33175	.62964	-4.57763	-1.99380	-5.218	27	.000

*Source: The Result of Data Processing, 2018*

The population of the study included the students of the fourth semester of the Hospitality Study Program. The samples were randomly chosen from four classes of the Study Program of Hospitality (IVA, IVB, IVC, and IVD). After they were drawn, two classes turned out to be the samples of the study; they were class IVB and class IVD, meaning that the number of the students used as the samples could be determined in accordance with the number of the students in each class. Before the samples of the study were determined, the groupings in which what group of students would be used as the experiment group and what group of students would be used as the control group were determined. One group was treated with the green-based Bartending learning and the other group was treated with the conventional learning in which they used textbooks/handouts. The data were taken from two

groups of the students of the Hospitality Study Program of the Politeknik Negeri Bali who were in the fourth semester. The samples totaled 56 and were divided into two groups; the experiment group and the control group, each consisted of 28 students. The experiment group was treated with the green-based bartending learning but the control group was not. The data score shown at Graph 1 above, after than analyzed by statistic paired sample test (SPSS 17.0).

Based on the result of the data processing displayed above, it was revealed that the application of the green-based Bartending learning significantly contributed to the competence achieved by the students of the Hospitality Study Program of the Bali State Polytechnic, causing them to be getting more competitive in the job market. The result of analysis showed that the competence achieved by the group of the students who were treated with the green-based bartending learning was significantly different from that achieved by the group of the students to whom the green-based learning was not applied. Therefore, it can be stated that the green-based Bartending learning could more effectively improve the competence achieved by the students of the Hospitality Study Program of the Politeknik Negeri Bali.

The research conducted by Arjana, et al. (2012) showed that the integrated practical learning could affectively improve the competence achieved by the students in the flight ticket reservation, as the concept was learned through direct and real experiences. In this way, the students could understand the concept completely. Ardika (2012) stated that it is necessary for the teaching staff to apply pragmatics in the speaking skill as the students will generally feel happy that the learning process taking place in the classroom can be affectively undertaken. The application of the integrated learning is intended to improve the creativity of the students and motivate them to learn. This can be seen during the learning process. The students will get more motivated, feel more intimate and brave to present their opinions when answering the questions raised as the teaching staff always involves the students in preparing the learning media, causing the learning process to become active, creative, effective and pleasant. Similarly, Coll, et al. (2002) stated that the learning activity could be done through process of actively controlling the work place, causing the students to have more self-confidence through the assignments and motivations given by the teaching staff, and to evaluate themselves; as a result, the expected competence can be acquired. Kanah, et.al (2019) showed that the three factors are attitude, knowledge, and skill had a significant influence to the achievement of the students' competency. The most dominant factor determining student competence is skill factor, followed by knowledge factor, and then an attitude factor. Thus, it is suggested to the management to emphasize the attitude factor in providing education and training at the campus in order to win an increasingly competitive competition.



Apart from that, Oka, et al. (2017) claimed that the application of the integrated practical learning significantly contributed to the competence achieved by the students of the Study Program of Hospitality in the food and beverage services, as indicated by the result of the statistical test showing that the competence achieved by the group of the students treated with the integrated practical-based learning was significantly better than that achieved by the group of the students treated with the partial practical learning. It is suggested to the management of the Study Program of Hospitality of the Bali State Polytechnic that it should motivate and facilitate the teaching staff, especially the teaching staff responsible for the core subjects that they should apply the integrated practical learning to make the students more easily achieve the competence in the material taught to them.

The active learning makes the learners concentrate, do their best to improve achievement, and acquire new knowledge. Media can be used to transmit message from the sender to the receiver. If the media transmit instructional messages or contain teaching objectives, then the media can be referred to as the learning media. Sanjaya (2008) claimed that the choice of media in the learning and teaching process needs to consider the following principles: (1) the objective which is intended to be achieved; (2) based on the clear concept; (3) the learners' characteristics; (4) the learning style of the learners and teachers; and (5) being adjusted to the environmental condition, the facilities and time available for the learning need.

Therefore, it is suggested in the future that the teaching staff should be able to choose and apply the learning model which is in accordance with the learners' characteristics. Now a lecturer functions as a provider of information, facilitator, supervisor, challenger, speaker and an organizer. The application of the green-based integrated learning model can give wide opportunities to the students to excavate and discuss through more open activities. In this way, the negative effect on environment can be reduced. The students' active participation in all the learning stages, starting from designing, implementing, reflecting and evaluating the learning material can help them acquire knowledge more effectively.

## **CONCLUSIONS**

Based on the result of analysis above, it can be concluded that the application of the green-based Bartending learning could highly effectively improve the competence of the Hospitality Study Program of the Politeknik Negeri Bali in bartending, as proved by the result of the statistical test showing that the competence achieved by the students treated with the green-based Bartending learning was significantly different from that achieved by the students treated with the conventional Bartending learning in which textbooks/handouts were used. It

is suggested that the management of the Hospitality Study Program should motivate and facilitate the teaching staff to apply the green-based learning so that the students can improve their competence and reduce the negative impact on environment.

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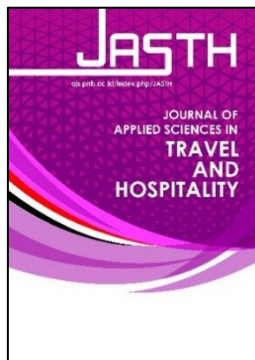
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# Service Quality Analisis of 'Table8' Chinese Restaurant at The Mulia, Mulia Resort And Mulia Villas

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## Abstract

This study analyzes the service quality of Table8 Chinese Restaurant in Mulia Resort, Bali, namely customer satisfaction, indicators that must be improved and the quality of staff services that must be maintained. The number of samples is 60 respondents. Data collection method is incidental sampling, with a questionnaire that has been tested for validity and reliability. Data were analyzed by Servqual analysis and Importance Performance Analysis which are then presented in a Cartesian Diagram.

The results of this study indicate that there are negative, positive and neutral gaps between customer perceptions and expectations. Customers are satisfied because the value of a positive gap is more than a negative gap. The Importance Performance Analysis technique as an indicator in improving the quality of services performed by Table8 Chinese Restaurant staff in Mulia is a strategic location and easily accessible, the ability of restaurant staff to provide accurate information, and the ability of restaurant staff to handle guest complaints. Indicators that must be maintained by the quality of service are the courtesy and friendliness of the restaurant staff, the ability of the restaurant staff to provide proper table service, restaurant staff in providing individual attention to guests. Table8 Chinese Restaurant must prioritize and improve the performance of this indicator to improve the service quality of Table8 Chinese Restaurant staff in order to maximize customer satisfaction.

**Keywords:** *service quality, customer satisfaction, servqual, importance performance analysis*

## INTRODUCTION

Every tourist definitely needs accommodation that will fulfill their needs during a tourist trip which is also a second home for tourists, so they are will looking for comfortable accommodations to stay especially for those who are vacationing with family. Hotel is one of type accommodations that used part or all of the buildings to serve as lodging services in which to provide food and beverage services as well as other commercially managed support service (Sambodo & Bagyono, 2006). One of the accommodations located in the south is The Mulia, Mulia Resort and Mulia Villas is a five-star hotel located in the Nusa Dua area has 4 main restaurant such as, The Café (International Restaurant), Soleil (Mediterranean and Pan Asian Restaurant), Edogin (Japanese Restaurant), and Table8 (Chinese Restaurant) ,

Restaurant in The Mulia, Mulia Resort and Mulia Villas has their own Department called Food and Beverage Department that divided to be Food and Beverage Service Department and Food and Beverage Product Department.

Table8 Chinese Restaurant staff is a part of Food and Beverage Service department, where the staff usually referred to as the image of Table8 Chinese Restaurant because it faces and provides direct services to guests who come and visit Restaurant. Guest experience in a hotel is shaped by the performance of all departments in the hotel, and quality service will ensure guest satisfaction, thus creating repeat customers (Sambodo and Bagyono, 2006; Normasari and Kumaji; 2013). It is vital for Restaurant staff to meet the needs and desires of customers and provide quality service to create customer satisfaction and loyalty. Quality of service is the best service provided to the guests by optimizing the entire service. Good service quality is the responsibility of the business that must be given to every guest or customer. The delivery of good service quality will bring short and long term benefits to restaurant and incurred customers of guest loyalty in return.

Customer satisfaction is the priority of most hospitality industry, as well as for Table8 Chinese Restaurant. In order to achieve on of restaurant goals, it has to provide excellent services as the customer satisfaction becoming the priority of the Restaurant. However, they are still unsatisfied guests to some points of the restaurant. Referring to the problems and the important of the study, then it is important to conduct a research related to the analysis of Table8 Chinese Restaurant. This study is aim to know about service quality at the restaurant.

According to Booms and Bateson (1992:509) as cited in Budi (2013:48), Service quality is a measure of how well the service level delivered matches customer expectations. Service quality has been considered as a superior construct and the determinant factor for customer satisfaction. Perera and Vlosky (2013) as cited in Ismail (2016:400) indicated that service quality is an important antecedent of tourist satisfaction. The Most often instrument used for measuring perceived quality of service in the marketing literature is from SERVQUAL (Parasuraman 1998). It consist of five service dimension which are tangible (physical facilities, equipment, and appearance of personnel), reliability (ability to perform the promised service dependably and accurately), responsiveness (willingness to help customers and provide prompt service), assurance (knowledge and courtesy of employees and their ability to inspire trust and confidence), and empathy (caring, individualized attention the firm provides its customers). The SERVQUAL model, also known as the Gap Analysis Model, is closely related to the customer satisfaction model based on the approach/model of disconfirmation (Oliver, 1997 as cited in Tjiptono and Chandra, 2016:146). This approach/model asserts that when the performance of an attribute increases or more than the expectations of the attribute, then

the perception of service quality will be positive and vice versa (in Tjiptono and Chandra, 2016:149).

## RESEARCH METHOD

The location of this research is at Table8 Chinese Restaurant in The Mulia, Mulia Resort and Mulia Villas Nusa Dua- Bali. The object in this research variable is related to the Restaurant staff service quality of Table8 Chinese Restaurant in The Mulia, Mulia Resort and Mulia Villas for customer satisfaction. On this research, to measure the restaurant staff service quality, then the guest expectation and the guest perception will be asked as on the questionnaire.

