Quality Service Analysis of Front Office Department to Enhance Customer Satisfaction at Klapa Resort

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Abstract
Purpose: The purpose of this study was to analyze the level of front office service quality in increasing guest satisfaction at the Klapa Resort and to determine the most satisfactory service indicators for guests at the Klapa Resort. The number of samples used is 80 respondents, with purposive sampling data collection techniques.
Research methods: The method of collecting primary data for service quality variables uses a questionnaire that has been tested for validity and reliability. The analysis technique used is Servqual, Importance Performance Analysis and Customer Satisfaction Index.
Findings: The results of this study indicate that there is a negative, positive and neutral gap between guest perceptions and expectations. Customers are satisfied with the services provided because the value of the positive gap is more than the negative.
Implications: The results of the study showed that most of the hotel guests were satisfied with the service performance provided by Klapa Resort.

Keywords: Front office, service quality, customer satisfaction, servqual, importance performance analysis, and, customer satisfaction index.

INTRODUCTION

Indonesia is an archipelagic country that has a lot of beauty nature and culture that can make a world tourist attraction to come and visit Indonesia, especially the island of Bali. Bali which is one of the islands in Indonesia that relies on the economy from the world of tourism. Bali is ranked in the top five tourist destinations in the world and is ranked first as the best tourist destination in Asia (TripAdvisor, 2020).

Bali as a tourist destination has its own characteristics in its natural and cultural attractions. Bali has a more developed tourism industry. The tourism industry in Bali is a source of livelihood for business people engaged in tourism. This industry moves together to produce goods or services that aim to be able to

meet the needs of tourists visiting Bali. One example is the quality of service obtained by tourists during their vacation.

A hotel is a managed company that provides services and facilities such as: food, drinks, and lodging for tourists who are able to pay a reasonable amount based on the services received without special prior approval (Sulastiyono, 2011). Meanwhile, according to (Bagyono, 2012: 3), hotels include types of accommodation that are managed commercially, provided for a person or group of people who provide lodging, food and beverage services and others according to developments in needs and technology.

According to Rahmayanti (Suroija, 2013) Front Office Department is the most visible department in a hotel. Front Office Department is also known as the first and the last impression of the guest. That is, this is the first and last part of the guest. Guests coming to the hotel will register or check in first to the front office and at the time of checking out, guests also communicate with staff from the front office. The Front Office Department is also an information center and almost all guest activities such as receiving and sending letters, managing goods, paying hotel accounts, regarding lost goods, accommodating guest complaints and also a place for providing information both within the hotel and outside the hotel. Another opinion according to Soenarno (Ananda, 2015: 5) states, the front office department is a department that handles customers who use rooms, starting from reservations, customer reception (front officers), guests coming (check-in) until customers leave the hotel. (checkout).

The function and role of the Front Office Department is to sell rooms to customers. In addition to selling rooms to customers, the front office also functions as a recipient of reservation services, guest/customer goods handling services, information services, guest/customer check-in and check-out services and acts as a cashier, namely place of payment for hotel administration Sulastiyono (Ananda, 2015).

Quality is a dynamic condition that affects products or services, human processes and the environment that meet or exceed expectations. The tastes or expectations of consumers on a product are always changing, so the quality of the product/service must also be adjusted, with changes in quality, changes or improvements in workforce skills are needed, changes in production processes

and tasks, as well as changes in the company's environment so that products can meet or exceed consumer expectations (Trisninawati & Nurlela, 2019).

Quality is the totality of characteristics and characteristics of a product or service that affect its ability to satisfy stated or implied needs. The definition reflects consumer-centered quality. "A seller or a company can be called a quality company if it almost always satisfies most of the needs of its consumers, where the services provided meet or exceed consumer expectations, according to Kotler (Sinrang, 2017: 10).

Service is the behavior of producers in order to meet the needs and desires of consumers in order to achieve consumer satisfaction itself. Kotler (Darliah, 2017) says that this behavior can occur during, before and after the transaction. In general, a high standard of service will result in high satisfaction and frequent repeat purchases.

