Supervisor Efforts to Improve Service Quality and Guest Satisfaction at Makase Restaurant at Hotel Indigo Bali Seminyak Beach

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Abstract

This study aims to determine the efforts of supervisors in improving service quality and guest satisfaction at Makase Restaurant at Hotel Indigo Bali Seminyak Beach, where this research has the formulation of the problem, (1) Supervisor’s efforts to improve service quality and guest satisfaction at Makase Restaurant at Hotel Indigo Bali Seminyak Beach, (2) What constraints are faced by supervisors in efforts to improve service quality and guest satisfaction at Makase Restaurant at Hotel Indigo Bali Seminyak Beach, and (3) How supervisors overcome obstacles in an effort to improve service quality and guest satisfaction at Makase Restaurant at Hotel Indigo Bali Seminyak Beach. This research uses qualitative research methods with primary data sources and secondary data. Data collection techniques by direct observation at the Makase Restaurant, interviews with supervisors regarding the supervisor’s efforts to improve service and guest satisfaction at the Makase Restaurant, and documentation by taking pictures using a mobile phone. The research instruments used were recording equipment, interview lists, notebooks and laptops. The analysis presentation technique used is descriptive, by obtaining data obtained from research on supervisors’ efforts to improve service quality and guest satisfaction at Makase Restaurant. The result of this study is that the supervisor’s efforts have an important role in improving service quality and guest satisfaction in restaurants.

Keywords: Effort, Supervisor, Improve, Quality, Service, Satisfaction.
INTRODUCTION
Background of the problem

Bali or often called the Island of the Gods is one of the islands in Indonesia. The island of Bali itself has great potential in the tourism sector due to its unique art and culture forms. This uniqueness is what makes tourists interested in coming to visit Bali and coming back to visit Bali. The Balinese apply their art and culture to be preserved from generation to generation, so that it becomes a separate culture. It is the sense of thickness of Balinese culture that is the highlight of tourists from within the country and abroad. Apart from art and culture, attractions and tourist attractions are also things that attract tourists to visit Bali. Uluwatu is an example of a place that sells the beauty and attractions of the Kecak dance. This is what makes the main attraction for tourists to visit Bali.

Accommodation and transportation are certainly needed to support the smooth running of tourism in an area. The hotel is intended as a place to rent accommodation with facilities inside. Hotels are usually aimed at tourists who want to vacation in an area and need a place to rest. Transportation is needed as a medium for traveling from one place to another, with adequate accommodation and transportation in an area will make it easier for visiting tourists to enjoy their current holiday or visit.

Hotel Indigo Bali Seminyak Beach is one of the hotels in Seminyak with direct views overlooking Double Six Beach. This hotel has a five-star rating and has many facilities, including 247 rooms, 23 suites and 19 villas, as well as dining and drinking facilities. Apart from being a place to stay, this hotel has facilities in the form of a restaurant inside the hotel or located on the beach. Makase Restaurant is one of the restaurants that presents the Indigo Hotel Environment Cafe concept with an open kitchen. The name "Makase" itself is taken from the word "Makasi" which means "Thank you" in Indonesian. At Makase Restaurant there are paintings in collaboration with @igorsatumongkok which are inspired by Seminyak culture, such as surfing, frangipani flowers, and noodles and eggs which are typical forms of collaboration, as well as other ornaments.
The following is a table showing the number of guest visits to Makase Restaurant for the period January 2023-May 2023.

**TABLE 1.1**

<table>
<thead>
<tr>
<th>No</th>
<th>Month</th>
<th>Number of visits</th>
<th>Visit Presentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>January</td>
<td>1.177</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>February</td>
<td>1.228</td>
<td>96%</td>
</tr>
<tr>
<td>3</td>
<td>March</td>
<td>1.174</td>
<td>105%</td>
</tr>
<tr>
<td>4</td>
<td>April</td>
<td>984</td>
<td>119%</td>
</tr>
</tbody>
</table>

**NUMBER OF GUEST VISITS AT MAKASE RESTAURANTS PERIOD JANUARY 2023- MAY 2023**

<table>
<thead>
<tr>
<th>No</th>
<th>Month</th>
<th>Number of visits</th>
<th>Visit Presentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>May</td>
<td>1.062</td>
<td>93%</td>
</tr>
<tr>
<td></td>
<td>Amount</td>
<td>5.625</td>
<td></td>
</tr>
</tbody>
</table>

Source: Hotel Indigo Bali Seminyak Beach, 2023

From table 1.1 it can be seen that the number of guest visits at the Makase Restaurant from January 2023-May 2023 has decreased. Guest visits in January were 1,177, in February the number of guest visits was 1,228, in March the number of guest visits was 1,174, in April the number of guest visits was 984, in May the number of visitors increased to 1,062. So the number of guest visits was 5,625 in January 2023-May 2023 at the Makase Restaurant, and it can be concluded that visitors to the Makase Restaurant experienced a monthly decline due to the absence of year-end holidays. From the number of tourist visits that come, it can affect the stability of the political and economic situation in our country and in the international world. Of course, every waiter must be required...
to be able to provide the best service to customers so that they can provide satisfaction for visitors who come to the Makase Restaurant.

The large number of restaurants in the field of food and beverage services will lead to increasingly fierce competition, the main key to winning the competition is to provide satisfaction values that exceed consumer expectations through the delivery of quality products and services at fairly competitive prices. Makase Restaurant Management understands that the factor that greatly influences the number of customers is customer satisfaction. Satisfied customers will become loyal so that they will come back again and will even invite their colleagues and form word of mouth recommendations that will be profitable for the company. Conversely, dissatisfied customers will not come again and will even tell other people about their dissatisfaction, so service quality is the most important thing needed to be able to provide satisfaction to guests who visit Makase Restaurant, with good service quality guest satisfaction will be achieved, the satisfaction of customers who come to enjoy the service is the main factor given at the Makase restaurant.