This research uses qualitative and quantitative data. The source of this research is primary data which is obtained from questionnaire using the Likert scale, ranging from 1 (for strongly disagree) to 5 (for strongly agree), and secondary data which is obtained from the internet. The population of this research is the guest who have visited Table8 Chinese restaurant. The method of sampling applied on this research is incidental sampling. According Sugiyono (2015:156) incidental sampling is taking respondent as a sample by chance, it is anyone who by chance meet with the researcher can be used as a sample if the person who happens to be found suitable as a data source. In the determination of the number of samples, this research will use the theory of Malhotra (2005: 30) as cited in Christiawan (2017: 34) that suggested the number of respondents is at least 4 or 5 times the number of indicators used in the study. Thus, the number of respondent that will be asked to conduct in this study is  $5 \times 12$  indicators = 60 respondents. The respondents are only the guests who have dine at Table8 Chinese Restaurant and have experienced the service quality indicators mentioned on the questionnaire.

This research deploys some kinds of data analysis technique used. The instrument (questionnaire) validity and reliability test are conducted by involving the first 30 respondents. After finding its validity and reliability, more questionnaires will be distributed. The data collected from the questionnaire will be analyzed using SERVQUAL method. According to Zeithaml, et al., (1990) as cited in Tjiptono and Chandra (2016: 159), the SERVQUAL method analyzes gap between 2 variables, it is the expected service and perceived service, and the SERVQUAL score can be calculated using bellow formula (Tjiptono, 2012):

$$SERVQUAL\ Score = Perception\ Score - Expectation\ Score$$

The SERVQUAL model is based on the assumption that consumers compare service performance on relevant attributes with ideal / perfect standards for each service attribute.

When performance matches or exceeds standards, then the perception of overall service quality will be positive and vice versa (in Tjiptono and Chandra, 2016: 159). In principle, the data obtained through the SERVQUAL instrument can be used to calculate the service quality gap scores at various levels in detail: Item-by-item analysis; Dimension-by-dimension analysis, and; Single measurement calculation or the SERVQUAL gap (in Tjiptono and Chandra, 2016: 159). Consumers compare perceived services with expected services. Consumers will be disappointed if the perceived service is below the expected service, and vice versa (in Putra and Yasa, 2015: 92).

## **RESULTS AND DISCUSSION**

### **Instrument's Validity and Reliability**

The instrument's validity and reliability are tested using SPSS (Statistical Package for the Social Sciences) version 21.00. The data analysis shows that the value of r-count of all the 12 items of the instruments (both for "Expectation" and "Perception" instrument) is  $>0.361$  (the r-table value for a minimum 30 respondents) which means the instrument is valid (Ghozali, 2005: 45) as cited in Anugraha (2015: 28). The Cronbach's Alpha is 0.644 (for the "Expectation" instrument), and 0.676 (for the "Perception" instrument) which means the instrument is reliable as the value of Cronbach's Alpha is higher than 0.600 (Malhotra, 2006: 274) as cited in Anugraha (2015: 28).

### **Respondent's Profile**

Most of the respondents are Indonesian citizen (33%) means that Table8 Chinese Restaurant food and service is very match with Indonesian people and as the hotel is dominated by Indonesian guests (Sales and Marketing Department of The Mulia, Mulia Resort and Mulia Villas Nusa Dua - Bali, 2018). Most of the respondents are employee (35%). Most of the respondents (50%) are in holiday purpose as this restaurant design for family (according to the Table8 Chinese Restaurant Management, 2018). Half of the respondents were coming to Bali for the first time. Thirty five percent of the respondents are the repeater guests of Table8 Chinese Restaurant. Most of the respondents stay more than 3 nights (65%).

### **Servqual Analysis**

The results of the Servqual analysis are presented in Table 1. Comparing the Customers expectation and the customer's perception, among 12 variables, 8 attributes show positive gap and 4 attribute show negative gap. It is interesting to observe that, attribute X1.1, namely the statement of the location of the restaurant that is strategic and easily accessible by customers. The score difference is -0.27. This difference occurs because of the location of the restaurant located inside the hotel so that guests find it difficult to find outside the hotel. Guests



outside the hotel will prefer restaurants around their area to dine in. This is what causes a negative gap in this attribute.

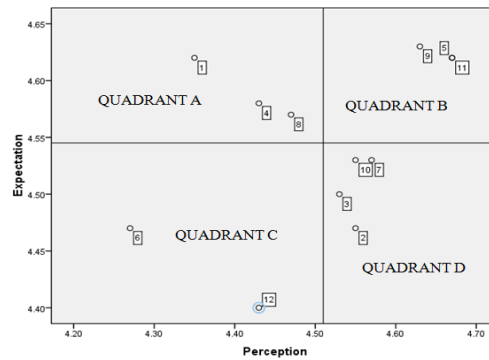
**Table 1.** The Results Of The Servqual Analysis

No	Attribute	Perception	Expectation	Servqual Score/Gap	Remarks
1	X1.1	4,4	4,6	-0,27	Negative
2	X1.2	4,6	4,5	0,08	Positive
3	X1.3	4,5	4,5	0,03	Positive
4	X2.1	4,4	4,6	-0,15	Negative
5	X2.2	4,7	4,6	0,05	Positive
6	X3.1	4,3	4,5	-0,2	Negative
7	X3.2	4,6	4,5	0,03	Positive
8	X3.3	4,5	4,6	-0,1	Negative
9	X4.1	4,6	4,6	0	Positive
10	X4.2	4,6	4,5	0,02	Positive
11	X5.1	4,7	4,6	0,05	Positive
12	X5.2	4,4	4,4	0,03	Positive

The biggest positive servqual value is in the statement attribute X1.2 with a score of 0.08, namely the restaurant staff has good looking and tidy. As a front liner appearance, it is definitely an important thing to note. The staff restaurant at Table8 Chinese Restaurant is also very attentive to the appearance by using black uniforms combined with Chinese patterns and make-up that are not excessive for women. Every staff is required to always maintain neatness and personal hygiene so that when serving guests it is pleasing to the eye and looks professional at work.

### **Important performance analysis**

This technique is used to determine which service dimensions need to be improved and need to be maintained in customer service by staff at Table8 chinese restaurant (Suparhiwi, 2015; Sunarsa, 2015). To find out the location of the quadrant, which of the 12 indicators is shown in Figure. 1, Cartesian diagram of the restaurant staff service at table8 Chinese restaurant.



**Figure 1.** Result Cartesius Diagram Important Performance Analysis

Distribution of variables info quadrant are presented as follows:

1. Quadrant A (Focus here)
  - a. Strategic location of restaurant and easy to access in the attribute 1 (X1.1).
  - b. Ability to the restaurant staff to provide accurate information in the attribute 4 (X2.1).
  - c. Restaurant staff ability to handle guest criticism and suggestions in the attribute 8 (X3.3).
2. Quadrant B (Keep up the good work)
  - a. Politeness and Friendliness of the Restaurant staff in the attribute 9 (X4.1).
  - b. Ability restaurant staff in providing properly table service in the attribute 5 (X2.2).
  - c. Restaurant staff in given individual attention to the guest in the attribute 11 (X5.1).
3. Quadrant C (Low Priority)
  - a. Restaurant staff ability to handle guest's complaints in the attribute 6 (X3.1).
  - b. Recognition of the guest name and preference by the Restaurant staff in the attribute 12 (X5.2).
4. Quadrant D (Possible Overkill)
  - a. Clear and understandable communication in good English and/or any Third Language in the attribute 10 (X4.2).
  - b. Willingness and initiative of the Restaurant staff to help the guest in the attribute 7 (X3.2).
  - c. Restaurant staff ability to handle guest's complaints in the attribute 3 (X1.3).
  - d. Restaurant staff has good looking and tidy in the attribute 2 (X1.2).

The important performance analysis dimensions which very influential and very well done on service quality (Namin, 2017 ; Omar and Ahmad, 2016) ; Kanca and Wijaya, 2016) are attribute 9 which statement is politeness and Friendliness of the Restaurant staff, attribute 5 (X2.2) which the statement is Ability restaurant staff in providing properly table service and

attribute 11 (X5.1) which statement is restaurant staff in given individual attention to the guest. There are 3 variables located in quadrant A – Focus here, the attributes that need to be addressed, these are: Strategic location of restaurant and easy to access in the attribute 1 (X1.1), Ability to the restaurant staff to provide accurate information in the attribute 4 (X2.1), Restaurant staff ability to handle guest criticism and suggestions in the attribute 8 (X3.3).

## CONCLUSIONS

Based on the results of the analysis and discussion described in the previous chapter relating to the service quality of Table8 Chinese Restaurant staff on customer satisfaction, Overall service quality of Table8 Chinese Restaurant staff towards customer satisfaction is satisfying. From the results research shows more positive disparities than the negative gap is that the service of Table8 Chinese Restaurant staff to customers is satisfying. Where customer expectations for the perceived service have been fulfilled so that customers feel comfortable and satisfied with the services provided by Table8 Chinese Restaurant staff like explanation of restaurant information needed by guests, Table8 Chinese Restaurant staff always tries to establish a good communication with customers. So that customers feel satisfied with service that provided by Table8 Chinese Restaurant staff while enjoying their meal time at Table8 Chinese Restaurant.

With this research, it is expected that Table8 Chinese Restaurant will improve its service quality, especially on attributes that are included in the main priorities such as restaurant locations, information services and capabilities in explaining restaurant facilities where these attributes are considered important in improving customer service quality. Suggestions that can be conveyed are by adding staff who are used to pay attention to operations in order to be more maximal in serve the guest who need more attention.

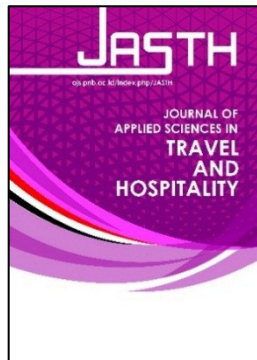
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# Alternative Digital Promotion at W Bali - Seminyak

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## Abstract:

This research is conducted to find out the application of alternative digital promotion at W Bali - Seminyak because in the last three years, there was a fluctuation of room occupancy especially from online booking. Objectives of this research are to formulate promotion strategy of W Bali-Seminyak, especially digital promotion that can be applied by the hotel to achieve the occupancy target. The method in this research used observation, interview, questionnaire and documentation with 7 key informants from sales and marketing department. The data in this research is analyzed by using the combination of qualitative and quantitative analysis; IFAS (Internal Factor Analysis Summary), EFAS (External Factor Analysis Summary), IE (Internal-External) Matrix, SWOT (Strengths Weaknesses Opportunities Threats) and QSPM (Quantitative Strategic Planning Matrix). The results of IFAS matrix shows that the major strength is the hotel provides complete information at hotel website, social media, brochure, magazine and newspaper, meanwhile the weakness is the hotel does not have its own magazine. The EFAS matrix shows if one of the opportunity is level of safety in Bali is conducive and the threats are many similar hotels around Seminyak area which offer lower price. The SWOT analysis gives 8 alternatives digital promotion with the highest TAS (Total Attractive Score) is 99,32. Thus, the main strategy recommended is developing special package with affordable price in low season. The results are expected could be used by the hotel management to develop the digital promotion strategy theoretically and enrich the reference especially on promotion strategy.