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Service is also defined as an activity carried out by a person or group of people on the basis of material factors through certain systems, procedures and methods in an effort to fulfill the interests of others in accordance with their rights (Moenir, 2010).

Service quality according to Kotler & Armstrong (Darliah, 2017) is "Quality is the totally and characteristics of the product and service that bears on its ability to satisfy stated or implied needs", the meaning of this definition is that quality is the whole of the privileges and characteristics of product or service that supports its ability to satisfy needs directly or indirectly.

According to Tjiptono (Affandi et al., 2017) service quality is the level of perfection expected and control over that perfection to meet customer desires. In other words, there are two main factors that affect service quality, namely the expected service and the perceived service. The implication is that good or bad service quality depends on the ability of service providers to consistently meet customer expectations.

There are five dimensions to service quality which are indicators of guest satisfaction (service quality) which are explained by Parasuraman, Zeithml, Berry (Candra, 2018) as follows: 1. Tangibles or physical evidence which includes physical facilities (buildings, warehouses, yards, offices), equipment and equipment needed (technology), as well as the appearance of employees. 2. Empathy, which is a condition for caring, having understanding and knowledge of customers, understanding specific customer needs, and having a comfortable operating time for customers. 3. Reliability is reliability including performance must be in accordance with customer expectations which means timeliness, the same service for all customers, sympathetic attitude and high accuracy. The quality factor of reliability found in restaurants in serving dishes quickly, precisely according to customer requests. 4. Responsiveness or responsiveness includes the willingness to help and provide fast (responsive) and appropriate service to customers with clear information. 5. Assurance, namely assurance and knowledge, courtesy, and the ability of restaurant employees to foster customer trust in the restaurant/company.

A customer is someone who has become accustomed to buying from you (Suroija, 2013). Habits are formed through frequent purchases and interactions over a period of time without a strong track record of relationships and repeat purchases. That person is not your customer, he or she is a buyer. True customers grow over time.

Kotler & Keller (Yunus, 2014) suggest that satisfaction is a person's feelings of pleasure or disappointment arising from comparing the perceived performance of the product or result against their expectations. Another opinion was expressed by Lupiyoadi & Hamdani (Yunus, 2014) which states that satisfaction is the level of satisfaction where someone states that the results of comparisons on product or service performance are received and expected.

Meanwhile, customer satisfaction is a comparison between consumer perceptions of products or services in relation to their respective expectations (Schiffman and Kanuk (Yunus, 2014). According to what was revealed by Zeithaml & Bitner (Saidani, 2012) customer satisfaction as a customer response to the evaluation of the perceived discrepancy between expectations and the actual performance of services.

Along with the increasing number of companies engaged in the hospitality sector, it creates intense competition in obtaining customers. In this development effort, the management, especially in the service sector, continues to improve its services. In an effort to provide services to customers, in addition to providing facilities, all parties including: Front Office Department, Housekeeping Department, Food and Beverage Department, and other departments are involved in it. As a part of the hotel, the Front Office Department plays a very strategic role in providing services to customers.

The Front Office Department is known as the first and the last impression of the guest. That is, it is at the front office that customers get the first and last impression. The front office is also the center of hotel activities. Therefore, the service quality of Front Office Department employees is very important so as to provide customer satisfaction.

Rahmayanti (Suroija, 2013) explains that hotels and the Front Office Department continues to strive to maintain excellent service quality so that it will be embedded in the hearts of customers. In the end the customer will follow with the loyalty that will always be given. Loyalty is earned through satisfaction received over time and effort. Customer satisfaction for good service will encourage customers to remain loyal to use and take advantage of the services offered.

According to Tjiptono (Suroija, 2013) customer satisfaction is the customer's response to the evaluation of the perceived discrepancy or disconfirmation between previous expectations and the actual performance of the product that is felt after its use. Customer satisfaction is one of the most important things to improve and advance the hotel. Therefore, a receptionist who is the main organ in the operation of the Front Office Department is required to have a cultured, intelligent, broad-minded personality, good at communicating and have a charming personality. They will deal directly with hotel guests.