To improve service in a restaurant, a professional workforce is needed to meet the needs of guests. Hotel Indigo itself has operational standards in the form of Service Behavior (service behavior) in its performance, which contains Be Original (be yourself), Be Curious (be curious), and Be Vibrant (be enthusiastic). Service Behavior itself is used as a reference for employees in serving guests at the hotel, by showing self-authenticity, having a high sense of curiosity, and having high enthusiasm, showing that an employee can serve guests optimally. Apart from service behavior, Hotel Indigo also emphasizes The Five Winning Ways that are believed to be important to both the company and guests. The Five Winning Ways contain points in the form of do the right thing (doing the right thing), show we care (show that we care), aim higher (make a higher target), celebrate difference (appreciate differences), and work better together (work better together). There is also true hospitality attached to Hotel Indigo which contains true attitude, true confidence, true listening and true responsiveness as a reference for employees. to serve the best. Hotel Indigo provides these
important points as a reference for providing the best service to guests who come with high expectations and leave satisfied without feeling disappointed.

There are things that need to be done to improve the quality of service, namely by improving the self-quality of a waiter and being able to work together, but based on the results of the author’s observations at Makase Restaurant, it can be seen that frequent guest complaints occur which indicate a decline in service quality. This is due to errors in writing orders (taking orders), lack of mastery of the menu by waiters, and delays in service. The following table shows a list of guest complaints at Makase Restaurant for the period January 2023-May 2023.

**TABLE 1.2**
**LIST OF GUEST COMPLAINTS**
**PERIOD JANUARY 2022 – JUNE 2022**

<table>
<thead>
<tr>
<th>NO</th>
<th>MONTH</th>
<th>TYPE OF COMPLAINT</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Wrong writing order</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lack of mastery of the menu</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Delay in service</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>January</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>2</td>
<td>February</td>
<td>6</td>
<td>11</td>
</tr>
<tr>
<td>3</td>
<td>March</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>4</td>
<td>April</td>
<td>5</td>
<td>-</td>
</tr>
<tr>
<td>5</td>
<td>May</td>
<td>11</td>
<td>5</td>
</tr>
<tr>
<td>AMOUNT</td>
<td></td>
<td>36</td>
<td>32</td>
</tr>
<tr>
<td>AVERAGE</td>
<td></td>
<td>12%</td>
<td>10,67%</td>
</tr>
</tbody>
</table>

*Source: Hotel Indigo Bali Seminyak Beach 2023*
Based on table 1.2, it can be described that the average number of guest complaints caused by errors in writing orders (taking orders) is 12% of complaints. An average of 10.67% of guest complaints were caused by the waiter's lack of mastery of the menu. On average, 15.33% of guest complaints were caused by delays in service. Based on the data above, it can be concluded that most of the guest complaints at the Makase Restaurant in January–May 2023 were caused by the length of time guests were waiting for the food they ordered.

From the discussion above, the authors are interested in conducting research with the title "Supervisor's Efforts in Improving Service Quality and Guest Satisfaction at Makase Restaurant at Hotel Indigo Bali Seminyak Beach".

Problem Formulation

Based on the background of the problems above, the research problem can be formulated as follows:

1. What are the efforts of supervisors in improving service quality and guest satisfaction at Makase Restaurant at Hotel Indigo Bali Seminyak Beach?
2. What are the constraints faced by supervisors in an effort to improve service quality and guest satisfaction at Makase Restaurant at Hotel Indigo Bali Seminyak Beach?
3. How do supervisors overcome obstacles in an effort to improve service quality and guest satisfaction at Makase Restaurant at Hotel Indigo Bali Seminyak Beach?

Research Objectives

Based on the formulation of the problem above, the research objectives can be described as follows:

1. To find out the supervisor’s efforts in improving service quality and guest satisfaction at the Makase Restaurant at Hotel Indigo Bali Seminyak Beach.
2 To find out what obstacles are faced by supervisors in efforts to improve service quality and guest satisfaction at Makase Restaurant at Hotel Indigo Bali Seminyak Beach.

3 To find out how supervisors overcome obstacles in an effort to improve service quality and guest satisfaction at Makase Restaurant at Hotel Indigo Bali Seminyak Beach.

Benefits of Research
There are two benefits from a theoretical point of view and practical benefits.

1 Theoretical Benefits
From the research that has been done, it is hoped that it can be a reference or input in improving the quality of service in restaurants, especially the Makase Restaurant.

2 Practical Benefits
The benefits of this research are:

a. For Hotels
   It is hoped that it can be used as input in improving the quality of service in restaurants.

b. For Campus
   It is hoped that it can be used as input and guidance for students in compiling the Final Project Report.

c. For Students
   As a fulfillment of the requirements to graduate, and assist students in adding insight in the industrial world.

THEORETICAL BASIS

Theoretical Study
Theoretical studies are a series of concepts, definitions and perspectives about one thing that are neatly arranged. This section will explain several definitions and theories from various sources and experts related to the main topic of this research.
Definition of Hotels

According to Sulastiyono (2011: 5) a hotel is a company managed by its owner by providing food, drink and room facilities for sleeping to people who travel and are able to pay a reasonable amount in accordance with the services received without any agreement.

According to Minister of Transportation Decree No. Pm 10/Pw. 301/Phb 77, Hotel is a form of accommodation that is managed commercially, provided for everyone who gets service and food and drink. According to Hermawan (2018: 1), a hotel is an industry or service business that is managed commercially.

So it can be concluded that a hotel is a form of organization or accommodation that is managed commercially, in the form of lodging services by providing facilities such as food, drinks, and fulfilling comfort requirements for its customers.

