

FINAL REPORT

**SUPERVISOR'S EFFORTS TO IMPROVE
SERVICE QUALITY AT KORAL
RESTAURANT THE APURVA
KEMPINSKI BALI**



Ni Kadek Yustina Dewi

**TOURISM DEPARTMENT
BALI STATE POLYTECHNIC
BADUNG
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**By
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NIM 2015823046**

**HOSPITALITY STUDY PROGRAM
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This Final Report is submitted to fulfill one of the requirements
to complete the study of Diploma III at Tourism Department
Bali State Polytechnic

Approved by:

Advisor I,



I Ketut Suarta, SE., M.Si.
NIP 196309151990031002

Advisor II,



Drs. I Made Budiasa, M.Par.
NIP 196312311990111003

Legalized by
Tourism Department Head,



Prof. Ni Made Ernawati, MATM., Ph.D.
NIP 196312281990102001



POLITEKNIK NEGERI BALI

**KEMENTERIAN PENDIDIKAN DAN KEBUDAYAAN
POLITEKNIK NEGERI BALI
JURUSAN PARIWISATA**

Jalan Kampus Bukit Jimbaran, Kuta Selatan, Kabupaten Badung, Bali – 80364
Telp. (0361) 701981 (hunting) Fax. 701128 Laman: www.pnb.ac.id
Email: poltek@pnb.ac.id

STATEMENT OF ORIGINALITY

Here I personally declare with the truth that all contents of this final report entitled:

**“SUPERVISOR’S EFFORTS TO IMPROVE
SERVICE QUALITY AT KORAL
RESTAURANT THE APURVA
KEMPINSKI BALI”**

There are no scientific papers that have been proposed by other to obtain an academic degree at any university, and there is no work of opinion ever written or published on any media. Except that in writing this manuscript there are some quotes in the sources mentioned in citations and bibliography.

If in final report can be proven there are elements of plagiarism. I am willing this final report is aborted and academic degree I have gained (Amd.) is canceled and has been processed in accordance with legislation in force (Act. No. 20 of 2023, Article 25, Paragraph 2 of Article 70).

Badung, 16 August 2023

Writer,



Name : Ni Kadek Yustina Dewi
NIM : 2015823046
PS : Hospitality Study Program
Tourism Department
Bali State Polytechnic

PREFACE

I would like to express my great thanks to Ida Sang Hyang Widhi Wasa, because of His blessing and mercies this final report is able to be finish in time. This final report entitled “Supervisor’s Efforts to Improve Service Quality at Koral Restaurant The Apurva Kempinski Bali” to fulfill one of the requirements for obtaining the Diploma III Certificate of Tourism Department, Bali State of Polytechnic.

During composing this final report, the writer got some problems. But because of supports, help, advices, and counsels from a number of people, the writer could facing and solve the problems. In this opportunity the writer would like to give her regards and great thanks to:

1. I Nyoman Abdi, SE, M.eCom. as the Director of Bali State Polytechnic who has given the writer a chance to study in Bali State Polytechnic.
2. Prof. Ni Made Ernawati, MATM., Ph.D. as the Head of Tourism Department who has given me the chance to follow the job training and study in Tourism Department, Bali State Polytechnic.
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13. All of my friends at Hotel VI E class who always help and give the writer supports during composing this final report.

The writer realizes that there are limitations of knowledge and experience that the writer has. This final report is still far from perfect and criticism and suggestion are expected by the writer for the perfection of this final report.

Finally, the writer hopes this final report can be useful for the readers, especially tourism department students and Bali State Polytechnic students in general. The writer also would like to apologize if there are some mistakes that have been made intentionally or unintentionally.

