

THE INFLUENCE OF EMPLOYEE SERVICE QUALITY ON GUEST SATISFACTION AT BANYUBIRU RESTAURANT, THE LAGUNA A LUXURY COLLECTION RESORT & SPA HOTEL NUSA DUA BALI

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Abstract

Service quality is defined by a level of guest satisfaction, however this level of guest satisfaction can be obtained from a comparison of the type of service actually received by guests with the type of service expected and the manner in which employees provide satisfactory service to guests is crucial in establishing service excellence. The Laguna Resort & Spa has a restaurant with a very luxurious interior, namely Banyubiru Restaurant. The restaurant is very concerned about the quality of service of their employees as one of the starred restaurants. In achieving guest satisfaction, Banyubiru Restaurant also has a standard operating procedure that has been established but they still have negative comment from the guests. The results of this study that related to the variables of Employee Service Quality and Guest Satisfaction that conducted at The Laguna Resort & Spa are mostly very satisfied with the staff who are accurate in serving the guest requests and needs according to what guests want. While the assessment of the completeness restaurant facilities is still in the good category but gets the lowest average compared to other statements so this point there needs to be improved. It can be concluded in this study that variable Employee Service Quality (X) has a positive and significant impact on Guest Satisfaction with $t_{count} > t_{table}$ value, $14.314 > 1.989$.

Keywords: Restaurant, service quality, guest satisfaction, hospitality

Introduction

The rapid development of accommodation services in Bali has resulted in higher business competition among hotels in selling their products and services. It is important for hotels to focus on customer/guest satisfaction in order to survive in the increasingly high business competition. Along with the hotel's main goal of achieving optimal room revenue, there is also another component, namely the restaurant, which is a supporting component in maximizing hotel revenue through food and beverage revenue and reviews of guests visiting the restaurant. Generating customer satisfaction can bring numerous advantages such as establishing a seamless connection between the customer and the company, creating a solid foundation for repeat purchases and engendering customer loyalty. This also results in positive word-of-mouth recommendations that is beneficial for the company (Fishendra, 2022).

This has an impact on one of the restaurants, namely Banyubiru Restaurant. Precisely located at The Laguna hotel a Luxury Collection Resort & Spa Nusa Dua, Bali. The efforts made by Banyubiru Restaurant in achieving the level of guest satisfaction through optimal service, such as implementing a service system that always exceeds guest expectations by giving surprises that are unexpected by guests so that it makes a characteristic of the restaurant in achieving the wishes of guests/customers. Guest satisfaction at Banyubiru Restaurant must be very concerned by the management where the guest assessment on the guest review trip advisor on the quality of service at Banyubiru Restaurant is still said to be lacking. There are also complaints about the service provided by employees so that the guest gives a bad assessment because the guest feels served by restaurant employees in a hurry to finish their breakfast so that the guest feels disappointed and causes dissatisfaction with the guest where the employee also says that the table they occupy wants to be used by another VIP guest. In addition, there was a review from another guest about Banyubiru Restaurant's employee service because when the guest was about to enjoy their breakfast at the restaurant, the restaurant entrance was not well managed by the hostess at Banyubiru Restaurant. The guest also said that they waited quite a long time to get a hot drink.

In this case, Banyubiru Restaurant staffs already have criteria for duties and responsibilities in accordance with the established SOP. But instead of that, there is a guest comment assessment that is still fairly low, especially in the services provided by Banyubiru Restaurant staffs. Therefore, the researchers aim to identify the main reasons for this and devise strategies for Banyubiru Restaurant at The Laguna Resort & Spa hotel to increase guest satisfaction.

Literature Review

1. Service Quality

Quality is one of the company's main assets in marketing its products to guests. Guest satisfaction will be achieved if the quality of the product/service matches their needs. Service quality is one of the keys that entrepreneurs must have, whether they are just starting a business or have been in the business world for years.

According to (Hermawan, 2018) service quality is a series of forms of privileges of a product or service that can provide the ability to satisfy guest needs and desires. Service quality according to Goetsch & Davis quoted in (Tjiptono and Chandra, 2016) is a constantly evolving situation pertaining to goods, services, personnel, methods, and surroundings that fulfill or surpass anticipated standards..