Definition of Restaurant

According to Tangian (2019: 11), a restaurant is one that provides food and beverage services. According to Atmodjo in (Khusnul & Ugie, 2018: 14), a restaurant is a place or building that is organized commercially, which provides good service to all consumers in the form of food or drinks.

According to Nifati & Purwidiani (2017: 14), a restaurant is a place or building that is organized commercially, which provides good service to all consumers in the form of food and drinks. Based on the research above, it can be concluded that a restaurant is a commercially managed place that provides food and drink services.

According to WebstaurantStore (2018) there are 11 types of restaurants, namely:

a. Fine Dining

Fine dining is characterized by a formal dress code and fine dining etiquette. And the restaurant is decorated with a luxurious atmosphere with good service.
b. Casual Dining
   The atmosphere of this restaurant usually varies depending on the brand and target customers. Menu prices in casual dining are grouped at medium prices.

c. Contemporary Casual
   A modern and trendy restaurant with a different brand. This restaurant follows environmentally friendly and unique protocols, as well as healthy food options with fine cuisine.

d. Family Style
   The family style restaurant has a casual atmosphere. Food is usually served on large plates to be enjoyed together.

e. Fast Casual
   Food quality and prices are higher than fast food but cheaper than casual dining.

f. Fast food
   This restaurant focuses on fast service and counter or drive thru service.

g. Café
   Cafés usually serve coffee, tea, pastries and snacks for breakfast and lunch. Café atmosphere is usually casual and relaxed so it can be a place to meet friends and a relaxed workplace.

h. Buffet
   This buffet type restaurant is usually also known as All You Can Eat. This restaurant usually has a theme or specialization in its dishes, for example only serving Chinese or Indian, or Indonesian, etc.

i. Food Trucks and Concession Stands
   Serves snacks such as hot dogs, ice cream, sandwiches, etc. Usually this type of restaurant can be found outdoors such as sporting events, exhibitions, city streets, etc.

j. Pop-Up Restaurants
   This type of restaurant has a creative and contemporary concept. Operates from just a few hours to several months. The location of this restaurant
varies, it can be in a shipping container, an old unused building, or outdoors.

k. Ghost Restaurant

Ghost restaurant can be called a virtual restaurant or a special delivery restaurant. This restaurant is called Ghost Restaurant because it doesn't exist physical location. These restaurants usually partner or have a third party to deliver food and utilize websites and social media.

Definition of Effort

According to the Big Indonesian Dictionary, effort is effort, effort (to achieve a goal, solve a problem, find a way out, effort). According to the Drafting Team of the Ministry of National Education, Effort is effort, reason or endeavor to achieve a goal, solve a problem, find a way out, and so on.

According to Baskoro (2016: 8), Effort is an effort to convey something or activity to achieve the desired goal. It can also be interpreted as actions, ways, methods, steps taken to do something. Based on the definition above, it can be concluded that effort is an effort to achieve a purpose and goal.

Definition of Supervisors

According to the Big Indonesian Dictionary (KBBI), a supervisor is the main supervisor, main controller, or supervisor.

According to Dharma (2014: 4), Supervisors are the first level managers who have direct contact with employees.

Based on the definition above, it can be concluded that a supervisor in a company is a leader who occupies a leading management position at the organizational level. Its role in a company is very strategic and determines the smooth implementation of the company's own plans, especially in establishing direct relations with employees.

Supervisor's Duties and Responsibilities

There are 4 duties and responsibilities of supervisors, namely:
a. Planning the implementation of daily tasks for the group of workers under him, including; providing the necessary tools and equipment, distributing the workload evenly, detailing the use of time, and using efficient process methods and techniques.

b. Use authority appropriately, in the sense of knowing one's limits as a supervisor.

c. Open and transparent in information to subordinates and vice versa.

d. Striving for maximum work results from a group of workers for the benefit of the organization.

**Definition of Increase**

According to the Big Indonesian Dictionary, to increase is to raise, heighten, intensify. According to Adi (2016: 6), Improvement comes from the word level. Which means layers or layers of something which then forms an arrangement. Improvement is an attempt to make something better than before. An effort to achieve an improvement usually requires good planning and execution. This planning and execution must be interconnected and not deviate from the predetermined goals. According to Alwi (2013: 1197-1198), Improving is a process of action, a way to increase business, and so on. Based on the definition above, it can be concluded that improving is a method or effort made to make something in a better direction.

**Definition of Quality**

According to Nastiti (2014: 4), the quality of a product can have an important role in the company, because it can have a valuable symbol of trust in the eyes of consumers.

According to Talaumbanua (2013: 4), quality is the overall characteristics or characteristics of goods and services that affect their ability to meet the needs and desires of consumers, both stated and implied. In this case, quality is completely determined by consumers as product users.
According to Hariastuti (2013: 4), Quality is the totality of the characteristics of a product that supports the ability to satisfy the needs specified or implemented.

Based on the definition above, it can be concluded that quality is the ability of a product to be seen depending on the person who evaluates it.

**Definition of Service**

According to Moenir (2015: 17), service is a process of fulfilling the needs of other people’s activities.

According to Fisk, et.al (2016: 2), service is a process consisting of a series of actions, interactions, important activities to deliver services to customers where in this delivery there is a goal of generating profits.

According to Kotler (Laksana, 2018: 85), service is any action or activity that can be offered by one party to another party, which is basically intangible and does not result in any ownership.

From the opinion above, it can be concluded that service is a human effort provided to other people with the aim of generating profits.

**Types of Services**

The understanding of the types of services according to Arisandi (2009: 8), namely:

A. **Table Service**

Table Service is one way of serving food on the dining table. This type of service is the oldest and most commonly used service in a restaurant. The Table Service service system has many varieties, ranging from official to unofficial presentations. Table Service can be divided into several sections, including:

B. **French Service**

Has a formal or official nature of service. In ancient times this service was first used in the environment of the nobility. This service seems very luxurious and luxurious, because the attention to guests is very great.
C. Russian Service or Plater Service
Russian service is very formal, luxurious and guests feel they are getting extraordinary attention, from waiters and waitresses. Two very prominent differences between Russian Service and French Service are that Russian Service only requires one waiter and waitress, while French Service requires two waiters and waitresses.

