Performance of Organizational Staff and Guest Satisfaction in the Tourism Industry in Indonesia

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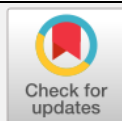Institut Pariwisata dan Bisnis Internasional, 80239, Denpasar, Bali Province, Indonesia
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ABSTRACT

The waiter's role is of great importance in the smooth operation of a restaurant business within the tourism industry. Thus, it is necessary to critically examine the waiter's performance concerning guest satisfaction in a tourism organization. In this study's case, a waiter performs the role and is tasked to become an ambassador within the sector. Taking Warung Mesari in the context of this study, waiters must display good hospitality in welcoming visitors and introducing and preserving the restaurant's image. Based on this view, the present study looks at waiters' performance to increase the number of guests satisfied with the services of Warung Mesari. The research method used is descriptive-qualitative, with data collection techniques in the form of interviews, documentation studies, and observations. This study revealed that: the waiters were able to provide good service and establish good relationships with guests who visited the restaurant; the waiters have done their job successfully; the restaurant has received many positive guest comments from guests; the restaurant also gets repeater guests, and guests who have revisited invite their friends to visit the Warung Mesari restaurant.

1. Introduction

During the COVID-19 pandemic, Bali tourism experienced difficult times, so many businesses in the tourism accommodation sector were destroyed. Various efforts were made to survive in difficult times, including strict financial arrangements, reduction of employees, and laying off and laying off employees (Wirawan et al., 2020). According to Wirawan, backpacker tourism is one of the tourism potentials that will continue to run during the pandemic in Bali. This tourism is still an economic income for local residents who have been serving backpacker tourists. In Bali, tourist tourism is an alternative because its implementation is individualistic and not in large numbers, so it can still be conditioned (Wirawan et al., 2021). In addition, according to Sunarta, tourism potential that is very environmentally friendly, health-based, and much in demand by special interest tourists is a green village destination based on Ecgo bikes, namely enjoying the potential of the village by using environmentally friendly transportation, to be able to realize activities that lead to increased welfare of the community and establish an active role in the community with tourists (Sunarta et al., 2020).

As the coronavirus transmission rate in Indonesia begins to decline, various industrial groups engaged in the tourism sector are starting to prepare themselves. One of them is tourism in Gianyar Regency. Gianyar Regency is one of the tourist destinations in Indonesia and the world. Various tourist objects, such as cultural tourism objects, ancient tourism, youth tourism, marine tourism, and color tourism objects, can be found in the area. Each tourist attraction can provide stunning and amazing tourist attractions, so that many tourists visit the area, both domestic and foreign (Atmojo, 2008). However, tourists are more interested in art and cultural tourism still preserved by the community and tourism actors in Gianyar Regency. One of the areas in Gianyar Regency that is most in demand by tourists is the Ubud area.

The Ubud area has various types of tourism and cultural activities organized by various groups. Ubud is included in the ten best tourist cities in 2020, according to Travel & Leisure magazine. In addition, Ubud was also awarded the 25 Best Cities in the World in the World's Best Awards 2020 version of Travel & Leisure, a travel magazine based in the United States (Travel.kompas.com, 2020). A variety of accommodation options certainly supports a large number of tourist visits. Currently, there are various types of accommodation in Ubud, from inns to 5-star hotels. There are many places to eat, from simple restaurants to luxury restaurants with fine dining.

Like hotels, restaurants also play an important role in increasing the tourism industry in the Ubud area. In running their business, restaurants need professional workers to provide the best service to consumers. The waiter has no small role in providing information about food and beverage menus, various promos available, or the layout of the food and beverage menu setups served in restaurants to guests from inside and outside the hotel. In carrying out activities as a waiter, he must be polite in speech and body expression. Guests will always notice the waiter and determine the restaurant's reputation.