**Keywords:** *digital promotion, promotion, SWOT*

## INTRODUCTION

Promotion is one of important element in marketing process because promotion can be defined as one of ways of communication form of company to reach the target market (Budi, 2013:102). Promotion also can be described as an effort to promote company products even goods and services by informing and persuading prospective customers in appropriate communication in order to make them happy and interest towards the products. In this modern era the technology in the world is growing rapidly and people could not deny its existence. Technology brings a digital or internet era to people life. The influence of technology and internet also affect to the promotion system in hotel industry which is changing from offline to online system. An online system is really loved and helping people in their daily life because

they could access and know the information easily. The purpose of electronic marketing is to utilize the internet and any form of electronic communication in order to communicate with prospective and target markets in the most cost-effective ways and to be able joint working with certain organization with which there is common interest (World Tourism Institution in Vucetic, 2016: 132). By this reason, at this moment most of hotel companies like W Bali–Seminyak is using digital promotion and internet features as an easy way to be connected to their prospective customers in order to convey the information of products and services of the company. The talent of W Bali–Seminyak especially from sales and marketing department have an important role in promoting the products and stay connecting to prospective customers. The usage of online system is not only for selling and promoting products but also for increasing the room occupancy at W Bali–Seminyak. The room occupancy at W Bali–Seminyak are fluctuating in the last three years about 2131, 2372, and 2443 in total which also influence the online booking source every month. Although W Bali–Seminyak has existed for eight years, they still need to develop the digital promotion strategy to maximize the profit of the company especially during low season. Based on those background, the objectives of this research are to find out the internal factors, external factors of promotion mix that influence digital promotion strategy and to find out the appropriate digital promotion strategy applied by W Bali–Seminyak to increase the room occupancy.

Promotion has been defined as the efforts of coordination of all seller-initiated to set up information channels and persuasion to sell and promote idea and products even goods or services (Familmaleki, 2015: 1). In general, Tjiptono (1997:222) explained that the form of promotion has same functions, but it can be differentiated by its special tasks. Some of those special tasks are called promotion mix (promotion mix, promotion blend, and communication mix). The promotion mix consists of five indicators such as personal selling, mass selling, sales promotion, public relations and direct marketing. Proctor (2014: 1) stated that a strategy is a plan that integrates an organization's major purpose or goals, policies, decision and sequences of action into a cohesive whole that can be implemented at all levels in an organization and pertain to any of the management functional areas. Promotion strategy can be concluded as an optimal use of plan and implementation of promotion elements such as advertising, public relations, personal selling, and selling promotion to achieve the company target.

## **RESEARCH METHOD**

This research was conducted at W Bali–Seminyak as a five-star hotel which is located on Jalan Petitenget Kerobokan, Seminyak, Badung. This research took six months from 3rd

of January until 2nd of July 2019. Sugiyono (2016:95) stated that variable in a research basically are everything in any form that is determined by researcher to be studied in order to obtain the information and to get the conclusion. In qualitative research which is holistic one and emphasizes the process, then in looking at the relationship between variables in the object under researched is more interactive which is mutual influence (reciprocal/interactive), so it is not known which is independent and dependent variables (Sugiyono, 2017:17). This research is a qualitative research, therefore the variables in this research identify input variables which is the internal factor of the company by using the indicators of promotion mix by Tjiptono (1997: 222) that consists of personal selling, mass selling, sales promotion, public relations and direct marketing and six external factors approach by Kotler and Keller (2009: 159) in Ari (2017:9) that consists of competitive environment, economic environment, natural environment, technology, politic, legislation and regulation and social-cultural environment, whereas the output variable is the digital promotion strategy. There are two types of data namely qualitative and quantitative, while the source of data that used are primary and secondary data. Methods of data collection in this research is participant observation, interview, questionnaire and documentation with seven key informants from sales and marketing department because they know the information regarding internal and external factors and play a role in formulating digital promotion strategy, the products and know the overall of company conditions. The techniques of data analysis of this research are using the combination of qualitative and quantitative descriptive; analysis of IFAS (Internal Factor Analysis Summary), EFAS (External Factor Analysis Summary), SWOT (Strengths Weaknesses Opportunities Threats) analysis, and analysis of QSPM (Quantitative Strategic Planning Matrix).

The flow of data analysis in this research is started by observing and interviewing the internal and external factors of W Bali–Seminyak to the seven respondents. The second is data sorting and identification the results into the tabulation of internal and external factors. The results of each indicator in internal and external factors will be used in questionnaire to be filled up by the respondents to measure the weight, rating and score of IFAS and EFAS. The total score of IFAS and EFAS will be used to find out the current position of company by IE (Internal-External) matrix. In this IE matrix, it can be found that in what cell and what category the company stands for. The strategy is formulated based on this position and combining the internal and external factors in SWOT matrix to find out the four types of strategies are SO (Strengths Opportunities) strategy, ST (Strengths Threats) strategy, WO (Weaknesses Opportunities) strategy and WT (Weaknesses Threats) strategy. These strategies are used to make the QSPM questionnaire to find out the total attractive score. This analysis is used to know which alternative strategy is the best to be chosen. QSPM matrix uses the data from IFAS, EFAS, and SWOT analysis to determine relativeness of varieties



strategies had chosen and to determine which strategy is the best that can be applied by W Bali–Seminyak.

## RESULTS AND DISCUSSION

### Internal and External Analysis

The qualitative analysis is started by doing the observation and interview regarding internal and external factors of W Bali–Seminyak to seven talents as the key informants. Then, the results of interview will be used as a tool in measuring the weight, rating, and score in questionnaire as the quantitative analysis.

The results of questionnaire in this research are inputted in the form of IFAS or Internal Factor Analysis Summary matrix (Table 1) and EFAS or External Factor Analysis Summary matrix (Table 2) with the common issue. In this opportunity, the talents of sales and marketing department especially the manager decided the weighting and rating that is shown in both matrix and the results will be used to analysis the position of W Bali–Seminyak in the IE or Internal-External matrix (Figure 1).

The IFAS score is acquired from the weighting of internal indicators that is multiplied by the average of rating in each of internal indicator. The internal factors in IFAS matrix divided into two categories are strengths and weaknesses. The details of IFAS matrix with total score of 2,75 can be seen in Table 1.

**Table 1.** IFAS of Digital Promotion

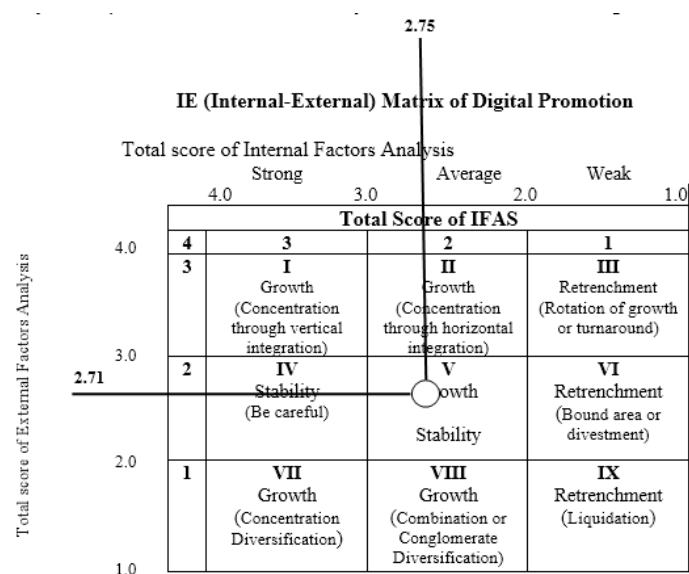
No	Strengths	Weight	Rating	Score
1	Has professional team in doing sales presentation	0.14	3.29	0.46
2	Provide complete information at hotel website, social media, brochure, magazine and newspaper	0.14	3.57	0.50
3	Variety of special offers or discounts	0.13	3	0.39
4	Press Release at hotel website and social media	0.13	3.14	0.41
5	Promoting activities, events and direct respond in social media	0.14	3.29	0.46
	Total	0.68		2.22
	<b>Weaknesses</b>			
1	Use “videotron” and video at youtube as an advertising media	0.07	1.57	0.11
2	Participate in exhibition event as a promotion media	0.08	1.86	0.15
3	Relationship with local community	0.09	2.14	0.19
4	Has own company magazine	0.04	1	0.04
5	Use email marketing for promotion	0.04	1	0.04
	Total	0.32		0.53
	Total of Weight x Score to obtain Internal Factor	1.00		2.75

After analyzing the internal factors in the current situation, then it is continued by analyzing the external factors that faced by W Bali–Seminyak that divided into opportunities and threats which can be seen in EFAS matrix. The total score in the EFAS matrix is acquired from the weighting of external factors is multiplied by the average of rating in each external factors. The details of EFAS matrix with total score of 2,71 that can be seen in below Table 2.