The Klapa Resort hotel continues to strive to improve the quality of its services, especially in the Front Office Department because this department will make a first impression on guests and will always be remembered. However, based on observations, the Front Office Department at Klapa Resort still lacks interaction between the Front Office Department and other departments. For example, the Housekeeping Department's lack of responsiveness in cleaning

customer rooms according to a predetermined schedule. This has led to several complaints from customers to employees, especially in the Front Office Department.

Therefore, it is necessary to improve the quality of front office services that are more effective, efficient and work professionally. An analysis of the service quality of front office employees is needed to meet indicators that need to be improved in order to meet customer satisfaction who stays overnight and can anticipate complaints that arise from expectations that are not met by customers, so that expectations and perceptions can be in accordance with customer desires.

This article uses several previous studies that are used as a basis and comparison in research. The first research is a study conducted by Lestari (2018) entitled "The Effect of Service Quality Dimensions on Customer Satisfaction (Study on Customers of JNE Express Main Branch Malang)". The purpose of this study was to determine the significant effect of service quality dimensions on customer satisfaction at JNE Express in the city of Malang. The data analysis method used is multiple linear regression analysis using SPSS 15.00 software for Windows. The results showed that the independent variables tangible, reliability, responsiveness, assurance, and empathy had a positive effect on JNE customer satisfaction. 66.2% tangible, reliability, responsiveness, assurance, and empathy can explain the variable customer satisfaction, while 33.8% is influenced by other variables not included in this study. The most dominant variable with the largest contribution is reliability.

The similarity of previous research with the authors' research is that they both analyze service quality on customer satisfaction, data collection techniques, questionnaires using five dimensions of service quality (physical evidence, empathy, assurance, reliability, responsiveness). The difference between previous research and the authors' research is the data analysis method used in this study, multiple linear regression, research object, research time and research location.

The second research is a study conducted by (Mulyapradana et al., 2020) entitled "The Effect of Service Quality on Customer Satisfaction at PT. Tempo Branch Tegal". The purpose of this study was to determine how much influence the quality of service provided on customer satisfaction. The method used is a

quantitative method. The independent variables used in this study are physical evidence, reliability, responsiveness, assurance and empathy and the dependent variable in this study is customer satisfaction. The sample used in this research is the customer of PT. Tempo Tegal Branch totaled 30 respondents. Based on the results of the F test in this study, the significance value of F $0.001 < 0.005$ means that the quality of service consisting of physical evidence, reliability, responsiveness, assurance and empathy together has a significant influence on customer satisfaction. Based on the t-test, it can be seen that the variables of physical evidence (0.099), reliability (0.841), assurance (0.258) and empathy (0.689) > 0.05 probability which means that the variable partially has no significant effect on customer satisfaction. While the responsiveness variable (0.033) $<$ probability 0.05, which means that partially the variable has a significant influence on customer satisfaction. The results of the t-test also show that the responsiveness variable has the strongest influence compared to other variables, so this means that the responsiveness variable has the most dominant influence on customer satisfaction at PT Tempo Branch Tegal.

The equation of previous research with the authors' research is data collection techniques, questionnaires using five dimensions of service quality, namely (physical evidence, empathy, assurance, reliability, responsiveness). The difference between previous research and the authors' research is that the purpose of this study is to determine the effect of the quality of service provided on customer satisfaction, data analysis techniques used, research objects, research time, and research locations.

The third research is a study conducted by et al., 2020) entitled "Port logistics service quality and customer satisfaction: Empirical evidence from Vietnam". examines the service quality-customer satisfaction relationship in the port logistics services industry of emerging and transition economies. First, the study reviews the literature related to service quality and customer satisfaction. Second, using qualitative and quantitative methods through focus group discussions and direct interviews with 212 respondents who are company employees who have used port logistics services provided by Cat Lai Port, Ho Chi Minh City, Vietnam. Multivariate analysis was then used to analyze the data obtained from the survey using the Structural Equation Modeling (SEM) technique. The findings show that the quality of port logistics services is positively

determined by five factors including responsiveness, assurance, reliability, physical evidence, and empathy. In addition, the quality of port logistics services has a positive effect on customer satisfaction. Most strikingly, as embedded in the tangibles component, technological advances seem to improve service quality which ultimately satisfies customers in the port logistics service industry.