When talking to guests, for example, the waiter must be able to detect the wishes and needs of guests to make it happen. Waiters sometimes have to know more about food and drinks, from ingredients to the manufacturing process. This will be an added value for a waiter to

support his duties in providing guests with good food and drink services. This all needs to be done to increase guest satisfaction. Professional waiters must be able to provide services per the standards set by the restaurant itself.

Warung Mesari Restaurant, which is located on Jl. Subak Pacekan, Kelod Penestenan Ubud, Gianyar Bali, which is the object of this research, is a café type of restaurant. Warung Mesari restaurant adopts a vintage concept, a design style that provides a classic atmosphere and space with additional elements of decoration that tend to be antique. This is reinforced by the shape of the building and decoration in the form of paintings with the theme of ancient Bali. Indonesian, Balinese, and western food dominate the menu sold at the Warung Mesari restaurant.

The significance of this research was carried out starting from the researchers conducting observations and interviews on March 5, 2021, with the General Manager (Ni Wayan Wirayanti) and the waiters (Ni Komang Eprianti, Ni Wayan Utami Dewi, and Ni Ketut Juniantari). From the results of these observations and interviews, researchers found problems at the Warung Mesari Restaurant based on Guest Comments, namely about the unsatisfactory service the waiter provided. This unsatisfactory service can be seen from guest comments on TripAdvisor as follows:

"Unfortunately, we cannot confirm the previous good ratings. The staff was overwhelmed, we waited over 1 hour for our food, and the food itself was just average" (Durchschnittlich. 2020). The guest comments show that guests cannot give good ratings because the staff is overwhelmed by service, so guests wait 1 hour to order the food.

"Warung Mesari was next to our hotel and looked nice. The food was "ok," but the service here was the worst in Bali. We were seated upstairs, and it took hours. After the main course, we sat for 40min before getting annoyed and leaving without a dessert. We didn't go back" (ArchieNED, 2020). The guest's comments show that Warung Mesari looks very good and the food is also good, but the service is very bad because the food ordered came quite long, so the guest did not want to come to this restaurant again.

"Have eaten in Ubud many times, and this restaurant was one of the lesser ones. Little taste in the food, waitresses don't pay attention, and it takes a very long time for the food to arrive. Fine food but don't expect too much" (Matig, 2020). The guest's comment shows that the guest has tried the food in Ubud, but the food at Warung Mesari is one of the lowest, and it takes a long time for the food to arrive. The service provided by the waitress was not satisfactory because the waitress paid less attention to the guest. Based on the background above, two questions will be answered in this research. First, how is the waiter's performance increase guest satisfaction at the Warung Mesari restaurant? And second, researchers want to know how the efforts made by Warung Mesari in optimizing the performance of the waiters and waitresses.

2. Research Method

The research method used is descriptive-qualitative, with data collection techniques in the form of interviews, documentation studies, and observations. The data obtained in this study include primary data and secondary data. Primary data which is data obtained by researchers from sources and the main sources that will be used as objects of this research ini (Muhammad, 2008) in the form of interviews with the General Manager (Ni Wayan Wirayanti), waiters (Ni Komang Epriantari, Ni Wayan Utami Dewi, Ni Ketut Juniantari), polls from individuals or groups of Guests. In other words, researchers need to collect data by answering research questions. While secondary data, in which the researcher does not collect data directly, but is

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taken from other parties lain (Nasution & Usman, 2006), is in the form of books, notes, existing evidence, or archives, both published and unpublished in general to support research.

Because this study uses a qualitative approach, the researcher uses the term that Spradley put forward, namely "social situation," or a social situation consisting of three elements: place, actors, and activities that interact synergistically (Sugiyono, 2017). This study's social situation includes all working at Warung Mesari and visiting guests. The sampling technique used by researchers in this study is purposive sampling. Theoretically, purposive sampling is used if the researcher has a personal judgment in selecting the individuals sampled and he views that only certain individuals can represent (representative) because of the researcher's opinion. These selected individuals know about the population (Suhardi, 2001). The researcher determined that the sample came from the Warung Mesari Restaurant: the general manager, three waiters, and 50 guests.