D. English service or family service
The service is formal or official and tends to be kinship. This service is very similar to the service we usually do at home when we eat together. English Service is sometimes used for special dinner events which are held in a special dining room in a restaurant.

E. American Service
American Service, which is not so formal or official when compared to English service, French Service, and Russian Service, is the system most commonly used in restaurants. American service is very famous for its characteristic that food has been prepared, arranged, arranged neatly and attractively on kitchen plates, except for salad, bread and butter. Almost all accompanying food on the entrée plate with the main dish. To serve only needed a waiter / waitress only.

F. Tray Service
Tray Service, this type is almost the same as American Service, the difference is that guests are not served at the restaurant but in their respective rooms, food is brought to the guest’s place on a tray or guridon (Arisandi, 2009: 10).

G. Catering Service
Catering Service, namely extending several types of food on the counter which is guarded by the cook along with the prices and guests can choose their favorite food.

H. Padang Service
Padang Service, this type of service is usually done at Padang restaurants, each type of food has been arranged on a plate, everything is arranged on the table, guests just have to choose and take their own favorite food.

**Service Indicators**

There are several indicators of service quality that must be met, including the following 5 indicators:

1. **Tangible/Direct evidence**
   - Real evidence of care and attention given by service providers to consumers.

2. **Reliability / Circumstances**
   - The company’s ability to carry out services in accordance with what has been promised in a timely manner.

3. **Responsiveness**
   - The company’s ability is carried out directly by employees to provide fast service and response.

4. **Assurance**
   - Employe knowledge and behavior to build trust and confidence in consumers in consuming.

5. **Empathy / Empathy**
   - The company's ability, which is carried out directly by employees, to pay attention to individual consumers, including sensitivity to consumer needs.

**Improving Service Quality**

There are factors that influence service quality, including:

1. **Identify the main determinants of service quality**
   - Every service company needs to strive to provide the best quality to its customers. For this reason, research is needed to identify the main determinants of service quality from the customer's point of view, such as
physical facilities, number of employees, responsiveness, protection, speed and accuracy in service, approach to guests and means of communication.

2. Manage customer expectations
   It is not uncommon for a company to exaggerate its communication messages to customers with the intention of getting them hooked. Things like this can boomerang for companies, therefore there is one thing that can be used as a guideline, namely not promising what cannot be delivered but providing more than promised.

3. Managing Evidence (Evidence)
   Management of service quality evidence aims to strengthen customer perceptions before and after services are provided. Evidence of service quality in the form of physical service facilities, appearance of the service provider, financial reports and company logo.

4. Educate Consumers About Services
   Helping customers to understand a service is an excellent effort to convey service quality. Guests who are more educated will be able to make better decisions, therefore guest satisfaction can be higher.

5. Develop a Quality Culture
   Quality culture is an organizational value system that creates a conducive environment for the establishment and continuous improvement of quality. There are several factors that can facilitate and at the same time hinder the development of quality services, namely:
   a. Humans, for example job descriptions, selection, training, people, rewards/salaries, career paths.
   b. Program, including complaint handling, management tools.
   c. Internal communication and external communication, consisting of good skills, procedures, communicating policies and feedback within the organization.

6. Creating Automating Quality
The existence of automation can overcome the variability of service quality due to a lack of human resources, even so before deciding to do automation. Companies need to carry out careful research to determine which parts require a human touch and which require automation, to avoid automation that covers all services.

7. Follow up on services
   Following up on services can help isolate aspects of the service that need improvement. Companies need to take the initiative to contact some or all customers to find out their level of satisfaction and perception of the services provided. Companies can also make it easy for customers to communicate, both regarding their needs and complaints.

8. Develop a service quality information system
   A service quality information system is a system that uses a variety of research approaches in a systematic way to collect and disseminate service quality information to support decision making. The information needed covers all aspects, namely current and past data, Quantitative and Qualitative, Internal and External, as well as information about the company and customers.

**Definition of Satisfaction**

According to Tjiptono (2015: 146) satisfaction is a person's feelings of pleasure or disappointment that arise after comparing perceptions of the performance (results) of a product with their expectations.

According to Kotler and Keller (2018: 138) satisfaction is a person's feeling of pleasure or disappointment that arises from comparing the perceived performance of a product (or result) to their expectations.

According to Richard (In Sudarsito 2014:3) satisfaction is the customer's perception that their expectations have been met or exceeded. Customer satisfaction is the customer's opinion that by using a particular company's product their expectations have been met.
Based on the definition above, it can be concluded that satisfaction is the expectation and performance that results in a product for the customer, where the customer believes about what he will receive if the customer buys and enjoys the dish.

**Satisfaction Indicators**

According to Kasmir (2016: 217) argues that there are several indicators that affect service quality. There are five indicators in determining service quality, including the following:

a. Real or Physical Evidence (Tangible)
   This relates to the quality of services which can be seen from physical evidence, such as buildings, facilities, officers or employees and so on.

b. Empathy
   Service quality includes ease of communication and understanding of customer needs and wants. Such as willingness to help customers, respond to customer requests, and attention to customer needs and interests.

c. Reliability
   This relates to service quality including trust in institutions, accuracy of customer records, and customer trust in employees. It can be concluded that reliability is the company's ability to provide services to customers as promised accurately, reliably, consistently and with speed in service.

d. Responsiveness (Responsiveness)
   Service quality can be seen from its ability to help and provide fast (responsive) and appropriate service to customers.

e. Guarantee or certainty (Assurance)
   This relates to the company’s promises to customers, such as determining the time for providing services, transaction security, determining operating times and certainty of services provided to customers.