The equation of previous research with the authors' research is data collection techniques, the questionnaire uses five dimensions of service quality, namely (physical evidence, empathy, assurance, reliability, responsiveness). Both use servqual data analysis techniques. While the difference between the above research and the authors' research is the technique of taking samples, the time of the study and the location of the study.

The fourth research is a study conducted by (Idris et al., 2020) entitled "An overview of service quality towards guest's satisfaction in the hospitality industry / Aida Khalida Mohamed Idris". The aim of this study is that the sustainable development of the hospitality industry in Malaysia has caused a large number of hotels, motels and other lodging accommodations to rapidly increase. This happened because of the increasing number of foreign and domestic tourists in Malaysia. Therefore, it is important for lodging providers to offer good quality service because it will make guests feel comfortable and satisfied during their stay. In return, it will increase the loyalty and high tendency of tourists to revisit or recommend to their friends. Research has shown that service quality is an important element in determining guest satisfaction. Guests are considered satisfied if they have positive feelings during the evaluation process of expectations and what they actually get. Since guest satisfaction is largely dependent on the level of service quality and how they are treated during their stay at the inn, it is important to look for the missing value in service quality for guest satisfaction. As mentioned by previous researchers, it shows that many issues have been raised with regard to the primary dimensions and sub-dimensions in service quality when measuring satisfaction in some industries as many theories, measurements and models have changed shape recently. Therefore, this paper discusses the sub-dimension of service quality on the satisfaction of Seberang Perai hotel guests.

The similarity between previous research and the authors' research is that they both use the same data analysis technique. While the differences between

the research above and the authors' research are the object of research, time of research and location of research.

The fifth research is a study conducted by (Saraswati & Ganawati, 2017) entitled "The Influence of Service Quality and Price on Customer Satisfaction at Kubudiuma Villas Bali". The purpose of this study is one of the factors that can support the achievement of customer satisfaction is service quality and price. In this regard, this study was conducted to discuss the Effect of Service Quality and Price on Customer Satisfaction at Kubudiuma Villa Bali. The data analysis techniques used are validity test, reliability test, classical assumption test, multiple linear regression analysis, multiple correlation analysis, multiple determination analysis, t test, F test, and beta coefficients. From the results of multiple regression analysis obtained a linear equation between service quality and price on customer satisfaction at Kubudiuma Villas Bali, namely $Y' = 0.107 + 0.330X1 + 0.318X2$, which means that +0.330 indicates service quality has a positive and significant effect on customer satisfaction at Kubudima Villas Bali and +0.318 showed a positive and significant effect on customer satisfaction at Kubudiuma Villas Bali. The magnitude of the F-test was obtained by Fcount (419.342> Ftable (3.09) with a significant value of 0.000 <0.05 indicating that service quality and price had a positive effect and Significantly on customer satisfaction in the Beta Kubudiuma Villas Bali coefficient test shows that the quality of service has a more dominant effect on customer satisfaction of 0.561.

The similarity of previous research with the authors' research is both research aims to determine service quality on customer satisfaction. The difference between the above research and the authors' research is the data analysis technique used in this study, multiple linear regression, research object, research time, and research location.

RESEARCH METHODS

This article presents a discussion of the service quality of the Front Office Department Klapa Resort, which is located on Jalan Raya Uluwatu, Pecatu Indah Resort, New Kuta Beach I, South Kuta, Bali. In this study, measurements of front office service quality and customer satisfaction at Klapa Resort consisted of five (5) quality dimension variables, namely Tangibles (X1), Reliability (X2), Responsivenes (X3), Assurance (X4), and Empathy (X4) dimensions. X5) and

one (1) guest satisfaction variable (Y). The population of this study is the average number of visits per month of guests staying at the Klapa Resort from March 2020 to January 2021, which is 4,175 with an average of 377. The sample used in this study is part of the population of guests who have stayed at the Klapa Resort. . taking the number of respondents (samples) is done through chance sampling, which is a sampling technique based on chance, namely anyone who happens to meet the sample (Sugiyono, 2015). The number of samples used in this study were 80 respondents.