In collecting data, this study uses three methods: First. Participatory observation is a data collection method used to collect research data through observation and sensing where the observer or researcher is involved in the daily life of the respondent. This means that researchers make direct observations to obtain an overview of the work process of waiters and waitresses during their work. In conducting participatory observation, the researcher observes the place, actors, activities, space, time, goals, and emotions felt and expressed by the people at Warung Mesari Restaurant. Second. In-depth interviews, namely the process of obtaining information for research purposes and face-to-face questioning between interviewers and informants or interviewees, with or without using interview guidelines, where interviewers and informants are involved in social life for a relatively long time (Noor, 2015). In-depth interviews in this study were structured questions and answers with two informants who had insight into the Warung Mesari Restaurant. Respondents interviewed in this study included owners, waiters, waitresses, and guests. Third. Documentation Study, namely data collection using documents in the form of records of events that have passed (Sugiyono, 2013).

In this study, researchers looked for valid data using data triangulation, including technical and source triangulation. Technical triangulation is the collection of different data to obtain data from the same source (Sugiyono, 2017). Triangulation techniques can be reached by conducting participant observation, where the researcher observes the waiter and waitress while doing their work and records data from phenomena considered necessary in the study. Conducting structured interviews, namely giving pre-arranged questions and documenting or recording evidence in documents and photos that support the research results, is for technical triangulation, while source triangulation is getting data from different sources with the same technique (Sugiyono, 2017). The data analysis used in this research is the Miles and Huberman model field analysis. This data analysis includes data reduction, data display, and conclusion, which will later be presented in a qualitative descriptive form (Sugiyono, 2013).

3. Results and Discussion
3.1. Results

As explained above, in collecting data about the Warung Mesari restaurant, the researchers used the methods of observation, documentation, and interviews. From the data that has been collected then, it is reduced so that it can be presented briefly. The following are the results of the researcher's interview with the respondent Ni Wayan Wirayanti as General Manager, 50 guests who were visiting and who had visited the Warung Mesari restaurant, and three waiters at the Warung Mesari restaurant, namely Ni Komang Eprianti, Ni Wayan Utami Dewi and Ni Ketut Juniantari. Researchers conducted interviews regarding analyzing the waiter's

performance in increasing guest satisfaction and the Warung Mesari restaurant's efforts in optimizing the waiter's performance.

3.1.1. Waitress Performance in Improving Guest Satisfaction at Warung Mesari Restaurant

The General Manager said that in a restaurant, the waiter's performance could be seen by providing good and quality service to guests and carrying out their duties properly according to the standards that have been set. Warung Mesari Restaurant implements a special service by giving flower necklaces to guests who have come more than once, holding cooking class facilities, and preparing facilities for guests' children. This facility for guest children is carried out by providing facilities for painting so that the guest children can be taught to paint by the painter of the Warung Mesari restaurant directly. The painter's name is Mr. Lord Robert Lan Walker. With such activities, the waiter directs the guests according to their activities at the Warung Mesari restaurant.

The following are the activities carried out at the Warung Mesari restaurant: First, cooking class activities for guests. Cooking class activities are always carried out if there are Very Important Person (VIP) guests and guests who have come more than once to the Warung Mesari restaurant. At the time of the cooking class, the typical Balinese menu was used. Kitchen staff and waiters will teach the guest directly. Second, the activity of giving flower necklaces to guests. Wreaths are given to guests who have visited more than once and VIP guests. The flower necklace is given when guests enter the Warung Mesari restaurant, which is given directly by the waiter, and is greeted directly by the general manager of the Warung Mesari restaurant. Third, painting activities for guest children. This activity is one of the facilities the Warung Mesari restaurant provides for guests who take their children to the Warung Mesari restaurant.

