



Analysis of Service Quality of Front Office Staff in Increasing Guest Satisfaction

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Abstract

Purpose: The purpose of this research was to know how the service quality of the Front Office Staff at a 3 star hotel in Legian, Kuta, Bali and which indicators need to be improved and maintained in the service quality carried out .

Research methods: The data collection methods used in this research were observation, questionnaires, and literature study. The sample used in this research amounted to 85 respondents. Data obtained through distributing questionnaires that have been tested using validity and reliability tests. The analysis techniques used in this research are Service Quality (Servqual) and Importance Performance Analysis (IPA).

Findings: The results of the IPA show that the positive service quality score gap is more than the negative service quality score gap, that the service quality of the Front Office Staff as a whole has shown a good service quality and be able to satisfy of guests.

Implication: There are there are three indicators that must be improved in the service quality of the Front Office Staff, are: indicators (X6), indicators (X7), and indicators (X10). Seven indicators need to be maintained in the service quality of Front Office Staff, are: indicators (X2), indicators (X3), indicators (X4), indicators (X5), indicators (X11), indicators (X14), and indicators (X17).

Keywords: hotel, front office, service quality, guest satisfaction.

INTRODUCTION

Tourism is an activity related to the act of traveling from the country of origin of tourists to tourist destinations. In tourist destinations, tourists can realize the desires that become their needs (Juliartini, 2019: 1). Tourism can also support the country's economy, this important role of tourism, many entrepreneurs have set up companies that support tourism in Indonesia (Susanti et al., 2016), one of the areas visited by tourists is Bali. Bali is one of the most popular tourist destinations for tourists. The island of Bali, often referred to as the Island of the Gods or the Island of a Thousand Temples, has a friendly community that is used as capital to develop tourism development. Tourists who come to visit Bali and carry out tourist activities for more than a day need lodging. This causes investors

to compete to build lodging in tourist areas in Bali, one of the lodging facilities is a hotel.

Hotels are businesses engaged in accommodation that are professionally managed and generate profits by providing room service, food, beverages and other supporting facilities (Sari et al., 2020: 99). One of the favorite hotels in Bali is The One Legian Hotel which is located on Jalan Raya Legian. The One Legian Hotel opened in 2011 with the status of a 3-star hotel with 101 rooms. Furthermore, The One Legian Hotel added 100 rooms and in 2016 The One Legian Hotel became a 4-star hotel with 301 rooms. The types of rooms owned by The One Legian Hotel are Superior Room, Deluxe Pool Access, Deluxe Balcony, Deluxe Pool Access, Deluxe Family, and Deluxe Suite. For the smooth operation of the hotel assisted by several departments, one of which is the Front Office Department (Wiwin, 2017), and it is necessary to provide quality service in order to meet guest satisfaction.

Guest satisfaction is the feeling felt by guests after receiving a service in the form of products or services. This satisfaction can be felt by guests after comparing the perceived service with the service that guests expect. Guests will be satisfied if the service obtained is as expected. The scale used in measuring the variables in this study is by using a Likert Scale, namely 1 to 5 and each answer is categorized in the table below:

Table 1: Likert scale

Score Likert	Score Interpretation	
	Hope (Expectation)	Reality (Perception)
1	Not important	Not satisfied
2	Not too important	Less satisfied
3	Quite important	Quite satisfied
4	Urgent	Satisfied
5	Very important	Very satisfied

Service quality is a way to measure how a service is distributed to guests to match guest expectations. Service quality can be measured through the five

dimensions of service quality proposed by Parasuraman are: tangibility, reliability, responsiveness, assurance, and empathy.

Tangible includes physical facilities, equipment, employees, and means of communication. This can mean the appearance of physical facilities, such as buildings, Front Office rooms, cleanliness, neatness and comfort of the room, completeness of communication equipment, and the appearance of employees. Good physical evidence will influence customer perception. Reliability is the ability to provide the promised service promptly, accurately, and satisfactorily. This means that the company provides its services right from the first time (right the first time). Responsiveness is the desire of the staff to help consumers and provide responsive service. Responsiveness can mean the response or alertness of employees in helping customers and providing fast service and includes the alertness of employees in serving customers, and others. Assurance includes the knowledge, ability, courtesy, trustworthiness of the staff, free from danger, risk, or doubt. Empathy is an ease in establishing relationships, effective communication, personal attention, and understanding of the individual needs of customers.