Measurement of service quality in general can be done using the SERVQUAL dimension method, namely service quality developed by Parasuraman, Zeithaml, and Berry (Parasuraman, 1990). The five dimensions developed includes tangibles, reliability, responsiveness, assurance, and empathy.

2. Guest/Customer Satisfaction

Satisfaction is the level of an individual's feelings after comparing the perceived performance/results to expectations. Satisfaction that has been formed can encourage consumers to make repeat purchases and later become loyal guests.

Apart from creating guest loyalty, satisfaction from customers can also form a recommendation both by word of mouth and social media.

According to Park in (Irawan 2021: 54), expressing The satisfaction of a customer refers to the emotions and opinions experienced by the customer after utilizing goods or services. Kotler and Keller (2016: 33) say guest satisfaction, which means satisfaction reflects an individual's assessment of perceived product performance in relation to expectations. Customers are disappointed when performance falls far short of expectations. Customers are satisfied when service meets expectations, and customers are satisfied when expectations are exceeded.

According to Sahabuddin (2019), satisfaction is a feeling that results from comparing what is felt with expectations related to the wishes or expectations of guests on products or services. The satisfaction of a guest is a sense of enjoyment or dissatisfaction that they experience after evaluating the performance or outcomes of a product, and comparing them to their own expectations.

According to Fandy Tjiptono (2014: p.368) there are ways to measure customer satisfaction in six core concepts regarding the object of measurement, as follows:

- 1) Overall customer satisfaction
 - 2) Dimensions of Customer Satisfaction
 - 3) Expectation Confirmation
 - 4) Repurchase Interest
 - 5) Willingness to recommend
 - 6) Customer Dissatisfaction
3. Relationship between Service Quality and Customer/Guest Satisfaction

Factors that affect guest satisfaction, one of which is service quality. Service quality and guest satisfaction are closely related. Maintaining service quality is an absolute form of customer in assessing whether the company is worthy of being one of the desired choices to buy its products or not. This is what makes many customers assume that besides the company that has many customers, it must be combined with good quality feasibility as well. With good and good service quality, it will also get increased revenue for the company.

4. Restaurant

A restaurant is an establishment or facility run for profit that offers food and beverages to patrons with excellent customer service. According to Subakti (2014), a restaurant is means a part of tourism accommodation that serves the needs of tourists or customers. A restaurant is a place that provides services in food products, meaning that a place is categorized as a restaurant when there is a process of providing a food menu, as well as services that are part of the visitors or consumers who come.

According to Marsum (2008), A restaurant is a commercially organized place or building designed to provide guests with superior service in the form of food and drink. Restaurants themselves also have types. The types of restaurants described by Kurian and Muzumdar (2017) categorize restaurants into three groups, namely: fast food, casual dining, and fine dining.

5. Hotel

Tourism is synonymous with lodging. In every tourist destination area, it is certain to have a lot of lodging or what is commonly called a hotel. Hotels have many classifications according to existing levels. Hotel is an industry or service business that is managed commercially (Hermawan et al, 2018). According to the Decree of the Menparpostel No. KM/37 / PW / 304 / MPPT-86 is a type of accommodation that provides part or all of the building to provide lodging services, food and drinks and other services for the public, which are managed commercially. All hotels provide services to the general public. Therefore, hotels are categorized as public places. In the book *Tourism and Hospitality* written by Bagyono (2014), a hotel is a type of commercial and professional lodging facility available to all for lodging, dining and other services. Commercially-operated structures offer accommodations to the general public and offer services such as lodging services, dining services, luggage handling services, and laundry facilities.

Research Methods

This research used a quantitative approach to measure the influence of employee service quality on guest satisfaction at Banyubiru Restaurant. This study was also conducted by collecting secondary data and then primary data. Secondary data in this study were obtained from guest comments that have been attached to the trip advisor from January 2022 - December 2022, then data on the number of visitors who came to Banyubiru Restaurant in 2022. Others data is also supported from related journals and books. The data collection techniques used in this research are questionnaire, observation, interviews, and literature. Furthermore, the questionnaire was distributed to a predetermined sample of 83 respondents. Data analysis is assisted by using SPSS 23. The data sources can be divided into primary data and secondary data. Primary data is collected through questionnaires with a Likert scale of 5 from all guests who visited Banyubiru Restaurant, while secondary data is obtained from guest comments documented during their visit. Data analysis in this study was carried out using classical assumptions with normality test, and heteroscedasticity test, simple regression analysis, coefficient of determination analysis, and t test.