This article was developed by collecting primary and secondary data through literature study, observation, and direct interview process through related parties such as front office manager, front office supervisor, and also front office staff at Klapa Resort. Then the analytical technique used to facilitate the processing of the data obtained is the Validity test and Reliability Test. This series includes Servqual (Service Quality), Importance Performance Analysis (IPA), Method Customer Satisfaction Index (CSI) or better known as the consumer satisfaction index is an index that determines the level of overall customer satisfaction with an approach that involves the interests and performance of attributes. -measured attributes.

FINDINGS

To answer the problem formulation in this study, the step is to perform statistical calculations with the help of a computer using the SPSS program (Statistic Package for Social Science) 25.00 for windows and Microsoft Excel.

There are several tests that must be passed to determine the service quality of the front office department in increasing customer satisfaction at Klapa Reort. The first is Respondent Characteristics, Validity Test, Reliability Test, Service Quality (SERVQUAL), Importance Performance Analysis (IPA), Customer Satisfaction Index (CSI) to determine the level of customer satisfaction.

1) Characteristics of Respondents based on Gender, Age, and Nationality
   a. Respondents who stayed and had experienced the services provided by the front office at Klapa Resort, namely: male guests with a percentage of 36 people (45%) and female guests as many as 44 people with a percentage (55%). Because group guests who come for work purposes

and have experienced the services provided by the front office at KlapaResort are mostly women.

b. The percentage of age guests who stay and have experienced the services provided by the front office at Klapa Resort, namely: age 20 - 29 years with a percentage of 40%, age 30 - 39 years with a percentage of 30%, age 40 - 49 years with a percentage of 12.50 %, age 50 - 59 years with a percentage of 17.50%. It can be seen from Figure 4.3 that the age of the respondents is dominated by guests with an age range of 20 - 29 years with a percentage of 40%. This is because the guests who have experienced the services provided by the front office at the Klapa Resort are the majority of guests belonging to the young age group, most of them invite their families to enjoy the facilities and access to Dreamland beach directly at the Klapa Resort or who come for work purposes.

c. Persentase kewarganegaraan tamu yang menginap dan telah merasakan pelayanan yang diberikan oleh *front office* di Klapa Resort 100% dari Indonesia. Dilihat dari Gambar 4.4 bahwa kebangsaan responden keseluruhannya warga negara Indonesia atau lokal. Hal ini dikarenakan kondisi Covid-19 maka warga negara asing dilarang masuk ke Indonesia, sehingga hanya tamu domestik saja yang menginap di Klapa Resort.

2) Validity Test and Reliability Test for Perceptions and Expectations

a. Validity Test for Perception

Table 1. Perception Validity Test Results

Variable	Correlation coefficient	Score (r-table)	Information
Nice and attractive front office interior design	0,564	0,2597	Valid
Cleanliness and comfort of the front office	0,551	0,2597	Valid
Completeness of the facilities offered	0,602	0,2597	Valid
Neatness of the front office staff	0,722	0,2597	Valid
Speed of front office staff in serving customers	0,760	0,2597	Valid
The service or registration procedure for overnight customers is not complicated	0,760	0,2597	Valid

Satisfactory front office staff service	0,643	0,2597	Valid
Front office staff is quick to respond to customer complaints	0,793	0,2597	Valid
Willingness of front office staff to help customers	0,813	0,2597	Valid
The speed of the front office staff in solving problems	0,809	0,2597	Valid
The friendliness of the front office staff in serving customers	0,812	0,2597	Valid
Extensive knowledge of front office staff	0,815	0,2597	Valid
Guaranteed customer safety	0,704	0,2597	Valid
24-hour front office service available	0,715	0,2597	Valid
Front office staff know customer wishes	0,779	0,2597	Valid
Front office staff able to communicate well	0,790	0,2597	Valid