The research used as a reference in this research are: Putri (2016) entitled "Service Quality in an Effort to Improve Customer Satisfaction at Hotel Steve 6 Bandung", in this study used data collection methods in the form of interviews, questionnaires, and literature study. The results of this study are service quality has a significant influence on customer satisfaction where tangible variables are in the highest position and responsiveness is in the lowest position.

Mahendra (2016) entitled "The Effect of Service Quality Front Office Love Fashion Hotel Legian", in this study the data was processed using Validity Test, Reliability Test, Simple Linear Regression Analysis, Ttest Analysis and Qualitative Descriptive Analysis. The results of this study indicate that service quality has a positive effect on guest/customer satisfaction at Love Fashion Hotel Legian.

Agarwal (2016) entitled "Customer Satiacion on Front-Office Service Quality at Holiday Inn, Bangkok", in this study using data analysis techniques Importance Performance Analysis (IPA). The results of this study customers are satisfied with the five service quality factors taken for this study and empathy has been assessed as the main factor of satisfaction among customers.

Nurhidayah (2017) entitled "Service Quality Front Office Sharia Hotel Solo Against Individual Guest Satisfaction Level", in this study data processing and analysis was carried out using linear regression analysis. The results of this study indicate that the results of the five variables simultaneously have a relationship with the level of satisfaction of individual guests.

Shahputra (2019) entitled "Analysis of Service Quality at Hotel Puri Inn Jakarta", in this study using data analysis techniques Importance Performance Analysis (IPA). The results of this study indicate that the quality of service at Hotel Puri Inn Jakarta is in the very good category and the overall average results are close to customer expectations.

RESEARCH METHODS

The research location was conducted at The One Legian Hotel, which is located at Legian Street No. 117, Kuta Bali. The object of this research is the service quality of Front Office Staff in increasing guest satisfaction at The One Legian Hotel. The time of the research was carried out from March to July 2021. The types of data used in this study were qualitative data and quantitative data. Qualitative data is data in the form of words, schemes, and pictures (Sugiyono, 2015: 15), the qualitative data from this study are the results in the form of an overview of the research location, organizational structure and work assignments of each section in the Front Office Department at The One Legian Hotel. Quantitative data is data in the form of numbers or data in the form of numbers (Moleong, 1998), in this research used quantitative data in the form of questionnaire results given to guests staying at The One Legian Hotel. The data sources used are primary data and secondary data data (Uma, 2011), primary data is data that refers to information obtained first hand by researchers relating to variables of interest for respondents' specific goals, primary data in this study is the answer to the results of questionnaires regarding service quality on guest satisfaction that have been distributed to guests staying at The One Legian Hotel. While secondary data is data that refers to information collected from existing sources. Secondary data sources are company records or documentation, government publications, industry analysis by the media, websites, internet and so on, secondary data in this research is derived from information related to the

object of research in the form of information and reviews on online sites about The One Legian Hotel (Nurdiani, 2014).

Sample is part of the number and characteristics possessed by the population. In this research, the sample used was guests staying at The One Legian Hotel in the period from March to July 2021. The technique for taking samples used incidental random sampling, incidental random sampling is a technique for determining samples based on chance, namely anyone who randomly chance meeting with the researcher can be used as a sample, if it is considered that the person who happened to be met is suitable as a data source (Sugiyono, 2016) and determination of the number of samples in this study according to Maholtra in Indrawan (2014: 103), that the sample size can be determined by multiplying the number of sub indicators x 5 (five). In this research, the number of indicators used in analyzing the service quality of Front Office Staff is 17 indicators, so the minimum sample is $17 \times 5 = 85$ respondents, so that the minimum total respondents are 85 respondents so that they can be called representative (representing the existing population).

Data collection methods in this study are observation, questionnaires and literature study. Observations are carried out as the first step of research to conduct research by finding and collecting data related to research. In this study, observations were made at The One Legian Hotel for 6 months (September 2020-March 2021). Questionnaires will be given to guests, and guests will vote by ticking ($\sqrt{}$) in the column provided, the questionnaire in this study was given to guests staying at The One Legian Hotel. Literature study is a way of obtaining data by studying books, written documentation relating to the object of research. In this study, the documents used are books, reports, and some literature that supports or has relevance to the research problem.