Results and Discussion

1. Results

a. Tabulation of Respondents' Answers Regarding Statement of the Employee Service Quality (X)

Tabulation of respondents' answers regarding the MICE Employee Service Quality (X) statement which can be seen below.

Table 1. Respondents' Answers to Employee Service Quality Statements (X)

No	Statement	Respondent Answers					Responde nt	Tota l Scor e	Mean	Categor y
		V P	P	A	G	V G				
		1	2	3	4	5				
1	The restaurant provides clean and comfortable area	0	0	7	52	24	83	349	4.20	Good
2	The restaurant has modern looking equipment	0	0	31	43	9	83	310	3.73	Good
3	Staff appearance (tidy and cleanliness)	0	0	21	47	15	83	326	3.93	Good
4	Completeness of restaurant facilities	0	7	31	44	1	83	288	3.47	Good
5	Staffs ability to handle guests problems	0	0	21	58	4	83	315	3.80	Good
6	Reliability of staff to serve the guest	0	0	18	55	10	83	324	3.90	Good
7	Staffs able to serve the guest demand accurately	0	0	0	50	33	83	365	4.40	Very Good
8	Quick/immediate service from staff	0	6	30	45	2	83	292	3.52	Good
9	Staffs are ready to respond to	0	0	21	58	4	83	315	3.80	Good

No	Statement	Respondent Answers					Responde nt	Tota l Scor e	Mean	Categor y
		V P	P	A	G	V G				
		1	2	3	4	5				
	guest requested									
10	Availability of staff in providing services	0	0	21	59	3	83	314	3.78	Good
11	Politeness and friendly staff	0	0	31	42	10	83	311	3.75	Good
12	Staff honesty and trusted	0	0	21	46	16	83	327	3.94	Good
13	Make the guests feel safe	0	0	21	58	4	83	315	3.80	Good
14	The staff has a good communication to the guests	0	0	18	56	9	83	323	3.89	Good
15	The staff gives the guests individualized attention	0	6	30	46	1	83	291	3.51	Good
16	Staffs understand the specific needs of their guests	0	0	21	59	3	83	314	3.78	Good
Total Service Quality of Banyubiru's Employees							5,079	61.19	Good	
Average Service Quality of Banyubiru's Employees							317.44	3.82		

[Source: Primary Data, 2023 (processed)]

Notes:

VP = Very Poor

P = Poor

A = Average

G = Good

VG = Very Good

The table shows the respondents' answers regarding 16 statements about Service Quality (X). The highest average for the Service Quality variable (X) is in the 7th statement of 4.40, namely "Staffs are able to serve the guest demand accurately" While the lowest average is in the 4th statement of 3.47, namely "Completeness of restaurant facilities." This shows that according to respondents, Service Quality at Banyubiru Restaurant in terms of staff expertise to serve guest requests and needs according to what guests want is precise and accurate. Guest requests and needs communicated to staff have been fulfilled properly and satisfy guests. However, what still needs to be improved is in terms of incomplete restaurant facilities.

The average value of the Service Quality variable (X) as a whole of 3.82 means that the Service Quality at Banyubiru Restaurant is in the interval 3.41 - 4.20 with a good category. Based on the perceptions of respondents at Banyubiru Restaurant, the overall quality of service provided by staff to guests is satisfying and good. However, it needs to be maintained for things that are already good and need improvement or improvement for things that are still lacking, such as facilities in the restaurant that need to be provided so that guest satisfaction can be maintained.

b. Tabulation of Respondents' Answers Regarding Statement of Customer Satisfaction (Y)

Tabulation of respondents' answers regarding Guest Satisfaction (Y) statement which can be seen below.