The results of the perception validity test show that questions 1 to 16 are declared valid because r-count is greater than r-table where the r-table value is 0.2597 so that all indicators of the questionnaire variable are declared valid and can be used in research.

b. Reliability Test for Perception

Perception Reliability Test Results

Cronbach's Alpha	Information
0,940	Reliable

(Source: Data processed, 2021)

The results of the perception reliability test based on the reliability test results show that the performance variable has a Cronbach's Alpha value of 0.940 which means that all indicators of performance are reliable, because the value is more than 0.70. This shows that all indicators contained in the performance variable are consistent and reliable indicators to be used in this study.

c. Validity Test for Expectations

Expected Validity Test Results

Variable	Correlation coefficient	Score (r-tabel)	Information

Nice and attractive front office interior design	0,802	0,2597	Valid
Cleanliness and comfort of the front office	0,746	0,2597	Valid
Complete facilities offered	0,745	0,2597	Valid
Neatness of the front office staff	0,867	0,2597	Valid
Speed of front office staff in serving customers	0,917	0,2597	Valid
	0,874	0,2597	Valid
The service or registration procedure for overnight customers is not complicated	0,863	0,2597	Valid
Satisfactory front office staff service	0,925	0,2597	Valid
Front office staff is quick to respond to customer complaints	0,931	0,2597	Valid
Willingness of front office staff to help customers	0,932	0,2597	Valid
The speed of the front office staff in solving problems	0,907	0,2597	Valid
The friendliness of the front office staff in serving customers	0,925	0,2597	Valid
Extensive knowledge of front office staff	0,893	0,2597	Valid
Guaranteed customer safety	0,897	0,2597	Valid
24-hour front office service available	0,928	0,2597	Valid
Front office staff know customer wishes	0,946	0,2597	Valid

Expected validity test results indicate that the questions 1 to 16 are declared valid because r-count is greater than r-table where the value of r-table is 0.2597 so that all indicators of the questionnaire variable are declared valid and can be used in research.

d. Reliability Test For Expectations

Expected Reliability Test Results

Cronbach's Alpha	Information
0,981	Reliable

(Source: Data processed, 2021)

Expected reliability test results based on reliability test results show that the performance variable has a Cronbach's Alpha value of 0.981, which means that all indicators of performance are reliable, because the value is more than 0.70. This shows that all indicators contained in the performance variable are consistent and reliable indicators to be used in this study.

3) Calculation of Service Quality Score (SERVQUAL)

Test Results Average Perceptions and Expectations and Gaps
Service Quality Questionnaire at Klapa Resort

Variable	Perception	Hope	Gap
Nice and attractive front office interior design	4,46	4,44	0,02
Cleanliness and comfort of the front office	4,53	4,48	0,05
Complete facilities offered	4,5	4,5	0
Neatness of the front office staff	4,49	4,53	-0,04
	4,46	4,44	0,02
Speed of front office staff in serving customers	4,48	4,44	0,04
The service or registration procedure for overnight customers is not complicated	4,56	4,46	0,1
Satisfactory front office staff service	4,48	4,44	0,04
Front office staff is quick to respond to customer complaints	4,43	4,46	-0,03
Willingness of front office staff to help customers	4,49	4,44	0,05
The speed of the front office staff in solving problems	4,49	4,49	0
The friendliness of the front office staff in serving customers	4,43	4,44	-0,01
Extensive knowledge of front office staff	4,55	4,49	0,06
Guaranteed customer safety	4,51	4,49	0,02
24-hour front office service available	4,49	4,48	0,01
Front office staff know customer wishes	4,49	4,49	0

Based on the results of the servqual above, it is found that services are perceived to have negative, positive and neutral gaps. This is influenced by the viewpoint of Klapa Resort as a service provider that is not always the same as the expectations of guests as service recipients. Overall the Klapa Resort has provided good service because the perceived service is greater than guest expectations. Indicators that are considered satisfactory for guests are servqual scores with positive values found on indicators X1, X2, X3, X5, X6, X7, X8, X10, X11, X13, X14, X15 and X16. So, based on the analysis above, it can be said that the level of guest satisfaction with the front office service at Klapa Resort is good. This is supported by the number of indicators that are considered satisfactory, namely the servqual score which is positive more than the negative indicator which means it is not good and guests are not satisfied with the services provided by the front office at Klapa Resort.

