

## Analysis of service quality by front office department at Alila Villas Uluwatu

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**Abstract:** This study aims to determine the service quality and efforts of the Front Office department at Alila Villas Uluwatu in maintaining and improving the quality of its services. This research used a descriptive statistical analysis with purposive sampling method and collecting data using the method of observation, interviews, literature study, and documentation. The results on this research was the service quality of the Front Office department at Alila Villas Uluwatu are good and optimal. The quality service of Front Office department at Alila Villas Uluwatu based on 5 variables, namely tangible, reliability, responsiveness, assurance and empathy. The analysis results showed that all variables has greater percentage of positive reviews than negative reviews. The advice that can be given is to inform more clearly about the location in each Front Office section such as the lobby and villa.

**Keywords:** Service quality, guest complaints, Front Office department

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### Introduction

Badung is one of the regencies in Bali which is divided into six subdistricts and 62 villages with an area of 418,52 km<sup>2</sup> or around 7.43% of the mainland of Bali. The population of Badung regency in 2018 is 656,900 inhabitants (Minarni, 2019). Badung has experienced very rapid development, this is because Badung Regency has complete facilities such as accommodation, transportation, and telecommunications facilities. Besides having complete facilities, Badung Regency also has excellent tourist attractions that are much in demand by tourists (Bali Regional Tourism Office, 2001).

Alila Villas Uluwatu which is the place of discussion in this study is located in Badung precisely in South Kuta, this area is surrounded by beaches which are one of the most common tourist attractions and are visited by both domestic and foreign tourists of various ages. The number of tourists visiting South Kuta causes the existence of accommodation facilities to increase. Alila Villas Uluwatu is one of the five-star hotels located at Jalan Belimbing Sari, Banjar Tambyak, Pecatu Village, South Kuta, Badung, Bali, Indonesia.

Hotel is a type of accommodation that provides lodging and food and beverage facilities and services, as well as other services for the public temporarily and is professionally managed (Gaffar in Utama, 2017). According to its location, the hotel is divided into city hotels, residential hotels, resort hotels (mountain hotels, beach hotels, lake hotels, ravine hotels, hill hotels, forest/jungle hotels, amusement park hotels, and riverside hotels), motels, airport hotels, and boutique hotel (Soenarno, 2006).

From the classification of types of hotels based on their location, it can be concluded that Alila Villas Uluwatu is a Resort Hill Hotel, because it is located in a hilly area that has a direct view

overlooking the Indian Ocean. Alila Villas Uluwatu has complete facilities such as 65 villas, 3 restaurants, Spa, Boutique, Gym, and other.

In addition to having complete facilities, Alila Villas Uluwatu also has several departments to support its operations, one of the departments at Alila Villas Uluwatu is the Front Office department which is the center of information because all activities ranging from payment of hotel accounts, regarding lost items, accommodating guest complaints, and also provide information both inside and outside the hotel, all of which will affect other departments in the hotel.

The Front Office department at Alila Villas Uluwatu is divided into several sections, namely Reception Host, Guest Services, Communication Host and Villa Host. Each of these sections has its respective duties and functions in maintaining the quality of service to create an unforgettable experience for guests who come. Quality of service is a measure of how well the level of service provided can match customer expectations (Wijaya, 2011).

There are five dimensions of service quality namely tangible (the attractiveness of physical facilities, equipment, and materials used by the company), reliability (the company's ability to provide accurate services from the first time without making any mistakes and delivering services by the agreed time), responsiveness (the willingness and ability of employees to help customers and respond to their requests, as well as inform when services will be provided and then provide services quickly), assurance (the behavior of employees can foster customer confidence in the company and the company can create a sense of security for its customers. Guarantees also mean that employees are always polite and master the knowledge and skills needed to handle every customer question), and empathy (the company understands the problems of its customers and acts in the best interests of the customer, as well as giving personal attention to customers and having comfortable operating hours) (Tjiptono and Chandra, 2016).