**Empirical Studies**

In this empirical study, researchers discuss 3 studies that have been conducted previously. Trianata's research (2022) entitled "Supervisor's Efforts in
Improving the Quality of Waiter Service at Husk Restaurant The Royal Beach Seminyak Bali" concludes that the Supervisor's efforts to improve the quality of restaurant service are by providing SOP training, providing briefings to waiters and providing training on product knowledge to waitress.

Pangemanan, Rondonuwu, Djamali's research (2017) entitled "The Role of Supervisors in Improving the Work Effectiveness of Waiters in Five-Star Hotel Restaurants" can be concluded that the ability of supervisors to work professionally determines the performance of waiters.

Solikhan and Putri's research (2014) entitled "Efforts to Improve Restaurant Services in Serving Guests at the Jogjakarta Plaza Hotel" can be concluded that the hotel always holds regular briefings. solve problems together what is felt lacking during work. To increase knowledge, employees also receive a Task Break Down from the supervisor, which is how to do the job in detail, for example how to serve tea to guests, how to polish glass ware, and so on, so that what is done between one employee and another is no different.

Based on the three studies that have been carried out above, the similarity of the three studies with the author is that the importance of service quality for each employee in a restaurant is the main element where the supervisor's efforts are very important in motivating, providing training in accordance with the SOP (Standard Operating Procedure) applicable in restaurant, while the difference between the three studies above and the research conducted by the authors is the difference in the place and time of the research conducted by each author.
Conceptual Framework

EXHIBIT 2.1
conceptual framework

Supervisor's efforts to improve service quality and guest satisfaction at Makase Restaurant at Hotel Indigo Bali Seminyak Beach

Formulation of the problem

Theoretical study

Data collection technique

Analysis and Discussion

Conclusion

Source: Researcher, 2023

Information:
Based on the conceptual framework above, it can be concluded that in the supervisor's efforts to improve service quality and guest satisfaction at the Makase Restaurant at Hotel Indigo Bali Seminyak Beach, there were several problems that the author discovered during conducting research, then from these problems the author looked for related theories, with the supervisor's efforts to improve service quality and guest satisfaction at Makase Restaurant.
The author also conducted research at the Makase Restaurant using observation, interviews and documentation methods, then the author carried out analysis and discussion by comparing the research results at the hotel with existing theories, then made conclusions.

RESEARCH METHODS

Identification of Research Objects
Identification of the objects of this research includes, among others:

Research Time
This research was carried out at the Makase Restaurant at the Hotel Indigo Bali Seminyak Beach for 6 months, namely from January-June 2022 where the researcher conducted direct research on supervisors’ efforts to improve service quality and guest satisfaction at the Makase Restaurant at the Hotel Indigo Bali Seminyak Beach.

Research Place
Hotel Indigo Bali Seminyak Beach is located in a strategic location about 20 minutes from Ngurah Rai Airport. This hotel has an area of 4.8 hectares.

Address: Jalan CamplungTanduk, No.10, Seminyak, Badung, Bali
Telephone: (0361) 2099999
Fax: (0361) 2099988
Website : www.hotelindigo.com

Facilities owned by Hotel Indigo
Room Types Hotel Indigo Bali Seminyak Beach is the largest resort-level hotel in Bali, Indonesia. Hotel Indigo also has 247 rooms, 23 suites and 19 villas (17 bedroom villas and 2 bedroom villas). The following is an explanation of several types of rooms and villas, namely:

Room Facilities
1. Room (Leading Rooms)
   a. Classic Room is the lowest room category facing the resort building and is divided into 81 king size beds and 24 twin bed rooms.
b. Neighborhoods Room is a category of rooms facing this room, divided into 42 king size beds and 4 twin bed sizes.

c. Oasis Room is a room category that has a resort view which is divided into 20 king size beds and 3 twin bed sizes.

d. Patio Room is a room category that has garden views and has easy access to the swimming pool. This room is divided into 20 king size beds and 13 twin bed sizes.

e. Sea Breeze Room is a category that has partial beach views and is divided into 21 king size beds and 4 twin bed sizes.

Based on the types of rooms above, all rooms have the same room facilities such as IPTV (Internet Protocol Television) where guests can order food, view various spa treatments, resort maps and TV channels, and have Punch & Munch, AC, telephone and room amenities such as shampoo, body lotion and so forth.

1. Suites
   a. Perada Suite is a room type that has an area of 62 sqm overlooking the swimming pool and hotel building which has 17 king size beds & more complete facilities.
   b. Tirta Suite is a room type that has an area of 70 sqm and has a partial view of the beach (partial ocean view) which has 3 king size beds & more complete facilities.
   c. The Sagar Suite is a room type that has an area of 111 sqm and has garden views, which has 3 king size beds & more complete facilities than the other suites. Examples such as a spacious living room with a large sofa, lounge chairs on the balcony.

2. Villas
   a. One Bedroom (17 villas) Wangsa villa is a type of room that has an area of 270 sqm and has views of tropical gardens, Jacuzzi, private swimming pool, sun deck, living room and is equipped with IPTV (Internet Protocol Television) and this Wangsa villa has 1 king size bed per villa.
   b. Two Bedroom (2 villas) Maha villa is a type of room that has an area of 800 sqm and has views of tropical gardens, Jacuzzi, private swimming pool,
sun deck, living room and equipped with IPTV (Internet Protocol Television), and this maha villa has 1 king bed size & 1 twin bed size per villa and has more complete facilities.