Table 2. Respondents' Answers to Guest Satisfaction Statements (Y)

No	Statement	Respondent Answers					Respondent	Total Score	Mean	Category
		VP	P	A	G	VG				
		1	2	3	4	5				
1	The services that give by staff are meet your expectation	0	0	0	20	63	83	395	4.76	Very Good
2	The restaurant has a high quality on their facilities	0	0	36	44	3	83	299	3.60	Good
3	The restaurant has a high quality on their services	0	0	10	56	17	83	339	4.08	Good

No	Statement	Respondent Answers					Respondent	Total Score	Mean	Category
		VP	P	A	G	VG				
		1	2	3	4	5				
4	You will choose Banyubiru Restaurant on your next visit	0	0	3	49	31	83	360	4.34	Very Good
5	You will use the same services	0	0	36	43	4	83	300	3.61	Good
6	You will buy the same menu	0	0	10	58	15	83	337	4.06	Good
7	You would recommend the restaurant to others	0	0	3	46	34	83	363	4.37	Very Good
8	You would recommend the restaurant on social media	0	0	0	21	62	83	394	4.75	Very Good
9	You will never switch to other restaurants	0	0	37	43	3	83	298	3.59	Good
10	Problem are solved	0	0	10	56	17	83	339	4.08	Good
11	Complaint are handled	0	0	3	48	32	83	361	4.35	Very Good
Total Guest Satisfaction								3,785	45.60	Good
Average Guest Satisfaction								344.09	4.15	

[Source: Primary Data, 2023 (processed)]

Notes:

VP = Very Poor

P = Poor

A = Average

G = Good

VG = Very Good

The table shows the respondents' answers regarding 11 statements about Guest Satisfaction (Y). The lowest average for the Guest Satisfaction (Y) variable statement of 3.59 is in the 9th statement, namely "You will never switch to other restaurants." While the highest average is on the 1st statement with an average value of 4.76, namely "The services that give by staff are meet your expectations." This shows that most respondents think that Banyubiru Restaurant is not the only choice for eating and drinking. Many other restaurant options can be visited by guests because guests tend to get bored easily and want to find other variations with different types of menus, atmosphere, flavors and services. The quality of service provided by the staff is very good and meets guest expectations. The average value of the overall Guest Satisfaction variable (Y) of 4.15 means that overall Guest Satisfaction at Banyubiru Restaurant is in the interval 3.41 - 4.20, which is a good category. Respondents feel good Guest Satisfaction at Banyubiru Restaurant because the service provided by the staff is of good quality.

c. Data Analysis

Data calculation and analysis were performed using SPSS version 23 for Windows statistics. Executed using SPSS, processed results will be obtained which will be explained so that a conclusion is obtained.

1) Simple Linear Regression Analysis

To determine the change in the dependent variable (Y), which is a Guest Satisfaction that is influenced by the independent variable (X), which is a Service Quality, a simple linear regression analysis is utilized (Sugiyono, 2013: 261). The table below shows the results of a simple linear regression study using SPSS version 23 for Windows.

Table 3. Results of Simple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.314	3.345		4.279	.000
	Employee Service Quality	.511	.054	.722	9.400	.000

a. Dependent Variable: Guest Satisfaction

Source: Primary Data, 2023 (processed)

The table above shows that the constant value is 14.314 and the quality of service (X) is 0.511. Based on the values of the constant and independent variable regression coefficient, a simple linear regression equation is obtained as follows:

$$Y = 14.314 + 0.511 X$$

Based on calculations using the formula $Y = a + b$ (Sugiyono, 2013: 277), to obtain a simple linear regression line equation that provides information about:

a) Constant = 14.314

If Guest Satisfaction has a constant value of 14,314 and the Service Quality variable is removed, Guest Satisfaction will still be worth that amount. As the independent variable (Service Quality) increases, the dependent variable (Guest Satisfaction) also rises as a result of the independent variable's rising positive value.

- b) Employee Service Quality (X) = 0.511

Given that the other variables are held constant and the regression coefficient value of the Service Quality variable (X) on Guest Satisfaction is 0.511, Guest Satisfaction will rise by 0.511 if Service Quality (X) rises by one unit. The link between Service Quality (X) and Guest Satisfaction is unidirectional since the coefficient of Service Quality (X) is positive. The Guest Satisfaction variable will rise as the Service Quality (X) variable does.