**Table 2.** EFAS of Digital Promotion

No	Opportunities	Weight	Rating	Score
1	Political conditions in Indonesia are relatively stable	0.13	2.86	0.37
2	Level of safety in Bali relative conducive	0.14	3	0.42
3	Extensive internet network	0.14	3	0.42
4	The development of electronic devices and modern applications	0.14	3	0.42
5	The attraction of local culture (Balinese Culture)	0.14	3	0.42
6	Natural environment around hotel area well maintained	0.14	3	0.42
	Total	0.83		2.47
Threats				
1	The existence of competitors around Seminyak area that has similar products	0.05	1.14	0.06
2	There are many similar hotels around Seminyak area which offer lower price	0.04	1	0.04
3	High inflation rate that affects tourists to travel (economic situation)	0.08	1.71	0.14
	Total	0.17		0.23
	Total of Weight x Score to obtain External Factor	1.00		2.71

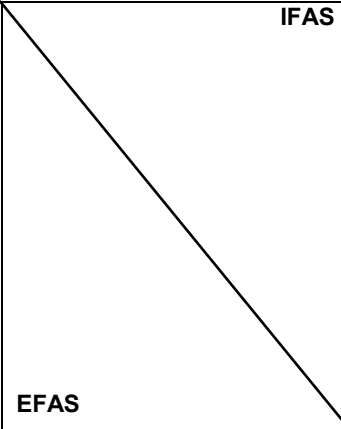
After finishing the analysis of internal and external factors, then it is continued by moving the score into the Internal-External matrix. In previous calculation, it found that the score of IFAS is 2,75 and the score of EFAS is 2,71. These score scan be used to analyze the position of W Bali–Seminyak which shown in below Figure 1.



**Figure 1.** Current Position of W Bali Seminyak by IE Matrix

The Figure 1 shows the position of W Bali - Seminyak in cell V of internal and external matrix. In this position, the hotel stands in growth and stability position which has the average level of business internal strengths and medium of industry attractiveness where they can expand the target market, facilities, or use the technology through internal and external to formulate the alternative strategy of digital promotion through SWOT Matrix which shown in table 3. Gürel (2017: 995) defines SWOT analysis as a tool that used for make strategic planning and management in an organization. It can be used to build organizational strategy and competitive strategy effectively. This analysis can be used to optimize the strengths and opportunities while try to minimize the existed weaknesses and threats.

**Table 3. SWOT Matrix**

<div style="text-align: center;">  <p>IFAS</p> <p>EFAS</p> </div>	<p><b>Strengths (S)</b></p> <ol style="list-style-type: none"> <li>1. W Bali - Seminyak has professional team in doing sales presentation.</li> <li>2. The hotel provides complete information at hotel website, social media, brochure, magazine and newspaper.</li> <li>3. The hotel has variety of special offers or discounts</li> <li>4. The hotel provides press release at hotel website and social media.</li> <li>5. The hotel promoting activities, events and direct respond in social media.</li> </ol>	<p><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. W Bali - Seminyak use videotron and video at youtube ineffectively as advertising media.</li> <li>2. The hotel does not participate in exhibition event as promotion media too much.</li> <li>3. The weak relationship with local community.</li> <li>4. The hotel does not have their own company magazine.</li> <li>5. The hotel does not use email marketing.</li> </ol>
<p><b>Opportunities (O)</b></p> <ol style="list-style-type: none"> <li>1. Political conditions in Indonesia are relatively stable.</li> <li>2. Level of safety in Bali relatively conducive.</li> <li>3. Extensive internet network.</li> <li>4. The development of electronic devices and modern applications.</li> <li>5. The attraction of local culture (Balinese Culture)</li> <li>6. Natural environment around hotel area well maintained.</li> </ol>	<p><b>SO Strategies</b></p> <ol style="list-style-type: none"> <li>1. W Bali - Seminyak could create more information about new promotion and other interest contents in social media.</li> <li>2. The hotel can start using google business for detail products of restaurant.</li> </ol>	<p><b>WO Strategies</b></p> <ol style="list-style-type: none"> <li>1. W Bali - Seminyak could create video review from guests who had stay in W Bali - Seminyak in youtube channel.</li> <li>2. The hotel could start using free email marketing.</li> <li>3. The hotel could create their own printed and electronic magazine.</li> </ol>
<p><b>Threats (T)</b></p> <ol style="list-style-type: none"> <li>1. The existence of competitors around Seminyak area that has similar products.</li> <li>2. There are many similar hotels around Seminyak area which offer lower price.</li> <li>3. High inflation rate that affects tourists to travel (economic situation)</li> </ol>	<p><b>ST Strategies</b></p> <p>The hotel could develop special package which affordable price in low season.</p>	<p><b>WT Strategies</b></p> <ol style="list-style-type: none"> <li>1. W Bali - Seminyak should enhance the relationship with offline and online travel agent.</li> <li>2. The hotel could provide complimentary stay for certain period in an exhibition.</li> </ol>

Based on table 3 above, it can be explained the strategies with details as below.

### 1. SO (Strengths Opportunities) Strategy

Based on strengths and opportunities of W Bali - Seminyak, there are two alternative strategies that recommended in this SO strategy. First is W Bali - Seminyak should create more information about new promotion and other interest contents in social media especially in Instagram account because at this moment, they mostly repost from guest post which contains the food and beverage and lifestyle contents. If they attempt to post the promotion or their own offer and picture, they could reach more prospective guests who will be interested to the posts and ask the questions and inquiries. And the second is the hotel can start using google business for detail products of restaurants. Google is one of search engine that loved by many people to find the information that required. By this google business, people can read and know the all information such as the opening hours, details of menu, phone number of restaurants and find the location easily because it connects to google maps.

### 2. ST (Strengths Threats) Strategy

ST strategy uses the strength to tackle the threats that faced by W Bali - Seminyak. The alternative strategy in this ST strategy is W Bali - Seminyak could develop special package with different benefits with affordable price in low season such as stay 4 pay 2 for young people with special criteria about age or their Instagram followers in certain period only. This strategy is expected to be able to attract more customers to come and stay.

### 3. WO (Weaknesses Opportunities) Strategy

There are three alternative strategies of WO that can be used by W Bali - Seminyak to minimize the weaknesses and utilize the opportunities in the same time which are W Bali - Seminyak can create a video review from guests who had stay in the hotel or create a short video promotion in you tube channel because nowadays you tube becomes the famous platform to share videos in a big scope. It can be seen by the number of viewers in you tube to search everything they need. By utilizing this channel more often, the hotel can get more viewers who can be their prospective customer and their products can be known by many people around the world. In this channel, they can give the link where the guest can click it to reserve a room or seat at W Bali - Seminyak directly or just ask the questions about the promotion and the products. The second is the hotel could start using free email marketing as a tool of promotion to reach significant target. Firstly, W Bali - Seminyak must make guest address list and ask permission to their guests to get their email address in order to send the new events or promotions through email. The platform who provides the service of email marketing are Mail Chimp and Get Response, where they offer free trial for the beginner. If it shows a positive response from the guests which can be seen from total reach or new response from email, W Bali - Seminyak could continue it into the paid service like Get

Response about \$15 per month for premium account which we can add the advertisement and get more features. And the last is the hotel could create their own printed and electronic magazine. By printed magazine, W Bali - Seminyak can provide more complete information about the activities of hotel, products, and news with less cost rather than collaboration with other media in limited page. They also can create e-magazine in hotel website by adding new feature or item for magazine category.

#### 4. WT (Weaknesses Threats) Strategy

In minimizing the weaknesses and tackle the threats, there are two alternative strategies of WT that can be implemented by W Bali - Seminyak such as W Bali - Seminyak should enhance the relationship with offline and online travel agent. If their relation is good enough and they trust each other especially for the price and the benefits, so W Bali - Seminyak will be more known and considered as a destination place to stay by travel agent for their group or fit guests. And the hotel could provide complimentary stay or experience stay 2 days 1 night for certain period in an exhibition like a voucher with some benefits include inside where the lucky guests can redeem the voucher by contacting the provided contact number or clicking the link that provided on it for further information. This free experience stay is expected can make the guests or customers happy and satisfied. In this chance, hotel can ask the guests to create a positive review in tripadvisor, website, google or social media with pictures in hotel area as an evidence and it can help the hotel to create a good image as an accommodation provider.

#### **QSPM (Quantitative Strategic Planning Matrix) Analysis**

The final stage of this analysis is determining the assessment of alternative strategies that have been formulated by using the SWOT analysis matrix previously into QSPM analysis. The purpose of this alternative strategy assessment is to find out the most effective digital promotion strategies that can be applied by W Bali–Seminyak by using QSPM (Quantitative Strategic Planning Matrix) analysis. This QSPM assessment uses the average of rating and average of alternative strategy that produces the total attractive score (TAS). The calculation formulas are mention as below:

$$\text{TAS} = \text{Rating} \times \text{AS}$$

Note : TAS (Total Attractive Score)  
AS (Attractive Score of alternative strategy)

The output of QSPM are the promotional strategy that formulated for W Bali–Seminyak which can be seen in table 4 as follow.

**Table 4.** Digital Promotion

Strategy Code	Strategy	TAS
SO1	Create more information about new promotions and other interest contents in social media	71.01
SO2	Start using google business for detail products of restaurants	68.92
ST1	Make special package which affordable price in low season	99.32
WO1	Create video review from guests who had stay in W Bali–Seminyak in youtube channel	91.37
WO2	Start using free email marketing	85.26
WO3	Create own printed and electronic magazine	98.45
WT1	Enhance the relationship with offline and online travel agent	80.76
WT2	Provide complimentary stay for certain period in an exhibition	60.60

In above table 4 shows the results of QSPM that selected by the managements for determining the most effective strategy of digital promotion that can be implemented by W Bali–Seminyak. The management can apply all the strategies or few of them. Nevertheless, based on the results of QSPM, the management have scored and chosen 3 alternative strategies as the priority that can be applied by W Bali–Seminyak for their digital promotion strategies. The first strategy come from the ST1 strategy with total score of TAS about 99.32 is make special package with affordable price in low season. The second strategy comes from WO3 strategy is creating own printed and electronic magazine with total score of TAS about 98.45 and then followed by WO1 strategy which is creating video review from guests who had stayed in W Bali–Seminyak in youtube channel with total TAS score about 91.37. W Bali–Seminyak could make special package with reduce the price based on market situation and condition for instance special discount in father’s day or special price for youngers who just graduate from campus and give a flexible rate for special needs. This special package will be printed and posted in social media and website to keep the online booking source. It can be planned to keep the number of occupancy in the hotel. Creating own printed and electronic becomes a good idea for W Bali–Seminyak, because it will be a place to share complete information for their prospective guests. While, creating a video review from guests who had stayed in W Bali - Seminyak can be strategy in the future to attract more guests by using the technology of digital platform because nowadays people love watching and know the review or feedback from experienced people with real evidence.