Behind the good quality of service provided by all parties in Alila Villas Uluwatu, especially the Front Office department, there are still complaints from guests staying overnight, both complaints directly or indirectly through online media such as Agoda.com, Booking.com, and Tripadvisor.com whose reviews are the source of the data in this study. Guest complaints are interpreted as something unpleasant or something disturbing, chartered management institute defines guest complaints as an expression of dissatisfaction with products or services both oral and written from internal and external customers (LAN in Chandra, 2013).

Customer complaints are usually caused by problems such as weak responsibility (responsiveness), weak help from company staff (helpfulness), product availability, store/company policy, and service recovery (Bell and Luddington, 2006). As for the steps in handling complaints are listening carefully and looking at it from the customer's point of view, saying thank you accompanied by sincere body movements and smiles, don't be carried away by emotions when facing aggressive customers, directing customers to positions that make them feel understood and valued, after saying thank you, it's best to apologize so that the customer's emotions subside, set a logical deadline for resolving complaints, empower customer service staff by taking concrete steps to resolve complaints and finally if the complaint needs time to resolve then inform the customer of the progress of handling so that the customer remains sure that the complaint was processed (Lupiyoadi, 2013).

Based on the background described above, this research will raise two questions, namely (1) how is the quality service of the Front Office department at Alila Villas Uluwatu and (2) how is the Front Office department effort at Alila Villas Uluwatu to maintain and improve the quality of its services.

## Methodology

This research was conducted for four months at Alila Villas Uluwatu by taking the object of service quality in the Front Office department at Alila Villas Uluwatu. Types and sources of data used are qualitative and quantitative data with primary and secondary data. The method of determining the sample used in this study is purposive sampling, which is one of the non-random sampling techniques where sampling is carried out by establishing specific characteristics that are appropriate to the purpose of the study so that it is expected to answer the research problem.

The sample used in this study is guest reviews for three years from January 2017 to December 2019 on online travel agents, namely Agoda.com, Booking.com, and Tripadvisor.com. Data collection methods in this research were through observation, interviews, literature study, and documentation. The data analysis technique used in this study is a descriptive statistical analysis technique that is statistics used to analyze data by describing or illustrate data that has been collected as it is without intending to make conclusions that apply to the public or generalization (Sugiyono, 2014), which divided into three stages, namely data reduction, data presentation, and drawing conclusions and verification (Miles and Huberman in Sugiyono, 2016).

## Results and discussions

### Results

The results about the service quality of the Front Office department at Alila Villas Uluwatu from combining guest reviews data on online travel agents, namely Agoda.com, Booking.com and Tripadvisor.com for three years from January 2017 to December 2019 based on 5 variables namely tangible, reliability, responsiveness, assurance and empathy can be seen on following table.

**Table 1.** Service Quality of Front Office Department at Alila Villas Uluwatu in 2017-2019

Variable	Indicator	Percentage	
		Positive	Negative
Tangible	Strategic location in each Front Office section	0%	3%
	Complete facilities in each Front Office section	5.6%	0%
	Spatial planning and a comfortable place in each section of the Front Office	10.7%	0%
	Cleanliness in each Front Office section	22.3%	2.5%
	Total	38.6%	5.6%
Reliability	Solve problems quickly and efficiently	2%	1%
	Courteous and friendly service	7.6%	0%
	Total	9.6%	1%
Responsiveness	Staff services quickly and precisely	7.6%	1.5%
	The staff is responsive to guest needs	5.1%	0%
	Staff are responsive in meeting guests needs	8.6%	0.5%
	Total	21.3%	2%
Assurance	The ability of staff in providing information to guests who stay and visit	6.1%	1.5%
	The ability of staff to provide a sense of security and comfort to guests who stay and visit	9.1%	0%
	Total	15.2%	1.5%
Empathy	The staff is easy to find	2.5%	1.5%
	Staff can communicate politely and easily understood	1%	0%
	Total	3.6%	1.5%
Total		88.3%	11.7%

### Discussions

#### Service quality of front office department at Alila Villas Uluwatu

Based on Table 1 above, it can be explained that from the guests reviews data of the third online travel agent, namely Agoda.com, Booking.com and Tripadvisor.com for three years from January 2017 to December 2019, the quality of Front Office department services received a comparison of 88.3% positive reviews while negative reviews were only 11.7%.