The guest children will be taught directly by Mr. Lord Robert Lan Walker, the painter of the Warung Mesari restaurant, and accompanied by a waiter. The waiter must carry out the facilities provided by the Warung Mesari restaurant, which aims to establish good relationships with guests, with the hope that guests will feel given good service and return to the Warung Mesari restaurant in the future.

The researcher interviewed three waitresses: Ni Wayan Eprianti, Ni Wayan Utami Dewi, and Ni Ketut Juniantari. They have been working for about three years. They also stated that they always try their best to fulfill the Standard Operating Procedure (SOP) that the Warung Mesari restaurant has made. From the results of interviews with researchers, they also stated that in addition to complying with SOPs, they also felt responsible for maintaining guest satisfaction by establishing good communication with guests and always trying to have a one-step-ahead mindset. The waiters can quickly and accurately provide service when guests need something.

Based on the observations made by the researchers, the researchers concluded that all activities had been carried out well by the waiter. Only two activities have been carried out properly by one of the waiters, namely clearing and not taking guests out of the restaurant. When the researcher asked one of the waiters who made a mistake, the waiter explained that he was not used to his new workplace and was still in a state of insecurity, so the service that should have been done was not done well.

3.2. Discussions
3.2.1. Guest Satisfaction Level

This study used two sources to determine the level of guest satisfaction at the Warung Mesari restaurant. The first source was from reviews from the TripAdvisor site from 2018 to 2021. The second source of research was obtained by distributing questionnaires to guests who had visited the Warung Mesari restaurant. The following are the results of a review of two sources that have been carried out.

3.2.1.1. An online review from the TripAdvisor site

Researchers chose the latest data available on TripAdvisor, which researchers then summarized into one. From this summary, the researcher concludes the services obtained by guests who have visited the Warung Mesari restaurant. From all the reviews from TripAdvisor from 2018 to 2021, it can be seen that there are only three reviews that allude to the waitress's performance. The three reviews discussed the slow service provided by the waiter. The remaining 30 reviews said that the visitors well appreciated the service. At the same time, the other 20 reviews discuss the quality of food and prices beyond a waiter's authority.

3.2.1.2. The assessment of the visiting guests

The assessment of these guests was obtained by using the questionnaire method. The questionnaire given by the researcher to the respondents was based on the LoveLock theory (2014). In this theory, it is said that the questionnaire describes the determining factor for a service provided that can be categorized as good or bad service. The questions contained in the researcher's questionnaire are:

- Table A, The waiter, and waitress can give the information.
- Table B, The waiter, and the waitress can consult or advise the guest's choice.
- Table C, The waiter and the waitress can take orders correctly.
- Table D, The waiter and the waitress can be friendly and polite when providing service to guests.
- Table E, The waiter and waitress serve guests attentively.
- Table F, The waiter, and waitress can provide a solution when guests are confused about choosing a menu.
- Table G, The waiter and the waitress can ask for the bill politely.
- Table H, The service provided by the waiter and waitress was as per the expectations.

From the results of the questionnaire distributed to 50 guests, it can be concluded that:
- In Table A there are 94% answered that the waiter had been able to provide clear information to guests, and 6% stated that the waiter had not been able to provide clear information to guests.
- In Table B there are 94% answered that the waiter could consult and provide advice to guests when guests needed something they did not know, and 6% stated that the waiter had not been able to do this.
- In Table C there are 96% answered that when taking orders, the waiter had done well, namely how the waiter asked the menu he wanted to order, recorded guest orders correctly, and repeated orders from guests according to what they said.

- In Table D there are 92% stated that the waiter was friendly and polite to guests when providing services, and 8% stated that the waiter was not fully friendly and polite to guests.
- In Table E there are 96% state that the waiter has served guests with full attention, and 4% state that the waiter has not done this.
- In Table F there are 94% of guests stated that the waiters have been able to provide solutions when they need help when choosing food, and 6% of guests stated that the waiters have not been able to provide good solutions to guests.
- In Table G, there are 94% which state that the waiter has billed the bill properly, seen from the way of providing the bill, speed, and suitability in processing payments, and 6% state that the waiter has not billed the bill properly.
- In Table H, there are 92% which state that the service provided by the waiter is following the expectations desired by the guest, and 8% state that the service provided by the waiter has not met the guest's expectations.