## CONCLUSIONS

Based on the results and discussions of digital promotion strategy that consists of internal and external factors of W Bali - Seminyak in previous chapter, the conclusion can be described as follow. The internal factors of W Bali - Seminyak consist of strengths and

weaknesses. Their strengths are the hotel has professional team in doing sales presentation, provides complete information at hotel website, social media, brochure, magazine and newspaper, has a variety of special offers or discounts, press release at hotel website and social media, promoting activities, events and direct respond in social media, meanwhile the weaknesses are the hotel uses “videotron” and video at youtube as an advertising media ineffectively, the hotel does not participate in exhibition as a promotion media too much, the weak relationship with local community, has not own company magazine and they do not use email marketing for promotion. The external factors of W Bali – Seminyak consist of opportunities and threats. The opportunities are political condition in Indonesia are relatively stable, level of safety in Bali relative conducive, extensive internet network, the development of electronic devices and modern applications, the attraction of local culture, natural environment around hotel area well maintained and the threats are the existence of competitors around Seminyak area that has similar products, many similar hotels around Seminyak area offer lower price and high inflation rate that affect tourists to travel. The appropriate digital promotion strategy that can be applied by W Bali – Seminyak are creating more information about new promotions and other interest contents in social media, start using google business for detail products of restaurants, make special package which affordable price in low season, create video review from guests who had stayed in W Bali - Seminyak in youtube channel, start using free email marketing, create own printed and electronic magazine, enhance the relationship with offline and online travel agent and provides complimentary stay for certain period in an exhibition.

In doing their operational especially the digital promotion strategy as previous discussion, there are two suggestions for W Bali – Seminyak that expected can help to increase the room occupancy in the future are mention as follows. The first suggestion is W Bali - Seminyak should create more information about their promotion in social media because nowadays people love to see and get something from social media instead of sharing the lifestyle photos only which can be seen whenever and wherever by all people around the world, so the hotel can reach a big number of total viewers. The second suggestion is W Bali - Seminyak should create their own magazine especially e-magazine for paperless and it can contain the information in a large number and completely, so the guests and prospective guests can focus on what’s new and happening in W Bali – Seminyak.

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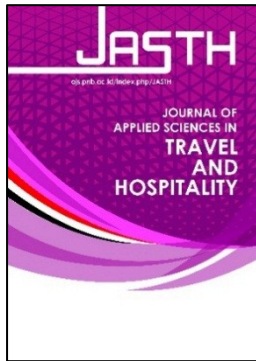


# Grand Inna Kuta's Afternoon Tea Sales Marketing Strategy to Increase Chinese Market

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## Abstract:

This study discusses the strengths and weaknesses of the strategic marketing mix owned by the Grand Inna Kuta hotel, Bali. The data collection technique used was purposive sampling. Data collection was carried out by observation, interview, documentation study, and distributing questionnaires with a total number of 14 respondents consisting of relevant departments of the Sales and Marketing Department and the Food & Beverage Department. The analysis technique used in this study is the SWOT analysis technique (Strength, Weakness, Opportunity, and Threat). In the results of the study there were 9 internal indicators that became strengths, and 7 internal indicators that became weaknesses. There are 3 external indicators that become opportunities, and 3 external indicators that pose a threat. In the SWOT matrix analysis technique, there are 2 strategies for maximizing strength and opportunity, namely providing attractive prices and adding new menu variants, 3 strategies to maximize strength to minimize obstacles that consist of replacing furniture with new ones, adding music to restaurants, and presenting products creatively, 2 strategies to maximize opportunities by minimizing weaknesses are by paying attention to where the products are presented and adding special items, and 2 strategies to minimize threats and weaknesses such as giving special prices for booking groups.

**Keywords:** *marketing mix strategy, afternoon tea, SWOT analysis, China market*

## INTRODUCTION

There are variant visitors coming from different countries visiting Bali every year with different purposes and expectation. Grand Inna Kuta is known as one of accommodations in Kuta area that offers the best location which is right on the beach. The hotel itself has a direct access to the beach just by passing its day beach club. Besides friendly hospitality, guests choose this hotel for its location which has much to offer within walking distance for example shopping malls, convenience stores, spas, cafés, etc.

Grand Inna Kuta begins to attract more Chinese guests to stay due to the increasing numbers of its visitors every year to Bali. Numbers of China guests who come to Grand Inna Kuta hit a quite huge numbers for the half quarter of the year and have entered top 10 markets this year. China is an original producer of tea and is renowned for its skills in planting and making tea. Tea drinking is known to be a part of Chinese culture and the

custom has spread over to Europe as well as other regions. The promotion of tea has been one of China's principal contributions to the world (Top China Travel, 2004, p.1).

One of the customs involved in drinking tea is to knock on the table as a sign of thanks to the person serving the tea. The habit originated from Qianlong, an emperor who ruled from 1711-1799 and continued the tea-drinking tradition, making it a key part of his regimen. It is important to use the right tea wares so that the precious tea does not go to waste. A lot to consider prior to hold a tea-drinking party which are: location, the number of drinkers and the variety of tea. Usually the tea-drinking ceremony is set up like a performance, with the server making gracious hand movements to prepare and brew the tea before serving it. Each tea has a different brewing method. Some teas are brewed in a pot over a fire, while others are brewed in the glass. Drinking tea also gives benefits for health, which were discovered during the Tang Dynasty, which said "tea cures every disease". Tea is rich in important substances such as the catech in antioxidant and polyphenols, which help to fight free radicals and are 40-100 times stronger than vitamin C. In China, brewed tea leaf is used as a traditional medicine to cure wounds. Other benefits include the ability to control bacteria such as salmonella in cases of diarrhea, help people to lose weight, prevent cancer and promote inner peace (Tanjung, 2016).

Usually, hotels in Kuta would offer spa package including high tea or afternoon tea. Grand Inna Kuta has been offering afternoon tea package intensely starting this year. Grand Inna Kuta has been introducing the new afternoon tea package through sales-call (offline), inviting Chinese travel agents over as well as social media platform to spread the information towards all the followers.

## **RESEARCH METHOD**

The research used 7P marketing mix strategy consisting of Product, Place, Price, Promotion, People, Physical Evidence, and Process. Data collection was carried out by observation, interview, documentation study, and distributing questionnaires with a total number of 14 respondents consisting of relevant departments of the Sales and Marketing Department and the Food & Beverage Department. The analysis technique used in this study is the SWOT analysis technique (Strength, Weakness, Opportunity, and Threat).

There are adjustments to the marketing mix, where the producer adjusts the marketing mix elements for each target market. The variables in this marketing mix can be used effectively when arranged in accordance with the circumstances and situations that are being experienced in a company. It can be concluded that the understanding of marketing mix is the factors that are mastered and can be used by marketing managers to influence consumer purchasing decisions.

It is known that there are 5 (five) external factors that influence the pricing. The five external factors are economic conditions, supply and demand, demand elasticity, competition and government control. These five external factors indirectly affect the pricing but are still taken into consideration.

The method used to determine the sample is called purposive sampling technique where a group of people is selected based on their job descriptions who are having influences in afternoon tea product. The samples for this research are Director of Sales Marketing, F&B Manager, Executive Chef, Marcom, and Sales Executive.

The data analysis technique that is used for this research are descriptive analysis and SWOT Analysis. Data analysis is needed to analyze the marketing mix strategy to increase afternoon tea sales at Grand Inna Kuta. The data collection is using model of matrix analysis EFAS (External Factor Analysis Summary) and matrix analysis IFAS (Internal Factor Analysis Summary) in order to identify strength, weakness, opportunity and threat which analyze the influence of external and internal factors to create strategy to increase afternoon tea sales at Grand Inna Kuta.

## **RESULTS AND DISCUSSION**

When a company starts or creates something new, there is going to be a method of how to spread the awareness of the said invention. Going global and digitally as of today, it is very simple and easy to blast a new information towards people from all over the world. By only one click, thousands of people will be reached just in one second.

Before having to promote or advertise the product, the company should have had the material first. In this case, marketing team needs to have the visual of the product in order to sell or promote it to the outside world. Marketing team along with F&B team need to make the product presentable and attractive enough to catch people's attention by just one glance. Once the material is done, marketing will take a lot of photos from every angle for future usage.

There are some steps to be taken to introduce afternoon tea to in house guests and attract Chinese guests to stay which is explained as follows:

### **1. Creating a poster or tent card**

Once the photos have been taken, graphic design will start to work on the design of the poster. The design needs to as attractive as possible. Design will affect people' decision to buy a product. The posters then will be spread within hotel area for example in the guest lifts or announcement board for guests only. The information will be visible for in house guests and this is one of ways to inform in house guests that the hotel has something new.

## 2. Making a video

Nowadays people tend to find videos more attractive than images since video is basically a moving image that tells stories. Marketing team will shoot a video which is made as attractive as possible. Once the video is ready, there is a TV in each guest room. The video can be played in every TV at the hotel on the default channel. This will gain more exposure from in house guests moreover they will know that hotel has a new product. If the video is attractive enough, guests would love to pay more only to taste how the food is. To gain attention from Chinese guests, the videos can be shared on YouTube, a video platform that has an average millions of views in a day. With correct title and hashtag, the video will be visible and this will also regain more recognition from people who are watching it.

## 3. Social Media Platform

This is one of the most platform people love to operate on their phones. These platforms can be useful for business purpose for example Facebook and Instagram. The posters or the video can be uploaded into these platforms and promote option is there to choose. By setting the target and the duration of the promotion, this will help to increase the unique numbers of visitors or viewers. The target can be set into China area or any other areas that are targeted for the afternoon tea. The video can be shared on YouTube as well.

## 4. Mailchimp

Mailchimp is one of marketing tools to help hotel to boost up any promotion which in this case is afternoon tea. Any images and videos, they can be uploaded into the platform and just by one click, all the promotion will be sent to the database. Therefore, before using mailchimp, the company needs to list the database first. The database can be divided by country therefore it will be very helpful especially for marketing purpose.