All variables have a greater percentage of positive reviews than negative reviews and tangible variables become the most dominant variable by getting a percentage of 38.6% positive reviews and 5.6% negative reviews. This is because the tangible variable has a indicator cleanliness in each Front Office section which is the most dominant indicator in positive guest reviews by getting 22.3% positive reviews and negative reviews only 2.5%. This is because the

Front Office department always keeps the section clean apart from being assisted by other departments.

Besides having the most dominant indicator on positive guest reviews, the tangible variable also has the most dominant indicator on negative guest reviews, which are indicators strategic location in each Front Office section by getting 3% a percentage of negative reviews and 0% positive reviews, this indicator is one the only indicator that has a higher percentage of negative reviews than the percentage of positive reviews, this is because the location in each Front Office section such as the lobby and villa at Alila Villas Uluwatu is rather less strategic, especially in the one-bedroom pool villas located on rows three and four and on hillside villas which is quite far from the lobby.

As for other indicators that make tangible variables the most dominant variable, they are spatial and convenient place indicators in each Front Office section which are the second dominant indicators on positive guest reviews by getting 10.7% positive reviews and 0% negative reviews, and indicators completeness of facilities in each Front Office section that received 5.6% positive reviews and 0% negative reviews.

The second dominant variable is the responsiveness variable by getting 21.3% percentage of positive reviews and 2% negative reviews, while the indicators that make the responsiveness variable as the second dominant variable are indicators of staff service quickly and precisely get 7.6% positive reviews and 1.5% negative reviews, indicators staff are responsive of the guests needs get 5.1% positive reviews and 0% negative reviews, and indicators of responsive staff in meeting the needs of guests get 8.6% positive reviews and 0.5% negative reviews.

The third dominant variable is the assurance variable by getting 15.2% positive review and 1.5% negative reviews, while the indicator that makes the assurance variable as the third dominant variable is the indicator of the ability of staff to provide information to guests who stay and visit get 6.1% positive reviews and 1.5% negative reviews, and indicators of the ability of staff to provide a sense of security and comfort to guests who stay and visit get 9.1% positive reviews and 0% negative reviews.

The fourth dominant variable is the reliability variable by getting 9.6% positive reviews and 1% negative reviews, while the indicators that make the reliability variable as the fourth dominant variable are indicators of problem-solving quickly and well get 2% positive reviews and 1% reviews negative, and indicators of polite and friendly service that gets 7.6% positive reviews and 0% negative reviews.

Finally there is empathy variable which becomes the fifth dominant variable which has 3.6% positive review and 1.5% negative review, while the indicators that make empathy variable as the fifth dominant variable are easily found staff indicators that get 2.5% positive reviews and 1.5% negative reviews, and indicators of staff can communicate politely and easily understood who get 1% positive reviews and 0% negative reviews.

### *Front office department's effort at Alila Villas Uluwatu to maintain and improve the quality of its services*

In maintaining and improving the quality of its services, the Front Office department at Alila Villas Uluwatu has the efforts. In maintaining the quality of its services regarding cleanliness in each Front Office section which is the most dominant indicator on positive guest reviews, the Front Office department which is the reception host routinely does cleaning so that the lobby is always clean, in addition to being assisted by the public area attendant who is on duty in the morning and evening. While in the villa, the Front Office department staff which is the villa host routinely performs morning service and turndown service which is also assisted by the villa attendant. In addition to performing room service at the time specified, the villa host also serves room service when needed by guests.