All of these responses concluded that the service provided by the waiter was able to provide good service to guests to meet their expectations of the guests.

3.2.2. Waitress Performance Optimization

In addition to providing good service to guests, the general manager also strives to optimize the waiters' performance to ensure the guests' satisfaction. An effort has been made that the general manager always observes the restaurant. This is done to find out what are the shortcomings of the service provided by the waiter. From the results of these observations, the general manager then noted things considered less than the service provided by the waiter. These notes will then be discussed during the morning briefing.

To optimize the waiter's performance, apart from making observations, the general manager always checks the log book to find out whether there are complaints from guests or not and find out what problems are happening in the restaurant. The examination results were also discussed when the general manager did the morning briefing. In addition, the general manager also always checks guest comments on TripAdvisor. The goal is to find out what comments are given by guests who have visited.

From these efforts, the general manager can find out and fix the waiter's mistakes and decide what training should be given. Training is given once a month. The most frequently given training is the provision of SOPs from the Warung Mesari restaurant. The general manager then provides service techniques following predetermined standards, how to up-selling, and communication techniques. In addition to providing training, the general manager motivates all employees to remain enthusiastic in carrying out their duties. The motivation given to all employees is in the form of lure: A waiter who does a good job will be rewarded, and a waiter who has not done his job well will be given enthusiastic motivation from the general manager.

Optimization of the Warung Mesari restaurant to improve the performance of the waiter. In this case, Ni Wayan Wirayanti as general manager at Warung Mesari restaurant, ensures that the performance of the waiters remains good by making the following efforts: (a) Always doing morning briefing; (b) Always make observations; (c) Check guest comments on TripAdvisor; (d) Asking guests who have finished eating whether they enjoy the food and also asking how the service is provided; (e) Always conduct regular training once a month; (f) Provide motivation.

The efforts made so far have caused the performance of the current waiters to experience many improvements over the years. In addition, the confidence of the waiters in carrying out their duties is also increasing. The restaurant until now has not received bad ratings from visitors.

Based on the results of the study and the conclusions above, the researchers can provide several recommendations as follows: (1) The facilities provided by the Warung Mesari restaurant are to be maintained and run properly by the waiters to maintain the good name and sustainability of the Warung Mesari restaurant in the future. (2) To optimize the waiter's performance, the general manager needs to invite a language teacher when providing training to the waiter so that when a guest uses a language other than English, the waiter can communicate well with the guest.

4. Conclusion

From the discussion above, the researcher can draw several conclusions. First, related to the waiter's performance in increasing guest satisfaction at the Warung Mesari restaurant. In this case, the waiter increases guest satisfaction by implementing the Standard Operating Procedures provided by the Warung Mesari restaurant, providing quality and good service to guests; and carrying out the facilities provided by the Warung Mesari restaurant for guests properly. Undeniably, the waitress's performance is very important in ensuring the smooth running of an effort that the Warung Mesari restaurant has implemented. The waiters can be said to have provided good service and established good relationships with guests who visit the Warung Mesari restaurant. It can also be said that the waiters have carried out their duties successfully. According to Ni Wayan Wirayanti, general manager, Warung Mesari Restaurant has received many good guest comments from guests. In addition, the Warung Mesari restaurant also gets repeater guests, and guests who have visited again invite their friends to visit the Warung Mesari restaurant. This proves that the waiter at Warung Mesari restaurant performed their duties well.

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6. Declaration of Conflicting Interests

The authors have declared no potential conflicts of interest concerning this article's research, authorship, and/or publication.

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