- 2) T test

This test is conducted to determine if the independent variable, service quality, has a significant impact on the dependent variable, guest satisfaction (Sunyoto, 2013: 50). This t-test is based on his two considerations of comparing tcount values with ttable and significance values. The t-test results in the following table.

Table 4 T test Results

Variable	t-count	Sig	Description
Service Quality (X)	14.314	0,000	Significant

Alpha (α) 0,05

Source: Primary Data, 2023 (processed)

Based on the table above, the t-test can be formulated as follows:

- a) Testing Hypotheses

H₀: Employee service quality has no significant influence on guest satisfaction at Banyubiru Restaurant The Laguna Resort & Spa hotel.

H_a: Employee service quality has a significant influence on guest satisfaction at Banyubiru Restaurant The Laguna Resort & Spa hotel.

- b) Determine the value of t-count

Based on the table above, it is able to be visible that the tcount value of Service Quality (X) is 14.314 with a significance of less than the α value ($0.000 < 0.05$).

- c) Determine the t-table value

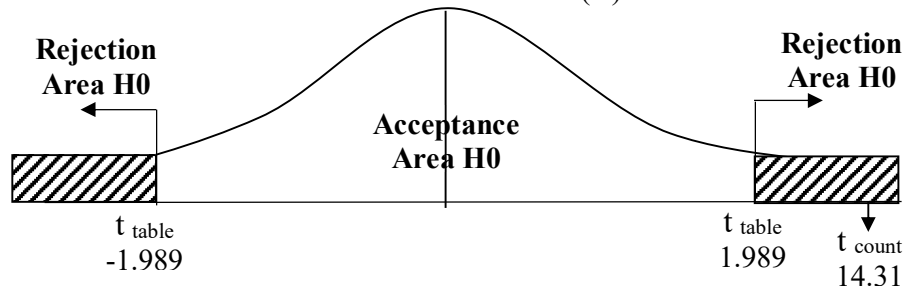
The significance level used in this test is 0.05 or α (confidence level) = 5% with degree of freedom (degree of freedom) $df = n - k$. The value of $n = 83$ and $k = 1$, then $df = 83 - 1 = 82$. The amount of t table = $t(\alpha, df)$ so the value sought is $t(0.05; 82)$. Based on the t distribution table in appendix 6, the value of t table = 1.989 (Pratiwi, 2017).

- d) Comparing the t-count value with t-table

If $t\text{-count} > t\text{-table}$ or significance value $< \alpha$ then H₀ is rejected and H_a is accepted.

If $t\text{-count} \leq t\text{-table}$ or significance value $> \alpha$ then H₀ is accepted and H_a is rejected.

Figure 1. Distribution Curve Test t-test Coefficient of Service Quality (X) on Guest Satisfaction (Y)



The figure above suggests that the value of $t\text{-count} > t\text{-table} = 14.314 > 1.989$ and the significance value $< \alpha = 0.000 < 0.05$ then H_0 is rejected and H_a is well-known. This indicates that Service Quality (X) has a significant effect on Guest Satisfaction at Banyubiru Restaurant with an error rate of 5%, 95% confidence and 82 degrees of freedom.

3) Coefficient of Determination

The purpose of the coefficient of determination analysis is to determine the percentage of variables under study, namely the independent variable Service Quality on the dependent variable, Guest Satisfaction (Y). The following table indicates the calculated results of the coefficient of determination analysis.

Table 5. Determination Coefficient Test Results

Model Summary^b

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.722a	.522	.516	3.02123

a. Predictors: (Constant), Service Quality

b. Dependent Variable: Guest Satisfaction

Source: Data processed using SPSS 23

The table above shows that the R squared values obtained from the analysis results means the dependent variable can be explained by using the independent variable. A maximum of 52.2% (0.651X 100%) and the last 47.8% (100% - 52.2%) is explained by other variables no longer used on this study. According to Ghozali's theory (2013: 95), if the coefficient of determination interval is between 40% - 59.9%, the coefficient of determination may be stated to be mild. The coefficient of determination for this study was 52.2%, showing that the independent variable has a mild effect on the dependent variable and a moderate effect from the independent factors on the dependent variable.