Efforts made by the Front Office department to improve the quality of service regarding less strategic locations in each Front Office section are the most dominant indicators of negative guest reviews, the Front Office department has a bellman section that provides buggy service to deliver guests to the lobby or to places what guests want in the hotel environment is to use a buggy car. Other efforts made by the Front Office department if there are still complaints in the

form of less strategic locations in each Front Office section, namely taking the policy of moving guests to the location of the villa which is closer to the lobby, such as in one-bedroom pool villas located on row one or two, as well as at the cliffside villas, which are located next to the lobby with a note that guests are willing to pay more for upgrades.

To improve the quality of its services regarding responsiveness or employee responsiveness in assisting guests, the Front Office department routinely conducts refreshment training on operational standards, new standard training and so on which is done after each briefing. In addition to refreshment training, rewards are also given to the Front Office department that works very well according to Alila Villas Uluwatu's goal of always wanting to give guests a different surprise not only when they arrive, but also during their stay until they leave Alila Villas Uluwatu.

To improve the quality of its services regarding assurance or knowledge and the ability of employees to convey trust and confidence to guests to foster a sense of comfort and security to guests, the Front Office department always holds a shift at each shift so that the information given to guests is always information the latest and can be trusted by guests. Other than that, the Front Office department also continues to work according to standards and work as much as possible to exceed guests' expectations so that it can foster a sense of comfort and security to guests who stay or visit Alila Villas Uluwatu.

To improve the quality of its services regarding the reliability or ability of employees to provide the promised service such as solving problems quickly and properly as well as polite and friendly service, the Front Office department provides an opportunity for guests to express their complaints and listen carefully to all complaints submitted by guests, do not interrupt the guest conversation, apologize for the inconvenience that guests have felt while staying at Alila Villas Uluwatu, resolve complaints quickly and well, provide complimentary when guest complaints are resolved and guests are satisfied and ask back during the check-out process if the day was pleasant and whether there are still problems while staying at Alila Villas Uluwatu so that guests feel more valued even when they leave Alila Villas Uluwatu.

To improve the quality of service regarding empathy or understanding carried out personally by employees to guests by placing themselves in the guest situation, the Front Office department places two to three reception people in the lobby to be easily met by guests and can communicate politely and easily understood in several languages such as Indonesian, English, Japanese and Korean to welcome and help guests who need help.

## Conclusions

The quality of Front Office department service at Alila Villas Uluwatu based on 5 variables namely tangible, reliability, responsiveness, assurance and empathy all have a positive percentage of review greater than negative reviews and the most dominant variable is tangible by getting 38.6% positive review and 5.6% negative reviews. This is because the tangible variable has the most dominant indicator on positive reviews namely the cleanliness in each Front Office section by getting 22.3% positive reviews and 2.5% negative reviews. Besides having the most dominant indicator on positive guest reviews, the tangible variable also has the most dominant indicator on negative guest reviews, which are strategic location indicators in each Front Office section by getting 3% negative reviews and 0% positive reviews, this indicator is one only indicator that has a higher percentage of negative reviews than the percentage of positive reviews.

To maintain and improve the quality of its services, the Front Office department at Alila Villas Uluwatu carries out, namely 1) in maintaining the quality of its services regarding cleanliness in each Front Office section which is the most dominant indicator on positive reviews, the Front Office department routinely conducts cleaning to maintain each Front Office department section always clean, in addition to being assisted by other departments in charge of cleaning each department's Front Office section in the morning and evening, 2) in improving the quality of service regarding less strategic locations in each Front Office section which is the most dominant indicator of negative guest reviews, the Front Office department provides buggy service by the bellman section whose duty is to pick guests up to the villa and take the guest to the lobby or to the place that guests want in the hotel environment using a buggy car. If there are still complaints in the form of less strategic locations in each section of the Front Office department, the Front

Office department will take the policy of moving guests to villa locations that are closer to the lobby, such as in the one-bedroom pool villas located on rows one or two, or in cliffside villas are located besides to the lobby.

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