Dining and Drinking Facilities
Hotel Indigo has many outlets such as a coffee shop, restaurant, bar and even a beach house. The following outlets are owned by Hotel Indigo Bali Seminyak Beach, namely:

1. Makase Restaurant is open (06.30-23.00). Serves: Breakfast (Breakfast), Lunch (Lunch), Dinner (Dinner), which provides food and drinks with the concept of Asian & Indonesian food.

2. Pottery Café opens hours (06.30-18.00), Serves: Breakfast (Breakfast), Lunch (Lunch), Afternoon tea, and also the pottery café serves afternoon tea from 14.00-17.00 where guests can enjoy tea and coffee as well various kinds of pastries. Pottery café has ceramic displays from kevala ceramic with unique designs and different types.

3. Tree Bar opens hours (11.00-23.00) which provides various kinds of wine, beer, cocktails, mocktails, juices, local and foreign champagne, besides various drinks, there are also salads and snacks (Range of salad & finger food).

4. Cave By The Pool is open (09.00-18.00) serving snacks such as French fries, burgers, as well as cocktails and mocktails. Opening hours start from (09.00-18.00)

5. Home Delivery is open 24 hours, Serving: Breakfast (Breakfast), Lunch (Lunch), Dinner (Dinner), which provides a variety of ala carte foods. Home Delivery itself is a service system from the hotel so that guests can enjoy food or drinks in their rooms.

6. Sugars and restaurants & bars open hours (08.00-01.00), Serving: Breakfast (Breakfast), Lunch (Lunch), Dinner (Dinner), which provides food and drinks with a mixed concept between Peruvian & Japanese specialties. (Nikei inspired and Japanese modern dishes).
7. Salon Bali is a fine dining restaurant that serves a mixture of Balinese and western food and is open from 18.30–22.00.

**Support Services**

The supporting services at Hotel Indigo that can pamper guests while at the hotel include:

a. Indigo Cave Explorer is a supporting facility owned by Hotel Indigo Bali Seminyak Beach. At Indigo Cave Explorer there are several activities for children which are different every day.
b. Health Club is a fitness or gym facility that can be accessed using a room key (key card) with a 24-hour opening hour.
c. Sava Spa is a spa owned by Hotel Indigo Seminyak Beach, which has various types of massage, medicure and pedicure treatments. Sava spa is open from (09.00–09.00)
d. Main Pool is a swimming pool for guests staying at the hotel or visitors. And open from (07.00–19.00).
e. Secret Garden Pool is a swimming pool specifically for guests staying at the hotel only.
f. The ballroom is used for conferences and certain events, including Kama Veda, Saka and Naya.

**Chart 3.1**
Makase Hotel Indigo Restaurant Organizational Structure

![Organizational Structure Chart](https://mapindo.ejurnal.info/index.php/manajemen_pelayanan_hotel)
Duties and Responsibilities of each position:

1. Food & Beverage Director
   a. Responsible for all operations including facilities, revenue, and guest satisfaction.
   b. Responsible for the quality of products and services from the Food and Beverage Department.
   c. Report everything related to operations directly to the General Manager.

2. Ast Outlet Manager/Head Barista
   a. Responsible for managing operations within the outlet.
   b. Provide directions to all waiters/ss and bartenders.
   c. Make a work schedule for all staff, DW and trainees.
   d. Report all matters regarding operations at the outlet to the Manager.

3. Supervisors
   a. Responsible for assisting the FB Director in directing and overseeing operations.
   b. Provide directions to all outlets regarding operations.
   c. Provide reports to the FB Director regarding daily operations.

4. Captain
   a. Handling complaints or guest complaints.
   b. Provide employee appraisal reports to the asts outlet manager.
   c. Handle mentoring or training of new employees.

5. Baristas
   a. Serving guests and taking orders.
   b. Making drinks ordered by guests such as tea, latte, cappuccino, and many more.
   c. Grind fresh coffee beans to be processed into coffee.

6. Waiter/waitress
   a. Providing food and beverage services to all guests who come to the outlet.
   b. Ensuring that all services provided are in accordance with applicable standards and procedures.
   c. Check the comfort and satisfaction of guests who come to the outlet.
d. Perform duties as a cashier.

**Data Types and Sources**

This research uses the following types and sources of data:

**Data Types**

The types of data used in conducting this research are quantitative data and qualitative data:

Quantitative data is data in the form of numbers used as supporting data in this research, such as data on guest visits at the Makase Restaurant, and data on the number of guest complaints at the Makase Restaurant.

Qualitative data is data in the form of information that is related to the problem being discussed, such as data obtained from observations and interviews and presented in written form.

The data sources used in conducting this research are primary data and secondary data.

**Data Source**

Primary data is data obtained from the first party or directly from a source which is then processed by researchers such as the results of interviews conducted with supervisors.

Secondary data is data obtained in the form of data that is ready-made and does not need to be re-processed, such as the history of the hotel or the organizational structure of the restaurant.

**Research Instruments**

The instruments used by the author in collecting data in this study were a list of interview questions when conducting interviews with supervisors, observation checklists when conducting observations at the research site, notebooks and stationery to record information from informants, when conducting interviews, cellphones as recording devices when conducting research and documentation.
Data Collection Techniques
This research data collection techniques using observation, interviews and documentation.

Observation is a data collection technique by making direct observations on the object under study.

Interview is a data collection technique by conducting direct questions and answers with the supervisor at the Makase Restaurant at the Indigo Bali Hotel Seminyak Beach.

Documentation is a data collection technique by collecting documents owned by hotels that can support research such as hotel history, hotel facilities and the organizational structure of Makase Restaurant.

Data Analysis Techniques
In this research the author used Qualitative Descriptive Analysis Techniques, which is a technique used to systematically organize data or information obtained during research so that conclusions can be drawn according to the problems discussed.