The instrument test uses validity and reliability tests, validity tests are carried out to determine the level of truth of the data, to find out the indicators presented in the questionnaire are really able to reveal with certainty the object of research (Sugiyono, 2017: 267). The validity test is intended to determine the level of validity of the questionnaire instrument used in data collection and is able to reveal with certainty what is being studied, namely the quality of Front Office Staff service to guest satisfaction. Validity test is done by comparing r count with r table, if r count $>$ r table (0.213) then the indicators in the questionnaire are said

to be valid. Reliability test was conducted to determine the consistency of the measuring instrument. The reliability test uses the Cronbach Alpha coefficient formula. If the alpha coefficient > 0.60 then the questionnaire can be said to be reliable (Utama, 2012: 141). Validity test and reliability test were tested using SPSS version 21.0.

Table 2: Results of perception and expectation validity test

Attribute	r	Perception		Hope	
		Total Item Correlation	Information	Total Item Correlation	Information
X1	0.213	0.414	Valid	0.513	Valid
X2	0.213	0.589	Valid	0.634	Valid
X3	0.213	0.629	Valid	0.670	Valid
X4	0.213	0.393	Valid	0.308	Valid
X5	0.213	0.410	Valid	0.270	Valid
X6	0.213	0.366	Valid	0.513	Valid
X7	0.213	0.430	Valid	0.491	Valid
X8	0.213	0.533	Valid	0.431	Valid
X8	0.213	0.392	Valid	0.361	Valid
X10	0.213	0.266	Valid	0.464	Valid
X11	0.213	0.486	Valid	0.354	Valid
X12	0.213	0.333	Valid	0.443	Valid
X13	0.213	0.312	Valid	0.417	Valid
X14	0.213	0.428	Valid	0.385	Valid
X15	0.213	0.433	Valid	0.282	Valid
X16	0.213	0.495	Valid	0.511	Valid
X17	0.213	0.496	Valid	0.549	Valid

Based on table 2, it can be seen that all items in the questionnaire are declared valid because they have a correlation item value greater than 0.213. That is, all items on the questionnaire of perceptions and expectations regarding the service quality of Front Office Staff are declared valid so that they can be used in this research.

Table 3: Results of perception and expectation reliability test

Attribute	Perception		Hope	
	Cronbach's Alpha	Information	Cronbach's Alpha	Information
X1	0.711	Reliable	0.727	Reliable
X2	0.692	Reliable	0.714	Reliable
X3	0.690	Reliable	0.712	Reliable

X4	0.712	Reliable	0.747	Reliable
X5	0.711	Reliable	0.751	Reliable
X6	0.715	Reliable	0.727	Reliable
X7	0.708	Reliable	0.729	Reliable
X8	0.696	Reliable	0.735	Reliable
X9	0.713	Reliable	0.741	Reliable
X10	0.729	Reliable	0.732	Reliable
X11	0.702	Reliable	0.743	Reliable
X12	0.719	Reliable	0.733	Reliable
X13	0.722	Reliable	0.736	Reliable
X14	0.708	Reliable	0.740	Reliable
X15	0.709	Reliable	0.750	Reliable
X16	0.701	Reliable	0.727	Reliable
X17	0.701	Reliable	0.723	Reliable

Based on table 3, it can be seen that all items in the questionnaire are declared reliable because they have a reliability coefficient or Cronbach's alpha of 0.60 or greater than 0.60. That is, all items on the questionnaire of perceptions and expectations regarding the service quality of Front Office Staff are declared reliable so that they can be used in this research.

The data analysis techniques used in this research are Service Quality (Servqual) and Importance Performance Analysis (IPA). The servqual model is based on the assumption that consumers compare service performance with guest expectations. If the performance matches or exceeds the standard, the perception of the overall service quality will be positive and vice versa. Customer satisfaction is measured by expectations or the level of customer expectations (E), compared to perceived service (P) (Tjiptono, 2012: 220). This model analyzes the gap between two main variables, namely the expected service and the guest's perception of the service that has been received (perceived service) by guests, in this study are guests who stay at The One Legian Hotel.

Importance Performance Analysis is a ranking of customer satisfaction that needs to be improved and maintained (Setyobudi, 2014). In this case the ranking uses a Cartesian diagram, a Cartesian diagram of a shape which is divided into four parts bounded by two lines that intersect perpendicular to the point (X, Y), where X is the average score of the level of implementation or service felt by guests. who stayed at The One Legian Hotel. While Y is the average value of the interests or expectations or satisfaction of guests staying at The One Legian

Hotel. This Cartesian diagram is divided into four quadrants, namely: Quadrant A (main priority), which is a factor or attribute that is considered to affect guest satisfaction, and service elements that are considered very important, but management has not implemented it according to the wishes of the guest so that they feel dissatisfied. Quadrant B (maintain achievement), is a basic service element that is more successfully implemented by the company, for that it must be maintained because it is considered very important and satisfying. Quadrant C (low priority), some factors that are less important to guests and are considered less satisfactory by guests. Quadrant D (excessive), is a factor that affects guests less important but its implementation is excessive. Considered less important but very satisfying (Supranto, 2006).