To find out the right strategy at Grand Inna Kuta, authors use SWOT analysis techniques. Table 1 and Table 2 shows the internal and external variables:

**Table 1.** External Variable and Indicator

Variable	Indicator
Economic Condition	1. Influencing bidding price
Supply and Demand	1. Price setting according to the requests
Elasticity of Demand	1. Behavior of the agents
Competition	1. Good pricing compared to competitors 2. Competitor's location
Government	1. Government regulations

Source: Research Result 2019

**Table 2.** Internal Variable and Indicator

Variable	Indicator
Product	1. Product variety
	2. Product quality
	3. Product display
Promotion	1. Ad attractiveness
	2. Competitors publicity
Price	1. Discount
	2. Payment method variety
Place	1. Accessibility
	2. Visibility
	3. Parking lot
	4. Expansion
People	1. Service
	2. Product knowledge
Process	1. Quality determination
Physical Evidence	1. Layout
	2. Lighting
	3. Furnishing
	4. Atmosphere

Source: Research Result 2019

After both internal and external indicators have been determined for each variable, now it comes to determine the rating and weight for every variable. The method used to get the numbers is by spreading questionnaire to related people in departments involved in this afternoon tea project. After processing all the data and numbers gathered from the questionnaire, the average of all internal indicators that determine strength and weakness is on 3.20 points therefore should the rating be more than 3.20, the internal indicator is expected to be the strength while lower than 3.20, the internal indicator is the weakness.

**Table 3.** Classified Internal Indicator

No	Internal Indicator	Rating	Weight	Description
1	Selection of menu	3.64	0.07	Strength
2	Taste of food	3.43	0.06	Strength
3	Presentation	2.93	0.07	Weakness
4	Design of the flyer	3.43	0.06	Strength
5	Discount	3.07	0.04	Strength
6	Methods of payment	2.93	0.06	Weakness
7	The location of hotel	3.93	0.07	Strength
8	Accessibility	3.86	0.06	Strength
9	Sufficient parking lot	3.29	0.06	Strength
10	Hospitality of staff	3.50	0.07	Strength
11	Product knowledge	3.29	0.06	Strength

12	Quality determination	3.21	0.07	Strength
13	Restaurant layout	2.79	0.06	Weakness
14	Sufficient lighting	2.57	0.06	Weakness
15	Restaurant furniture	2.57	0.06	Weakness
16	Ambiance	2.79	0.06	Weakness

Source: Research Result 2019

Opportunities and threats are determined by the average rating of external indicator which is on 3.06. External indicator scores higher than 3.06 is expected to be opportunities while lower than that is threats.

**Table 4.** Classified External Indicator

No	External Indicator	Rating	Weight	Description
1	Global economy condition	2.93	0.16	Threat
2	Price setting according to requests	3.21	0.19	Opportunity
3	Behavior of the agents	3.07	0.16	Opportunity
4	Pricing compared to competitors	3.29	0.18	Opportunity
5	Competitor's location	2.86	0.16	Threat
6	Government's regulation in regards to halal food	3.00	0.15	Threat

Source : Research Result 2019

Table 5 showing the score is determined by rating times weight on internal indicators. Once the score has been obtained from each variable, it will be summed up at the end which gets the total of 3.22 point.

To analyze the influence of external factors in order to create best strategy to increase afternoon tea sales at Grand Inna Kuta, this is the summary of every rating and weight for external indicators that are described as opportunities or threats.

**Table 5.** IFAS Matrix

Internal Strategic Factor		Rating	Weight	Score
Strength	Selection of menu	3.64	0.07	0.26
	Taste of food	3.43	0.06	0.22
	Design of the flyer	3.43	0.06	0.22
	The location of hotel	3.93	0.07	0.28
	Accessibility	3.86	0.06	0.24
	Sufficient parking lot	3.29	0.06	0.20
	Hospitality of staff	3.50	0.07	0.23
	Product knowledge	3.29	0.06	0.21
	Discount	3.07	0.04	0.14
	Quality determination	3.21	0.07	0.21
Weakness	Presentation	2.93	0.07	0.19

	Methods of payment	2.93	0.06	0.16
	Restaurant layout	2.79	0.06	0.16
	Sufficient lighting	2.57	0.06	0.15
	Restaurant furniture	2.57	0.06	0.16
	Ambiance	2.79	0.06	0.18
Total				3.22

Source : Research Result 2019

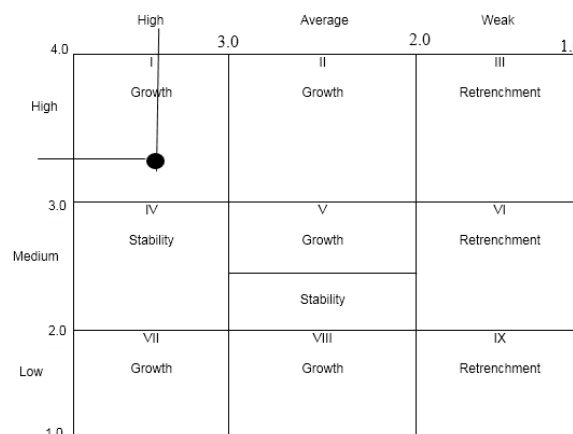
Table 6 showing the score is determined by rating times weight on external indicators. Once the score has been obtained from each variable, it will be summed up at the end which gets the total of 3.07 point.

**Table 6. EFAS Matrix**

External Strategic Factor		Rating	Weight	Score
Opportunity	Price setting according to requests	3.21	0.19	0.61
	Behavior of the agents	3.07	0.16	0.50
	Pricing compared to competitors	3.29	0.18	0.59
Threat	Global economy condition	2.93	0.16	0.48
	Competitor's location	2.86	0.16	0.45
	Government's regulation in regards to halal food	3.00	0.15	0.44
Total				3.07

Source : Research Result 2019

IE Matrix is used to find out the current business position of the company. The scores from internal and external help to identify where the position of the company currently is. The horizontal line shows the external factor and the vertical line shows the internal factor. From Table 6, the current position of the company is in growth stage. To focus more on how presentable the product is as well as how decent the facilities where the product is served, will help the company grow significantly.



Source: Research Result 2019

**Figure 1. IE Matrix**

After learning how the position of the business is currently doing, creating a possible strategy that might be applied by the company is the next step. SWOT Matrix is a tool that is used to create the strategy by analyzing the internal and external factors.

**Table 7.** SWOT Matrix

IFAS/EFAS	Strengths (S)	Weakness (W)
	1. Selection of menu 3. Design of the flyer 4. The location of hotel 5. Accessibility 6. Sufficient parking lot 7. Hospitality of staff 8. Product knowledge 9. Quality determination 10. Discount	1. Presentation 3. Methods of payment 4. Restaurant layout 5. Sufficient lighting 6. Restaurant furniture 7. Ambiance
Opportunities (O)	SO Strategies	WO Strategies
1. Price setting according to requests 2. Behavior of the agents 3. Pricing compared to competitors	1. Attractive price 2. Adding more menu 3. Giving discount	1. Replacing furniture 2. More background music 3. Creative presentation
Threats (T)	ST Strategies	WT Strategies
1. Global economy condition 2. Competitor's location 3. Government's regulation in regards to halal food	1. Special items 2. Location of the service	1. Group booking special price 2. Redesigning the layout

# 1. Attractive price

Setting prices to be more attractive especially to China agents who have possibilities to bring more China guests to the hotel. Not to set up the price too high since agents can observe and one day they can jump from place to place. If the agents ask for lower price, this is possible as long as there is an adjustment between the price and cost of the menu. Giving discount to the agents who bring huge numbers of group regularly for the afternoon tea.

# 2. Adding more menu

Not all people are fond of the same menu over and over again. In this case, hotel can add more menu to attract existing guests even new customers. Create menu that meets everyone's taste not only for China guests.



3. Replacing furniture

Changing the old furniture to the new ones help to create more comfortable feeling when having the food. Replacing cutleries and glasses to the new ones so guests can enjoy the menu and eat with joy.

4. More background music

Adding some relaxation music as background music upon guests' arrival would have made them feel calm and relax.

5. Creative presentation

Searching for more reference on the internet of what the recent trends are for afternoon tea's presentation which can be applied at the company. Creative presentation can awe the guests and help to expose it through their social media.

6. Special items

For bulk booking, some gifts should be given to them as small tokens from the management. One or two items should be added into the menu especially for group booking.

7. Location of the service

Serving at the restaurant where it has the best view in this case the one that has a direct view to the beautiful beach. Move up to the side of the pool where sun lounges are available to be used during the day. Having the afternoon tea while swimming is something millennial would be up to do these days.

8. Group booking special price

To gain their loyalties, the company can set a new pricing for agents who bring more groups in which the menu should be balanced. Not only giving the agents special price, but also add more benefits where it could be the longer usage of sun lounges by the pool or more selection of the drinks.

9. Redesigning layout

Repainting the wall to give a new vibe at the restaurant. Repositioning the tables and chairs to give a new atmosphere for return guests.

## CONCLUSIONS

According to the discussion, the author can conclude two conclusion are to introduce the product to in house guests can be done by 4 steps which are creating poster or tent card, making a video, through social media platforms, and Mailchimp. Using IE Matrix help the author to find out the current position of Grand Inna Kuta. From the IE Matrix, the position of Grand Inna Kuta is in column I which is "growth". There is several marketing strategy that

can be implemented in accordance to the 7P. They are product, price, promotion, place, process, people, physical (evidence).

## ACKNOWLEDGEMENT

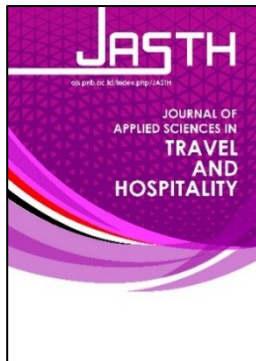
On this occasion the author expressed her gratitude to the Director of Politeknik Negeri Bali (PNB) and provide the facilities to study at Politeknik Negeri Bali. Thank you to all supporters of this research, especially to Drs. I Ketut Astawa, MM and Dr. I Ketut Budarma, M.Par. MMTHRL. who have provided a lot of input and direction for this research. Thank you to Grand Inna Kuta team who always support author to finish this research.

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# Analysis of Receptionist Service Quality on Guest Satisfaction at Harper Kuta Hotel

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## Abstract

This research is based on the importance of the role of the receptionist as a brand image of a hotel in terms of first impressions and final impressions for guests who stay overnight. Services provided to guests are expected to be able to meet expectations or even exceed them. This research is intended to measure and analyze the quality of receptionist services to guest satisfaction at Harper Kuta Hotel, using servqual method to check the gap both partially and simultaneously. By using servqual which is used as 16 indicators X, against the Overall of Guest Satisfaction, Customer Loyalty. The average expectation of respondents is 3.60 is higher than the average of perception in 3.52, means that the service quality is not meet the expectation from customers. Respondents were determined by random sampling method and with the method of determining the number of samples using the Slovin method, the number of respondents was 99 respondents. The data analysis technique used is validity test, reliability test, servqual method and data processing using SPSS 25 software to analyze multiple linear regression. Based on the results of data processing obtained 3 positive indicators, namely the infrastructure supporting the receptionist is adequate, the receptionist provides services professionally, the receptionist provides general information correctly and updates. While other variables produce negative gaps that have an adverse effect.