Techniques for Presenting Analysis Results
The technique of presenting the results of the analysis is the final stage of a study. This study uses a descriptive method with attention to the quality of the problems discussed and concluded. The data obtained by the researcher is then processed and collected so that it becomes information that can and is easily understood, to then be used to answer the existing problem formulation with a description. The data obtained by the author are from direct interview techniques, direct field observations, as well as data from previous research as a reference.

DISCUSSION
Supervisor’s efforts to improve service quality and guest satisfaction at Makase Restaurant at Hotel Indigo Bali Seminyak Beach
A supervisor has duties and responsibilities in the restaurant to manage the restaurant so that it runs smoothly according to the SOP (Standard Operating Procedure) that has been implemented. The task carried out by the supervisor is to plan the implementation of the waiter’s duties, use authority appropriately, openly and transparently, and strive for maximum work results. In addition, another task carried out by the supervisor is to find out feedback from guests regarding guest experience, handle guest complaints according to procedures, and also assess the level of satisfied guests who have enjoyed the services and facilities of the Makase Hotel Indigo Restaurant. To implement this task, the supervisor provides Standard Operating Procedures (SOP) to waiters so that all waiters have the same standard of work.

The following is the Standard Operating Procedure that applies to Makase Restaurants:

1. The Greetings
   a. When a guest enters a restaurant, the guest must be greeted and must be made to feel comfortable.
   b. Must greet guests within 10 seconds of arriving at the restaurant and in a clear voice, good looks, smile and eye contact.
   c. Must greet guests warmly & clearly introduce themselves and address guests by their name.
   d. After welcoming the guest, check whether the guest has a reservation or not before escorting the guest to the table, if the guest has a reservation, check the details with the guest (guest name, number of covers, special events and references).

2. The Seating
   a. Guests will be escorted by the host to the table that has been prepared.
   b. When escorting guests to their table, it is important to stay engaged in conversation with the guest.
   c. Assist when seating guests by gently pulling and pushing chairs back (ladies first) and ensuring that they are comfortable with their chairs and seating arrangement.
3. Presenting Menu

Serve the menu to each guest (ladies first) and provide a brief explanation of the menu & restaurant concept to guests.

1. Presenting Beverage List
   a. Approach the table and take drink orders, promote the cocktail of the day and make a drink sale, if the guest declines, offer bottled water or soda.
   b. Pay attention to all guest preferences & offer solutions to meet their expectations. Especially for allergies, dietary restrictions and special occasions, pay more attention to those situations.

2. The Recommendation and Taking Order
   a. Get to know the menu with precise explanations as perfectly as possible.
   b. Use clear, precise and correct vocabulary when explaining, suggesting and explaining the menu to guests.
   c. Always be confident in front of guests so that guests feel knowledgeable.
   d. Drink recommendations to start with and ask if guests would like home made infusions.
   e. Always start with the children, the ladies then follow all the guests at the table when placing orders.
   f. Listens actively, writes down orders and asks about preferences when necessary. Must have good product knowledge in order to sell suggestively to guests.
   g. If unsure, repeat the order to the guest when taking the order.
   h. Entering orders into Micros promptly and accurately for all required items with seat numbers ensuring that runners know which guest has which dish and entering comments on Micros (allergies/dietary requirements etc.)

3. The Beverage Service
   a. Before serving drinks, always check the quality, presentation based on standards (portions, glasses and garnishes used).
   b. Serve all drinks to the table within 4 minutes of ordering.
c. Excuse guests when placing/serving drinks and confirm or repeat orders when placing drinks on the table.

d. For beer, soft drinks and other bottled drinks, guests will be offered a pour.

e. For serving wine, always serve it within 4 minutes of taking the order. Show the bottle to the table with the label facing the guest before opening the bottle. Offer the person ordering the wine (the host) a taste before pouring it to the other guests and always serve the lady first and the host last. Store white wine in an ice bucket by the table, in case red wine leaves the bottle on the table.

4. The Bread & Crackers Service

After the food order is taken and entered into the system, bread/crackers must be brought to the guest’s table, must be explained together and must be served to the guest after 2 minutes after taking the order.

5. Adjusting Cover

A selection of cutlery is available on the table. If necessary, adjust the cutlery according to the meal order before serving food.

6. The Food Service

a. Before serving food to guests, quality checks are always carried out, presentation is based on standards (portions, plates used and presentation).

b. Excuse guests every time they serve food and confirm and repeat the guest’s order every time they serve food on the table.

7. The Table Maintenance

a. Clean the table according to the guest’s agreement, if the guest is finished with all the dishes, clean all the utensils on the table.

b. Put dirty plates in the designated place, then go back to tidying the table, after the table is tidy, take out the salt & pepper and put them in the designated place.

8. The Dessert

a. Serve the dessert menu to guests with the first page open (ladies first) from the right side.
b. Get to know the menu with precise explanations as perfectly as possible and make recommendations to guests

c. Always starting with the children, the woman then follows all the guests at the table when ordering dessert.

d. Enter orders into Micros promptly and accurately for all required items.

9. **The Payment**

a. Invoice must be presented within three minutes of request.

b. The invoice must be totaled accurately and clearly indicate whether service and taxes are included.

c. Hotel Logo Pens must be used.

d. Pay attention to ensure that bills are handled promptly.

e. Once the bill is collected with payment, complete the transaction and return to the guest within 3 minutes.

f. Thank the guest for visiting when returning the bill.

10. **The Farewell**

a. Saat para tamu bersiap untuk pergi, selalu dekati meja dan bantu menarikkan kursi tamu.

b. Berjalanlah bersama tamu jika memungkinkan sampai pintu, pamit dengan kata-kata hangat, panggil nama tamu, ucapkan terima kasih dan undang tamu untuk kembali.

c. Saat tamu meninggalkan restoran, hostest yang harus berterima kasih kepada tamu.