Service Quality has a moderate influence on Guest Satisfaction at Banyubiru Restaurant compared to other independent variables not examined in this study. This shows that the quality of service that is applied both good and bad will greatly affect guest satisfaction, therefore management needs to continue to improve service quality in order to maintain and increase guest satisfaction.

4) Discussion

The results of research related to the variables of Service Quality and Guest Satisfaction that researchers conducted at Banyubiru Restaurant were obtained. The highest average for the Service Quality variable (X) is in the 7th statement of 4.40, namely "Staffs are able to serve the guest demand accurately." While the lowest average is in the 4th statement of 3.47, namely "Completeness of restaurant facilities." This shows that according to respondents, Service Quality at Banyubiru Restaurant in terms of staff expertise to serve guest requests and needs according to what guests want is precise and accurate. Guest requests and needs communicated to staff have been fulfilled properly and satisfy guests. However, what still needs to be improved is in terms of incomplete restaurant facilities. The average value of the Service Quality variable (X) as a whole of 3.82 means that the Service Quality at Banyubiru Restaurant is in the interval 3.41 - 4.20 with a good category. Based on the perceptions of respondents at Banyubiru Restaurant, the

overall quality of service provided by staff to guests is satisfying and good. However, it needs to be maintained for things that are already good and need improvement or improvement for things that are still lacking, such as facilities in the restaurant that need to be provided so that guest satisfaction can be maintained. The lowest average for the Guest Satisfaction (Y) variable statement of 3.59 is in the 9th statement, namely "You will never switch to other restaurants." While the highest average is in the 1st statement with an average value of 4.76, namely "The services that give by staff are meet your expectations." This shows that most respondents think that Banyubiru Restaurant is not the only choice for eating and drinking. Many other restaurant options can be visited by guests because guests tend to get bored easily and want to find other variations with different types of menus, atmosphere, flavors and services. The quality of service provided by the staff is very good and meets guest expectations. The average value of the overall Guest Satisfaction variable (Y) of 4.15 means that overall Guest Satisfaction at Banyubiru Restaurant is in the interval 3.41 - 4.20 with a good category. Respondents feel good Guest Satisfaction at Banyubiru Restaurant because the service provided by the staff is of good quality.

The study demonstrated that quality of service has a significant impact on guest satisfaction at a Banyubiru restaurant. The findings of the t test for the Service Quality variable, which showed a $t_{count} > t_{table}$ value of $14.314 > 1.989$ and a significance value of $0.0000.05$, support this. The value of service quality is 0.511 , indicating that if it rises by one unit while the other variables stay the same, the guest will be more satisfied. By and large, the problem statements were answered according to the hypotheses proposed. Service Quality has a moderate impact on Guest Satisfaction, moreover, this The coefficient of determination test results also show that the variable quality of service contributes 52.2% to guest satisfaction, with other variables that were not considered in this study accounting for the remaining 47.8%. Product quality, pricing, and location are additional independent variables that may have an impact on customer satisfaction in addition to service quality.

This findings of this study are consistent with those of previous studies by Shinta, Sunyoto, and Denny (2020), Abdul Gofur (2019), and Zahara, Andreansyah and Wati (2016) which state that Service Quality has a significant effect on Guest Satisfaction. This means when Service Quality increases, Guest Satisfaction will also increase because it has a significant and strong influence between Service Quality and Guest Satisfaction. So management needs to pay attention and improve Service Quality in order to increase Guest Satisfaction.

Conclusions

Based on the results of the research conducted, it can be concluded in this study that the Service Quality variable has a significant impact on Guest Satisfaction with a $t_{count} > t_{table}$ value, namely $14.314 > 1.989$. Service Quality is positive with a guest satisfaction beta score of 0.511 , therefore, increasing the quality of service (X) increases guest satisfaction. Service Quality impacts Guest Satisfaction by 52.2% in the moderate category, while the remaining 47.8% it is influenced by other variables not considered in this study. The conclusion is the

management of The Laguna Resort & Spa can maintain and improve the quality of employee services to increase customer satisfaction. Management can also conduct training and development program for Banyubiru Restaurant Employees to increase knowledge and skills in providing good services to the guests.

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