FINDINGS

Guest satisfaction is calculated using the servqual calculation by comparing the average value of perceptions and expectations of each indicator so that the servqual value is obtained for each indicator (Tjiptono, 2012: 220). A negative servqual value indicates that there is a service quality gap which means that guests are not satisfied with the services provided, if a positive servqual value indicates that the services provided are satisfactory for guests.

Table 4: Average Score of Perceptions and Expectations of Front Office Staff Service Quality

Dimension	No.	Service Attributes	Customer Satisfaction			Note.
			Perception	Hope	gap	
Tangible	1	The appearance of the Front Office Staff is neat, clean and fragrant.	4.47	4.28	0.19	Positive
	2	Front Office Staff use personal protective equipment and be in good health.	4.82	4.69	0.13	Positive
	3	The hotel facilities provided are complete, clean, and have followed the new normal health protocol.	4.85	4.74	0.11	Positive
Reality	4	Accuracy in determining the room by the Front Office Staff ordered by the guest.	4.67	4.56	0.11	Positive
	5	Front Office Staff service during the call is fast and friendly in speech.	4.62	4.49	0.13	Positive

	6	The ability of the Front Office Staff to provide the promised service on time.	4.21	4.53	-0.32	Negative
	7	The speed of the Front Office Staff during the check-in and check-out process is no more than 15 minutes.	4.21	4.47	-0.26	Negative
Responsiveness	8	Responsiveness of Front Office Staff in assisting guest needs.	4.58	4.33	0.25	Positive
	9	Responsiveness of Front Office Staff in handling guest luggage.	4.45	4.31	0.14	Positive
	10	Responsiveness of Front Office Staff in handling guest complaints.	4.24	4.55	-0.32	Negative
	11	Responsiveness of Front Office Staff in providing brief, precise, and clear information.	4.75	4.56	0.19	Positive
Assurance	12	<i>Front Office Staff</i> ensure that the services provided to guests are carried out in a professional manner.	4.58	4.29	0.28	Positive
	13	<i>Front Office Staff</i> provide facilities according to guest requests.	4.47	4.31	0.16	Positive
	14	<i>Front Office Staff</i> ensure clarity in the transaction process regarding room rates or other transactions related to guest needs during their stay.	4.66	4.55	0.11	Positive
Empathy	15	<i>Front Office Staff</i> can understand the needs of guests.	4.53	4.44	0.09	Positive
	16	<i>Front Office Staff</i> can give good attention to guests and always be friendly to guests.	4.52	4.32	0.20	Positive
	17	<i>Front Office Staff</i> able to provide special attention to guests with special needs.	4.64	4.48	0.15	Positive

Based on the results of the calculation of the servqual score, it can be concluded that the perceived service experiences a negative and positive gap. This happens because the expectations of the Front Office Staff at The One Legian Hotel are not always the same as the expectations of every guest who stays. However, overall the Front Office Staff at The One Legian have provided good service. This is indicated by the positive (+) servqual score more than the negative servqual score (-). Of the 17 indicators, there are 3 indicators that have

a negative servqual score (-), namely the indicator (X6) Front Office Staff's ability to provide the promised service on time, indicator (X7) Speed of Front Office Staff during the check-in and check-out process no more than 15 minutes, and indicator (X10) Responsiveness of Front Office Staff in handling guest complaints. This means that the guest's perception of the service quality of the Front Office Staff is greater than the expectations of the guest.

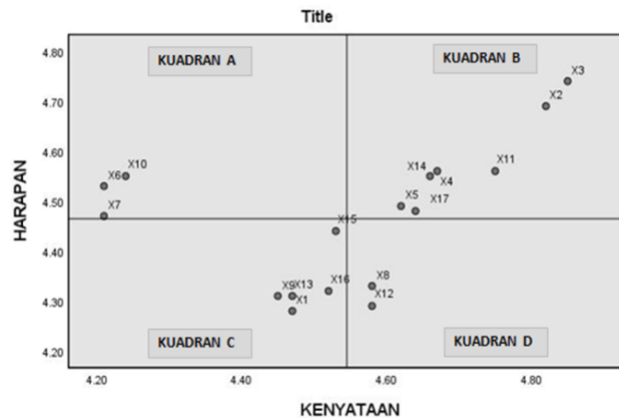


Figure 1. Cartesian Diagram Importance Performance Analysis

From the calculation of Importance Performance Analysis, there are 3 indicators that are in quadrant A, 7 indicators that are in quadrant B, 5 indicators that are in quadrant C, and 2 indicators that are in quadrant D. The position of these four quadrants is used as a strategy in improving service quality Front Office Staff at The One Legian Hotel.