11. **Clear and reset table**

a. The waiter uses the tray to clear the table.

b. The table is wiped with a cleaning cloth.

c. Consistently rearrange tables after guests have left.

With the Standard Operating Procedures (SOP) above created by the management team for restaurants, it is hoped that waiters will provide service according to the standards that have been provided, so as to reduce guest complaints.
Obstacles faced by supervisors in efforts to improve service quality and guest satisfaction at Makase Restaurant at Hotel Indigo Bali Seminyak Beach

The obstacle faced by supervisors in improving service quality and guest satisfaction is the inconsistency of waiters in following the Standard Operating Procedures (SOP) that have been implemented. The consistency in question is the consistency of a waiter in serving guests with the SOP (Standard Operating Procedure) that applies in the restaurant, as in table 1.2 regarding the list of guest complaints, it is explained that there are several guest complaints that occur due to errors in writing orders, lack of mastery of the menu owned by the restaurant, waiters, and delays in service that cause guest complaints.

Incorrect food writing can be caused by a waiter who misunderstood the guest’s order and did not repeat the order again to ensure that the guest’s order is in accordance with the waiter’s understanding. Lack of mastery of the menu can be caused by the waiter not learning the menu in the restaurant, especially the new menu owned by the restaurant, so that the waiter cannot sell the products owned by the restaurant. Delays in service occur because guest orders pile up at the bar or in the kitchen which makes guests wait a long time.

How supervisors overcome obstacles in an effort to improve service quality and guest satisfaction at Makase Restaurant at Hotel Indigo Bali Seminyak Beach

The method used by supervisors to overcome obstacles in an effort to improve service quality and guest satisfaction is in several ways, namely:

**Provide briefing/direction**

Supervisors give briefings-directions which are carried out in the morning when the first shift opens breakfast and at 2 pm after a break for those who handle breakfast and those who start the afternoon shift. A briefing is conducted by the supervisor to discuss guest preferences in the morning, discuss breakfast
operations and provide directions for the afternoon shift. The supervisor’s efforts in giving briefings to waiters to overcome obstacles in the form of wrong order writing and lack of mastery of the menu owned by waiters, but the briefing cannot be followed by all waiters and hostesses because they have to do their job in the restaurant.

**Providing TMT (ten minutes training)**

Supervisors provide ten minutes training to waiters regarding product knowledge (knowledge about products) sold at the Makase Restaurant. This training is carried out every day after the briefing. Knowledge about products is provided by supervisors from food to drinks sold at Makase Restaurant, which aims to enable waiters to increase their knowledge about the products being sold and be able to sell products to visiting guests. This is a form of effort from supervisors to overcome obstacles in the form of a lack of mastery of the menu owned by the waiter.

1. **Provide training to waiters**

Supervisors provide training to waiters on how to take orders and product knowledge, especially when launching new menus sold at Makase Restaurant. Training is conducted twice a week (Mondays and Thursdays) for 1 hour. each training is held in the meeting room, while the training schedule is set by the supervisor so that all waiters can attend the training.

Material provided by the supervisor on how to take good orders, use the correct vocabulary when explaining the menu, be confident, recommend the best food and drinks in the restaurant. After recording the order, don’t forget to repeat the guest’s order to avoid mistakes.

Material product knowledge (knowledge about the product) supervisor explains about food and beverage ingredients used for garnishes, presentation and cutlery used, and also waiters are required to taste food (food testing) that has been prepared by kitchen staff to make it easier for waiters to explain the menu it to guests. After completing the training, the waiter will take part in an oral
evaluation according to the material that has been presented. For waiters who are considered to have passed the supervisor will be given a reward in the form of a thank you for having attended the training properly. Those who have not been deemed to have passed will be given time to study and will take another test the next day during the briefing.

2. **Additional training personnel**

   The addition of training personnel in the bar and kitchen is carried out by supervisors in an effort to overcome delays in service with the hope that delays in service can be overcome.
CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the description above regarding the supervisor's efforts in improving service quality and guest satisfaction at the Makase Restaurant at Hotel Indigo Seminyak Beach, the author can conclude as follows:

1. Supervisors’ efforts to improve service quality are by providing Standard Operating Procedures (SOP) to waiters so that all waiters have the same standards in their work.

2. Obstacles faced by supervisors in improving service quality are waiters' inconsistency in providing service in accordance with Standard Operating Procedures (SOP), there are also obstacles in the form of incorrectly writing orders, lack of mastery of the menu owned by waiters, and delays in service which causes guest complaints. Thus, hindering supervisors in efforts to improve service quality and guest satisfaction at Makase Restaurant at Hotel Indigo Seminyak Beach.

3. The method used by supervisors in an effort to improve service quality and guest satisfaction is by giving briefings/directions at 2 pm and not being followed by all the waiters because of their duties at the restaurant, to overcome obstacles in the form of incorrect order writing and lack of mastery of the menu owned by the supervisor. waitress.

   Efforts to provide ten minutes training which is carried out every day after briefing the waiters regarding product knowledge (knowledge about the products) being sold regarding the food and drink ingredients used, garnishes, presentation and cutlery used, as well as food testing to make it easier for waiters to explain the menu to guests, to overcome obstacles in the form of the waiter's lack of mastery of the menu. Efforts to provide training to waiters on how to take orders using the correct vocabulary when explaining the menu, being confident, recommending the best food and drinks in the restaurant, and repeating guest orders to avoid mistakes and lack of mastery of the menu by the waiter. Efforts to add training staff in bars and kitchens to overcome obstacles in the form of delays in service.
Suggestions

1. It is expected that supervisors will provide more frequent training on product knowledge/knowledge about the products being sold so that waiters can master and be able to make maximum sales, as well as tighten operational supervision in restaurants.

2. It is expected that waiters can provide services to guests consistently and in accordance with the Standard Operating Procedures (SOP) that apply in restaurants.

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