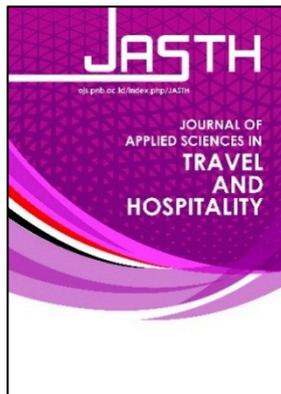


Motivation of Guest Service Agents in Conducting Upselling in Front Office Department to Increase Revenue in Hilton Garden Inn Bali

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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.

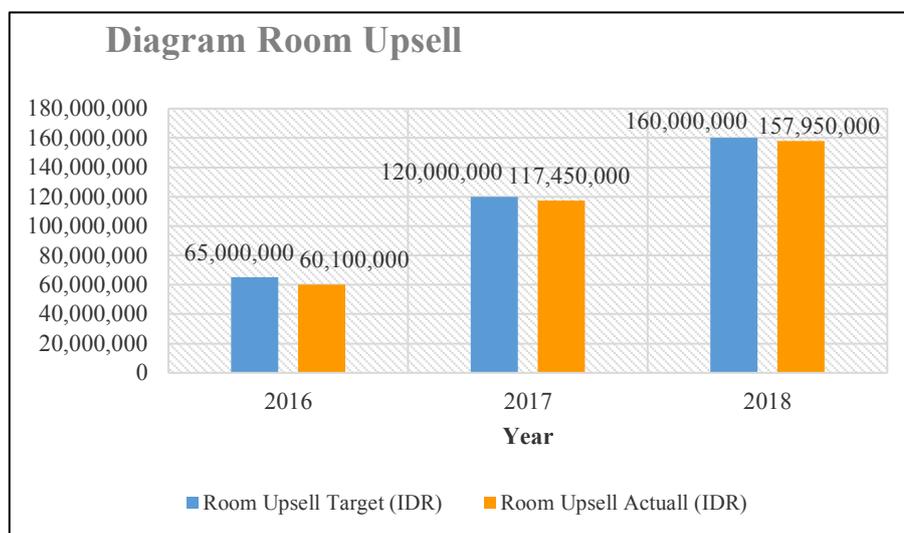
Keywords: *Upselling, guest service agent, front office, motivation*

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
X1.1	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%)
X1.2	The incentives provided by upselling are very satisfying	5 (41,6%)	6 (50%)	1 (8,3%)	0 (0%)	0 (0%)	12 (100%)
X1.3	Current incentives can be set aside to enough housing needs	4 (33,3%)	3 (25%)	5 (41,6%)	0 (0%)	0 (0%)	12 (100%)
X1.4	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%)
X1.5	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 _{2.1}	The condition of the workspace used is quite safe	8 (66,6%)	4 (33,3%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X _{2.2}	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 _{2.3}	Work safety at this hotel has been well considered	8 (66,6%)	4 (33,3%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X _{2.4}	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 _{3.1}	I can socialize well with fellow colleagues	8 (66,6%)	4 (33,3%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X _{3.2}	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 _{3.3}	Relations with superiors and subordinates are good and not rigid	9 (75%)	3 (25%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X _{3.4}	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 _{3.5}	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 _{4.1}	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 _{4.2}	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 _{4.3}	You do upsell to get incentives	8 (66,6%)	3 (25%)	1 (8,3%)	0 (0%)	0 (0%)	12 (100%)
X _{4.4}	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 _{4.5}	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 _{5.1}	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 _{5.2}	The boss gives trainees to do upselling	7 (58,3%)	5 (41,6%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X _{5.3}	Working at this company makes my ability grow	9 (75%)	3 (25%)	0 (0%)	0 (0%)	0 (0%)	12 (100%)
X _{5.4}	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 _{5.5}	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:

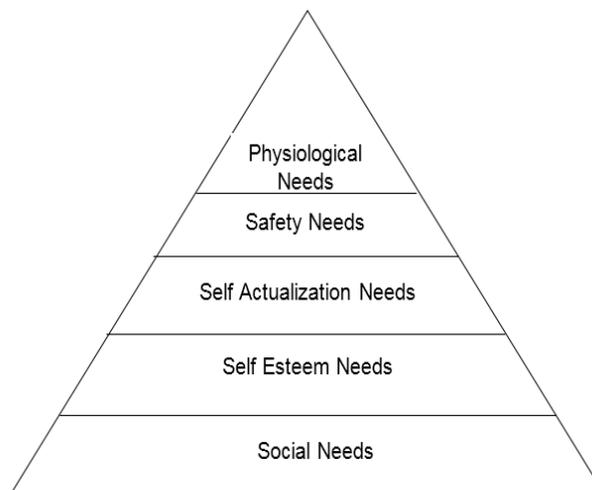


Figure 1. Pyramid Diagram of Maslow's Needs from Research Results

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.

ACKNOWLEDGEMENT

Author should present list of acknowledgement at the end. Any financial or nonfinancial support for the study should be acknowledged.

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