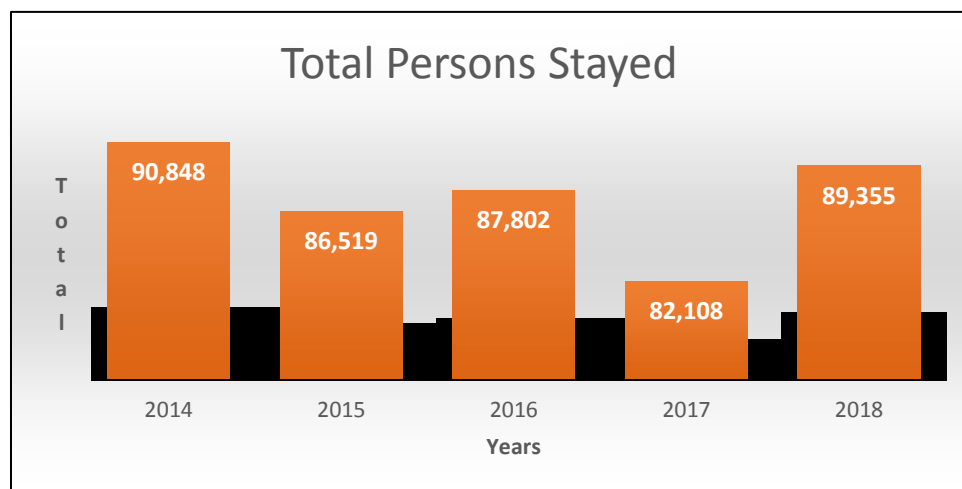
**Keywords:** *service, guest satisfaction, receptionist, service quality*

## INTRODUCTION

Harper Hotel is one of the 4 star hotels located in Legian Kuta Bali. The facilities offered are restaurants and bars, swimming pools, spas, and meeting rooms that are expected to meet satisfaction for guests who stay overnight. a strategic location and supported by good service will be able to make guests satisfied. The characteristics of tourists visited Kuta beach are visited by foreign guests ranging in age from 21 to 25 years and get students and are dominant from Australia. It is said that the characteristics of guests visiting Kuta Beach are tourists with intermediate categories, who tend to seek accommodation at medium prices (Juniawan et al. 2017). Various types of accommodation are available in tourist areas, in Badung alone, it has 443 approved hotels with a 1 to 5-star classification, with rooms reaching 58,694 rooms based on BPS publication, Bali Province in Figures 2018.

The front office is said to be the spearhead in interacting with guests at the hotel, in its role to give guests the first and last impressions. Reception is one part that is in the Front

Office Department, the person is called the receptionist. The receptionist has an important role in the hotel, namely handling registration upon arrival, giving servants from before arrival, during the stay, when checking out, and also connecting incoming or outgoing telephone properly (Handayani et al., 2018). While the other stated the receptionist is part of the department The front office has the duty and responsibility to welcome guests to hotel guests, it is very important to create a good impression when coming and waiting (Patriani. 2018). So it is very important for the receptionist and all hotel components to provide the maximum possible service to achieve satisfaction from all guests who stay overnight. The following is the data on the number of guests staying at the Harper Kuta Hotel in 2014– 2018 in Figure 1.



Source: Harper Kuta, 2019

**Figure 1.** Number of Guests Staying at Harper Kuta period 2014 – 2018

Service is an activity offered to consumers or customers who are served, which are intangible and cannot be owned (Prakoso, 2017: 17) If the services provided are in accordance with the expectations of guests, guests will feel satisfied. However, if the service provided is not as expected, namely when guests are handled by incompetent employees, late service, feel uncomfortable because employees are not polite and unfriendly, dissatisfaction will give different reactions, one of which is canceling orders and consumers will share his frustration on social media. On average a guest recommends a few friends if the waiter he can satisfy. Service quality is the difference between the expectations and realities of the customers for the service they receive. Service quality can be known by comparing customer perceptions of the services they actually receive with the actual service they expect. Service quality is the main thing that needs to be taken seriously by companies that involve their own resources (Lupiyoadi, 2006: 161). Service quality elements such as reliability, responsiveness, assurance, empathy and tangibles (tangible evidence) are coordinated and interacted to get

guest satisfaction. Satisfaction is a feeling of pleasure or disappointment that arises from comparing perceptions of performance (or results) of a product with expectations that are owned. If performance fails to meet expectations, customers will be disappointed. If performance equals expectations, customers will be satisfied. If performance exceeds expectations, customers will be very satisfied or fascinated (Budi, 2013: 74). Customers satisfaction is really a focus point in the hospitality industry like Hotel, because customers satisfaction will gave an impact into guest loyalty and affected the image of the hotel, from the online reviews.

## **RESEARCH METHOD**

Harper Kuta is at the heart of Legian, located on Jalan Legian No. 73, Kuta 80361, Bali, only 20 minutes from the airport and 15 minutes from Kuta Beach on foot, with a website at [www.harperhotels.com](http://www.harperhotels.com), telephone number +62 361 846 9869 and email address [kutainfo@harperhotels.com](mailto:kutainfo@harperhotels.com). Harper Kuta is under the auspices of Archipelago International.

Harper Kuta has a modern concept but with rural appeal. Harper Kuta offers a luxurious stay with a classy lifestyle but still preserves the warm touches of the countryside that are especially present in Bali which can be seen from the design of the room, interior design, and the surrounding environment. Harper Kuta consists of 149 rooms, and is supported by various other supporting facilities, such as high-speed wifi, adult and children's swimming pools, Rustik Bistro and Bar for restaurants, The Spa, and 2 meeting rooms (The Meeting room and Sky Meeting room ), and supported by adequate parking. 149 The rooms at Harper Kuta are divided into 5 categories, namely, superior rooms, deluxe rooms, deluxe pool access rooms, family suite rooms, and Harper Suite rooms. So there are a total of 16 variables that have been prepared based on 5 dimensions of service quality, namely tangible, reliability, responsiveness, assurance, and empathy, while there are 2 questions to measure how the overall guest satisfaction level towards the service provided by the receptionist and the second question aims to measure how guest loyalty at Harper Kuta. In this study questionnaires were used using a Likert scale, with the following conditions for the scale used in guests' perceptions. Very bad, Bad, Neutral, Good, and Very Good, Whereas the one used on expectations is Not Very Importance, Not Importance, Neutral, Importance, Very Importance. The data sources used in this study are from Primary Data,

Sugiyono (2017: 456), primary data is data that directly provides data to data collectors. Primary data in this study is data from the distribution of questionnaires to customers in this case guests who have stayed at Harper Kuta Hotel. Secondary Data Secondary data sources are sources that do not directly provide data to data collectors, for example through other

people or documents (Sugiyono, 2017: 456). Secondary data in this study is data on tourist visits to Bali, and the organizational structure and job desk of the existing section at the Harper Kuta Hotel front office department. The sampling technique used in this study is the probability sampling technique. Sugiyono (2018: 140) probability sampling is a sampling technique that provides equal opportunities for each member (member) of the population to be chosen as a member of the sample. Sampling method use is Slovin technique, as reference, the number of guests staying in 2018 is 89,355 people with an average of 7,446 people per month. The number of samples or sample size (sample size) is determined by Slovin formula as follows:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{N}{1 + Ne^2} = \frac{7.446}{1 + (7.446) (0.10\%)^2} = \frac{7.446}{75,46} = 98,67 = 99 \text{ respondent}$$

## RESULTS AND DISCUSSION

Before collecting data using questionnaire, first steps is to conduct validity test and reliability test to the instruments. The standard validity test  $r$  table  $\geq 0.3$  (greater or equal to 3). Based on the results of data processing with SPSS 25, the following results are obtained which have been compared directly with  $r$  (Pearson product-moment), like on the Table 2. The result is clear that all the variable is valid, cause the counted  $r$  is higher than 3. The result of validity test all of the independent variable  $x_1$  until  $x_{16}$  the counted " $r$ " is higher that " $r$ " table, it's mean all research instrument are valid.

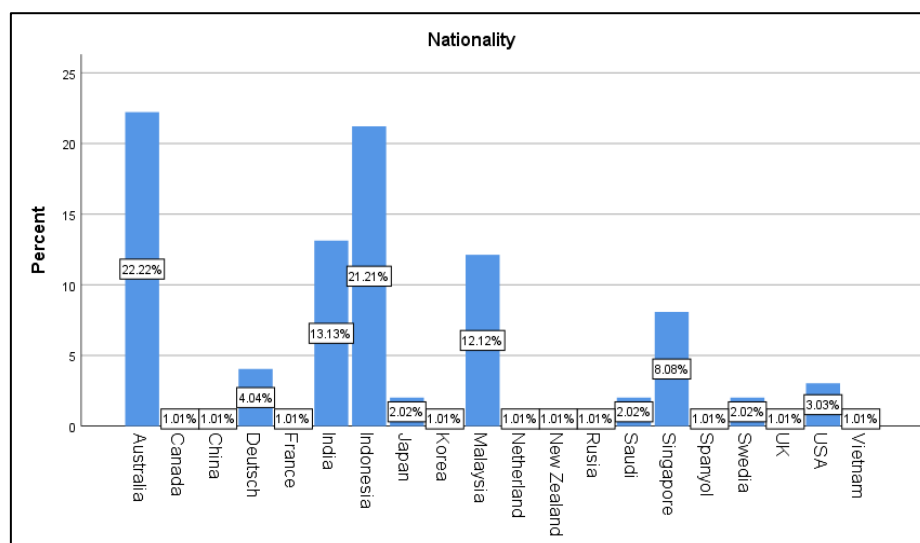
Then after doing validity test to the instrument that will used for this study, I going to continue to check using reliability test. It will used same software SPSS 25. This reliability test aims to measure the extent to which the questionnaire made can be trusted as a data measuring device. If the instrument is used several times to measure the same object will produce the same data. Like present on the Table 1, this test standard is cronbach's alpha 0.977 or if it is concentrated to 97.70%, which when used the criteria nunnally (1960) cronbach's alpha obtained is at least 60%. So it can be said that the questions in the questioned questionnaire are reliable.