Based on the indicators that are considered satisfactory to guests, there are indicators that are the most satisfying. The indicator that is considered the most satisfying by guests is found in the X13 indicator, namely customer safety is guaranteed with a score of 0.06.

With this discussion, the Klapa Resort must improve and improve services with negative values and maintain services with positive values.

4) *Importance Performance Analysis* (IPA)
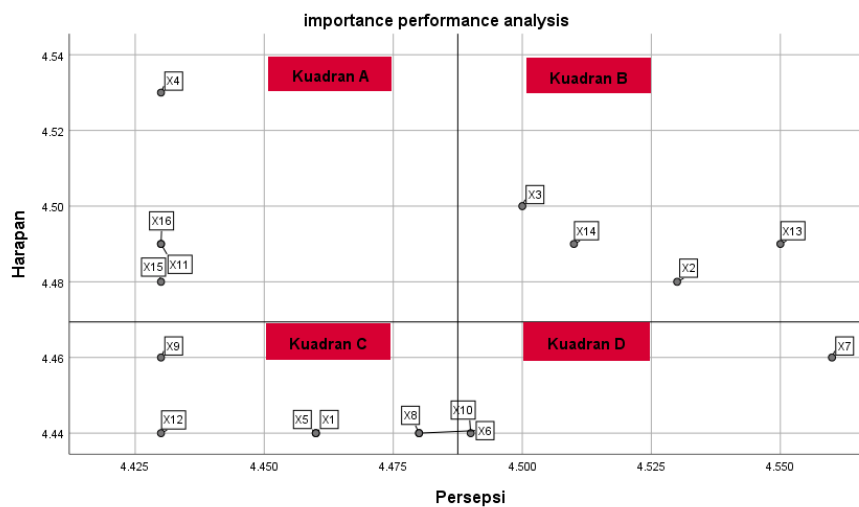
Cartesian Diagram Importance Performance Analysis

Information:

1. Quadrant A (Top Priority)

The indicators in quadrant A are: neatness of front office staff (X4), friendliness of front office staff in serving customers (X11), front office staff knowing customer desires (X15), and front office staff able to communicate well (X16).

2. Quadrant B (Maintain Achievement)

The indicators in quadrant B are: cleanliness and comfort of the front office (X2), completeness of the facilities offered (X3), guaranteed customer security (X13), and 24-hour front office service (X14).

3. Quadrant C (Low Priority)

Indicators that are in quadrant C are: good and attractive front office interior design (X1), front office staff speed in serving customers (X5), service or registration procedures for customers who stay overnight are not complicated (X6), office staff fonts are responsive to customer complaints (X8), willingness

of front office staff to help customers (X9), and extensive knowledge of front office staff (X12).

4. Quadrant D (Excessive)

The indicators in quadrant D are: satisfactory front office staff service (X7), and front office staff speed in solving problems (X10).

The first quadrant (A) is on the top left, the second quadrant (B) is on the top right, the third quadrant (C) is on the bottom left and the fourth quadrant (D) is on the bottom right. Each position in the four quadrants is used as a guideline or alternative strategy in increasing customer satisfaction by the front office at Klapa Resort. The figure shows the position of each indicator that affects guest satisfaction at Klapa Resort in their respective quadrants.