Quadrant A, which is the top priority, is located at the top left of the Cartesian diagram. In this quadrant there are 3 indicators of service quality that need to be improved by the Front Office Staff at The One Legian Hotel, namely the indicator (X6) Front Office Staff ability to provide the promised service on time, indicator (X7) Front Office Staff speed during the check-in process and check out no more than 15 minutes, and indicators (X10) Responsiveness of Front Office Staff in handling guest complaints.

Quadrant B, is the maintain achievement which is located at the top right of the Cartesian diagram. In this quadrant there are 7 indicators of service quality whose performance must be maintained by the Front Office Staff at The One Legian Hotel, namely the indicator (X2) Front Office Staff using personal protective equipment and in good health, indicator (X3) The hotel facilities

provided are complete, clean , and has followed the new normal health protocol, indicator (X4) Accuracy in determining rooms by Front Office Staff ordered by guests, indicator (X5) Front Office Staff service while calling quickly and friendly in speech, indicator (X11) Power Responsive Front Office Staff in providing information briefly, precisely, and clearly,

Quadrant C, which is a low priority, is located at the bottom left of the Cartesian diagram. In this quadrant there are 5 indicators that have a less important influence on guests and are considered unsatisfactory by guests, namely the indicator (X1) Front Office Staff appearance is neat, clean and fragrant, indicator (X9) Front Office Staff responsiveness in handling guest luggage, indicators (X13) Front Office Staff provides facilities according to guest requests, indicators (X15) Front Office Staff can understand guest needs and indicators (X16) Front Office Staff can pay attention to guests well and always be friendly to guests.

Quadrant D, is an exaggeration located at the bottom right of the Cartesian diagram. In this quadrant there are 2 indicators that are considered less important and their implementation is considered excessive by guests, namely the indicator (X8) Responsiveness of Front Office Staff in assisting guest needs and indicator (X12) Front Office Staff ensuring that the services provided to guests are carried out professionally.

Based on the results of the Importance Performance Analysis and the Cartesian diagram above, it is known that there are 3 indicators that must be improved by the Front Office Staff at The One Legian Hotel, namely indicators (X6), indicators (X7) and indicators (X10). There are 7 indicators whose performance must be maintained by the Front Office Staff at The One Legian Hotel, namely indicators (X2), indicators (X3), indicators (X4), indicators (X5), indicators (X11), indicators (X4), and indicators (X17).

CONCLUSION

Based on the results of the analysis and discussion of the service quality of Front Office Staff in increasing guest satisfaction at The One Legian Hotel, the positive gap value is more than the negative gap value. There are fourteen indicators that have a positive gap value, and three indicators that have a negative gap value. This means that the services provided by the Front Office

Staff to guests have been satisfactory, and the guest's expectations of the perceived service perception have been fulfilled so that guests feel comfortable and satisfied with the services provided by the Front Office Staff at The One Legian Hotel.

Based on the results of the IPA, it can be concluded that there are three indicators that must be improved by the Front Office Staff at The One Legian Hotel, namely the indicator (X6) of the Front Office Staff's ability to provide the promised service on time, the indicator (X7) Front Office Speed The staff during the check in and check out process is no more than 15 minutes, and the indicator (X10) is the responsiveness of the Front Office Staff in handling guest complaints. Meanwhile, there are 7 indicators whose performance must be maintained by the Front Office Staff at The One Legian Hotel, namely the indicator (X2) Front Office Staff using personal protective equipment and in good health, indicator (X3) The hotel facilities provided are complete, clean, and have followed new normal health protocol, indicator (X4) Accuracy in determining rooms by Front Office Staff ordered by guests, indicator (X5) Front Office Staff service during calls quickly and friendly in speech, indicator (X11) Responsiveness of Front Office Staff In providing brief, precise, and clear information, the indicator (X14) Front Office Staff ensures clarity in the transaction process regarding room prices or other transactions related to guest needs during their stay, and the indicator (X17) Front Office Staff is able to pay special attention to guests with special needs.

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