**Table 1.** Reliability Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.977	0.977	16

Source: Data proceed, 2019

Then we continue about the characteristics of respondents based on the results of the questionnaire obtained. As can be seen from the appendix, in the questionnaire there are general questions that can be used to map respondents. These questions include citizenship, destination when staying, how many times have you stayed at Harper Kuta and the length of stay. All the results of the distribution of respondents' data will be presented with a graph to facilitate the reading of the data, overall the number of respondents is 99 respondents. First about nationality like on Figure 2.

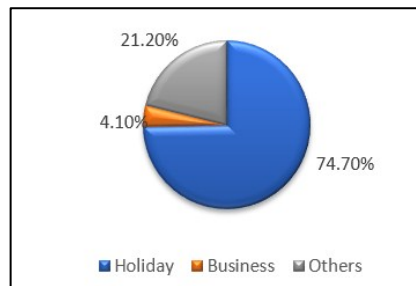


Source: Data proceed, 2019

**Figure 2.** The Results of The Distribution of Respondents' Data.

By citizenship, the respondents who visited Harper Kuta the most were respondents who were Australian citizens with a percentage of 22.22% or as many as 22 respondents. Furthermore, for the second position, the highest number of respondents is Indonesia with 21 respondents and in the third position, India with 13 respondents.

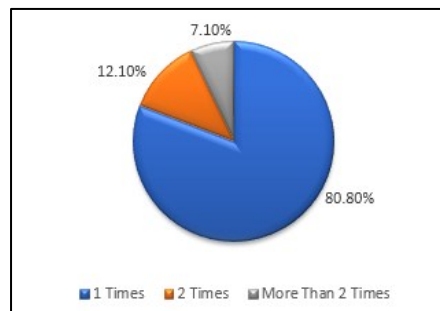
Based on the objectives of the respondents coming and staying at Harper Kuta, the author's group into 3 categories, namely for vacation, business, and others. Based on Figure 2, the distribution can be seen, 74.70% of respondents want to take a vacation, 21.20% others, and 4.10% aim for business.



Source: Data proceed, 2019

**Figure 3. Purpose of Visit**

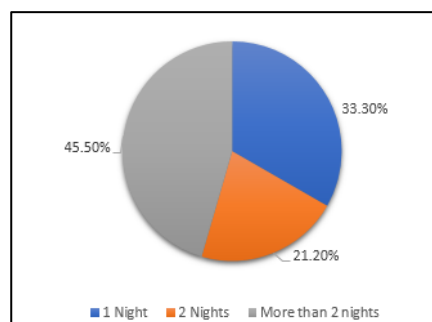
Whereas if based on the number of respondent visits to Harper Kuta, it was found that 80.80% of respondents were the first times visiting Harper Kuta, then 12.10% of respondents in the second visits and the remaining 7.10% of respondents had already more than 2 visits and stay at Harper Kuta.



Source: Data proceed, 2019

**Figure 4. Number of Visit**

The length of stay of respondents according to the diagram above can be seen as many as 45.50% of respondents stayed more than 2 nights, while respondents who stayed overnight there were 33.30% of respondents, and the remaining 21.20% of respondents stayed just 2 nights. In general, the characteristics of the respondents in this study were the guests of the Harper Kuta Hotel, which had a majority stay of more than 2 nights.



Source: Data proceed, 2019

**Figure 5. Period of Stay**



After collected data using questionnaire the total of respondent and calculated the average of each variable as on Table 2.

**Table 2.** Average Servqual Data

VARIABLE	DESCRIPTION	EXPECTATION AVERAGE	PERCEPTION AVERAGE	GAP
X1	Front desk and lobby area are clean and tidy	3.58	3.48	-0.09
X2	Receptionist are in well Groomed	3.59	3.56	-0.03
X3	Front desk is equipped with proper infrastructure to support the receptionist ex. PC, Key Encoder, EDC machine, Stationary	3.47	3.55	0.07
X4	Receptionist deliver a professional service	3.57	3.64	0.07
X5	Receptionist can provide a correct and update general information	3.61	3.63	0.02
X6	Receptionist can provide a correct hotel information	3.59	3.53	-0.06
X7	Receptionist deliver correct and accountable bill or receipt	3.58	3.42	-0.15
X8	Receptionist are ready to serve guest	3.63	3.44	-0.18
X9	Receptionist are ready to handle guest requisition	3.65	3.48	-0.16
X10	Receptionist can deliver a quick service to guest	3.61	3.30	-0.30
X11	Receptionist has consistency give a honest polite and courteous service	3.60	3.46	-0.13
X12	Receptionist can give a right and proper service or answer to guest	3.58	3.48	-0.09
X13	Receptionist can make guest feel save during handling a transaction	3.62	3.56	-0.06
X14	Receptionist can keep guest privacy if needed	3.67	3.60	-0.07
X15	Receptionist give full attention during interaction with guest	3.62	3.56	-0.06
X16	Receptionist can feel and understand guest	3.66	3.57	-0.09
Y1	Overall guest satisfactions against service from receptionist			<b>3.52</b>

Source: Data proceed, 2019

The result considered from Table 2, there are 13 variables are below of customers expectation, means that guest didn't satisfied yet with the services provided by Receptionist at Harper Kuta. The 13 variables that still below guest expectation is variable X1, X2, X6, X7, X8, X9, X10, X11, X12, X13, X14, X15 and X16. While the other 3 variables are met and exceed guest expectation are X3, X4, and X5, those are the good and can be maintain by the Harper kuta while improving the other variables that still below from guest expectation. Those

are variable that higher than guest expectations is Front desk is equipped with proper infrastructure to support the receptionist ex. PC, Key Encoder, EDC machine, Stationary, Receptionist deliver a professional service, and Receptionist can provide a correct and update general information

The dependent variable of this research is the overall guest satisfaction or variable Y against service from receptionist the result of the average is 3.52 from 4.00, hence mean customers or 99 respondents are satisfied enough for services that given by Receptionist. Although in the table found that mostly the independent variable or X are below from respondents expectation. Based on the results of the Y variable average, the overall guest satisfaction against service from reception is 3.52, which means it's good enough. Simultaneous As for all variables X gives effect to the Y variable, evidenced by the results of the data output with SPSS 25 through the F test below.

**Table 3.** Effect of Variable X Simultaneously on Overall Guest Satisfaction

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.001	16	2.500	5.849	.000 <sup>b</sup>
	Residual	34.621	81	0.427		
	Total	74.622	97			
a. Dependent Variable: Overall guest satisfactions against service from receptionist						
b. Predictors: (Constant), Receptionist can feel and understand guest, Receptionist deliver a professional service, Receptionist can deliver a quick service to guest, Front desk and lobby area are clean and tidy, Receptionist can make guest feel save during handling a transaction, Receptionist are ready to serve guest, Front desk is equipped with proper infrastructure to support the receptionist ex. PC, Key Encoder, EDC machine, Stationary, Receptionist can provide a correct hotel information, Receptionist has consistency give a honest polite and courteous service, Receptionist are in well Groomed, Receptionist can give a right and proper service or answer to guest, Receptionist are ready to handle guest requisition, Receptionist can provide a correct and update general information, Receptionist can keep guest privacy if needed, Receptionist give full attention during interaction with guest, Receptionist deliver correct and accountable bill or receipt.						

Source: data proceed, 2019

The results show that together or simultaneously all variables X have an influence on the variable Y or the satisfaction of the respondents as a whole on the service provided by the receptionist, this can be seen from sig. or significance whose value is smaller than 0.1. Based on the description on the independent variable, the dominant influence is how respondents evaluate the receptionist who is able to understand and understand the guest, how the respondent's assessment of the receptionist who provides professional training and the speed

of the receptionist in providing services are the three main variables that influence guest satisfaction simultaneously. By using the ratio of f count and f table, the results are  $5,849 > 1,542$ , so that overall the variable X gives an influence on the variable Y, or the service provided by the receptionist influences the satisfaction of the respondents.

Furthermore, the results of data processing will be displayed, the effect of the overall variable X on loyalty rather than guests/respondents, in the context of staying back to the Harper Kuta Hotel. The influence can be seen from sig. or its significance is smaller than 0.1. Whereas if using a comparison between f count and f table, which is  $7.643 > 1.542$ , so it can be said that the whole variable X gives effect to variable Y2, or the service provided by the receptionist influences guest loyalty. The influence given is greater to Y2 compared to Y1, which can be seen from the F calculated obtained greater value.

**Table 5.** The effect of variable X simultaneously on respondent loyalty

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.075	16	3.005	7.643	.000 <sup>b</sup>
	Residual	31.843	81	0.393		
	Total	79.918	97			
a. Dependent Variable: Respondent Loyalty						
b. Predictors: (Constant), Receptionist can feel and understand guest, Receptionist deliver a professional service, Receptionist can deliver a quick service to guest ,Front desk and lobby area are clean and tidy, Receptionist can make guest feel save during handling a transaction, Receptionist are ready to serve guest ,Front desk is equipped with proper infrastructure to support the receptionist ex. PC, Key Encoder, EDC machine, Stationary, Receptionist can provide a correct hotel information ,Receptionist has consistency give a honest polite and courteous service, Receptionist are in well Groomed, Receptionist can give a right and proper service or answer to guest, Receptionist are ready to handle guest requisition, Receptionist can provide a correct and update general information, Receptionist can keep guest privacy if needed, Receptionist give full attention during interaction with guest, Receptionist deliver correct and accountable bill or receipt.						

Source: data proceed, 2019

## CONCLUSIONS

Based on result of data analysis, can be concluded that mostly services given by receptionist are below expectations from respondent. Negative gap are comes from Front desk and lobby area are clean and tidy Receptionist are in well Groomed, Receptionist can provide a correct hotel information, Receptionist deliver correct and accountable bill or receipt, Receptionist are ready to serve guest, Receptionist are ready to handle guest requisition, Receptionist can deliver a quick service to guest, Receptionist has consistency give a honest

polite and courteous service, Receptionist can give a right and proper service or answer to guest Receptionist can make guest feel save during handling a transaction, Receptionist can keep guest privacy if needed, Receptionist give full attention during interaction with guest, Receptionist can feel and understand guest. While the positive gap comes from Front desk is equipped with proper infrastructure to support the receptionist ex. PC, Key Encoder, EDC machine, Stationary, receptionist deliver a professional service, receptionist can provide a correct and update general information

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