5) *Customer Satisfaction Index* (CSI)

Result of Calculation of Customer Satisfaction Index (CSI) Method

	ATTRIBUTE	MIS	WF %	MSS	WS
X1	Nice and attractive front office interior design	4,44	6,21	4,46	27,69
X2	Cleanliness and comfort of the front office	4,48	6,26	4,53	28,38
X3	Complete facilities offered	4,5	6,29	4,5	28,32
X4	Neatness of the front office staff	4,53	6,33	4,49	28,44
X5	Speed of front office staff in serving customers	4,44	6,21	4,46	27,69
X6	The service or registration procedure for overnight customers is not complicated	4,44	6,21	4,48	27,82
X7	Satisfactory front office staff service	4,46	6,24	4,56	28,44
X8	Front office staff is quick to respond to customer complaints	4,44	6,21	4,48	27,82
X9	Willingness of front office staff to help customers	4,46	6,24	4,43	27,63
X10	The speed of the front office staff in solving problems	4,44	6,21	4,49	27,88
X11	The friendliness of the front office staff in serving customers	4,49	6,28	4,49	28,19
X12	Extensive knowledge of front office staff	4,44	6,21	4,43	27,51
X13	Guaranteed customer safety	4,49	6,28	4,55	28,57
X14	24-hour front office service available	4,49	6,28	4,51	28,32
X15	Front office staff know customer wishes	4,48	6,26	4,49	28,13
X16	Front office staff able to communicate well	4,49	6,28	4,49	28,19
TOTAL		71,51	100	71,84	449,02
Customer Satisfaction Index (CSI)			89,8%		

Based on the table above, it can be seen that overall it can be concluded that the percentage of consumer satisfaction level lies at 89.8% in the satisfied

category. Of course, this percentage illustrates the quality of service provided by Klapa Resort in the good category. However, it needs to be improved again to achieve maximum service and customer satisfaction.

CONCLUSION

Based on the results of the analysis and discussion described in the previous chapter, relating to the quality of receptionist services in increasing guest satisfaction at Klapa Resort, the following conclusions can be drawn. The level of front office service quality in increasing guest satisfaction at Klapa Resort is good because the quality of service received is greater than customer expectations. Based on the 16 indicators studied, there are 13 indicators that have positive values, namely: guaranteed customer safety, cleanliness and comfort of the front office, speed of front office staff in solving problems, service or registration procedures for customers who stay overnight are not complicated and front office staff is responsive to customer complaints, good and attractive front office interior design, speed of front office staff in serving customers, 24-hour front office service available, satisfactory front office staff service, and front office staff knowing customer desires, complete facilities offered, front friendliness office staff in serving customers, and front office staff able to communicate well.

The indicators that have negative values are: neatness of front office staff, willingness of front office staff to help customers, and extensive knowledge of front office staff. The indicators that are considered the most satisfactory by guests are: guaranteed customer safety. Guests often leave valuables to the front office to leave for sightseeing or other purposes. Guests don't need to worry because the front office staff always keeps an eye on guests' belongings that are deposited in the front office counter area. These items will remain safe because they are equipped with CCTV camera facilities. The indicator has a score of 0.06. The indicators that need to be improved in terms of service quality are in quadrant A, because the indicators in quadrant A are considered to affect customer satisfaction, but management has not carried out in accordance with customer expectations. The indicators that are in quadrant A, namely: the neatness of the front office staff, the front office staff knows the customer's wishes, and the front office staff is able to communicate well. The indicators that must be maintained

by Klapa Resort are indicators in quadrant B, because the majority of customers are satisfied with the services provided by the front office. The indicators in quadrant B are: cleanliness and comfort of the front office, completeness of the facilities offered, friendliness of the front office staff in serving customers, guaranteed customer security, and 24-hour front office service. Other indicators must also be maintained and the quality of service improved in order to increase customer satisfaction with the services provided by Klapa Resort. Thus, the overall level of quality of front office service in increasing guest satisfaction at the Klapa Resort has been proven to be good and guests are satisfied with the services received during their stay at the Klapa Resort. Based on the calculation of the Customer Satisfaction Index (CSI) analysis, it was found that consumers who had experienced the services of Klapa Resort were 89.8% in the satisfied category. It is necessary to improve the quality of service in all aspects to maximize customer satisfaction.

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