Badung, 25 July 2023

The Writer

CONTENTS

| | |
|--|-------------|
| TITLE | ii |
| LEGALIZATION PAGE | iii |
| STATEMENT OF ORIGINALITY | iv |
| PREFACE..... | v |
| CONTENTS..... | viii |
| LIST OF PICTURES..... | x |
| LIST OF TABLES | xi |
| LIST OF ATTACHMENT | xii |
| CHAPTER I INTRODUCTION..... | 1 |
| A. Background | 1 |
| B. Main Problems | 6 |
| C. Purpose and Benefit of Writing..... | 6 |
| 1. The Purpose of Writing..... | 6 |
| 2. Benefit of Writing | 7 |
| D. Method of Writing..... | 8 |
| 1. Method of Collecting Data..... | 8 |
| 2. Method and Technique of Data Analysis..... | 10 |
| 3. Method and Technique of Data Presentation | 10 |
| CHAPTER II LITERATURE REVIEW | 12 |
| A. Hotel..... | 12 |
| 1. Definition of Hotel | 12 |
| 2. Hotel Classification..... | 12 |
| B. Restaurant | 18 |
| 1. Definition of Restaurant..... | 18 |
| 2. Type of Restaurant | 18 |
| C. Guest..... | 20 |
| 1. Definition of Guest..... | 20 |
| 2. Type of Guest..... | 20 |
| D. Effort | 21 |
| E. Service | 22 |

| | |
|---|-----------|
| 1. Definition of Service | 22 |
| 2. Type of Service | 23 |
| F. Service Quality | 25 |
| 1. Definition of Service Quality | 25 |
| 2. Supporting Factors of Service Quality | 26 |
| 3. Service Quality Dimensions..... | 27 |
| G. Supervisor | 28 |
| 1. Definition of Supervisor..... | 28 |
| 2. Supervisor Duties and Responsibilities..... | 29 |
| CHAPTER III THE COMPANY PROFILE | 31 |
| A. Location and History | 31 |
| 1. Location | 31 |
| 2. History..... | 32 |
| B. Field of Business and Hotel Facilities | 33 |
| 1. Field of Business | 34 |
| 2. Hotel Facilities | 34 |
| C. Organization Chart | 43 |
| CHAPTER IV DISCUSSION | 48 |
| A. Service Quality at Koral Restaurant..... | 48 |
| 1. Service Quality at Koral Restaurant Based on Five Dimensions of Service Quality..... | 49 |
| 2. Supporting Factors of Service Quality at Koral Restaurant..... | 53 |
| B. Supervisor’s Efforts to Improve Service Quality at Koral Restaurant..... | 57 |
| C. The Problems Faced by Supervisor in Efforts to Improve Service Quality at Koral Restaurant and How to Solve Those Problems..... | 66 |
| CHAPTER V CLOSING..... | 70 |
| A. Conclusion..... | 70 |
| B. Suggestion | 72 |
| BIBLIOGRAPHY | |
| ATTACHMENT | |

LIST OF PICTURES

| | |
|--|----|
| Picture 3.1 Organization Chart at Koral Restaurant..... | 43 |
| Picture 4.1 Percentage of Excellent Rating of Service Quality at Koral Restaurant in January - May 2023 | 52 |

LIST OF TABLES

| | |
|---|----|
| Table 3.1 The Apurva Kempinski Bali Room and Villa Category | 36 |
| Table 4.1 Service Quality Assessment at Koral Restaurant in January 2023 | 49 |
| Table 4.2 Service Quality Assessment at Koral Restaurant in February 2023 | 50 |
| Table 4.3 Service Quality Assessment at Koral Restaurant in March 2023 | 50 |
| Table 4.4 Service Quality Assessment at Koral Restaurant in April 2023 | 51 |
| Table 4.5 Service Quality Assessment at Koral Restaurant in May 2023 | 51 |
| Table 4.6 Service Quality Assessment at Koral Restaurant in January - May 2023 | 52 |
| Table 4.7 SOP (Standard Operating Procedure) at Koral Restaurant | 54 |
| Table 4.8 Results of Interviews with Supervisors regarding Efforts to Improve Service Quality at Koral Restaurant Restaurant | 58 |
| Table 4.9 Supervisors Duties and Responsibilities at Koral Restaurant..... | 59 |

LIST OF ATTACHMENT

Attachment 1 Grooming Standard

Attachment 2 SOP Training

Attachment 3 Set Up Table

Attachment 4 Beverage Training

Attachment 5 Bar Lounge Area

Attachment 6 Tunnel Table Area

Attachment 7 Regular Table Area

Attachment 8 Cocktail Trolley

Attachment 9 Guest Review on Tripadvisor

Attachment 10 Table Set Up

Attachment 11 Layout Table at Koral Restaurant

Attachment 12 Menu Knowledge Training

CHAPTER I

INTRODUCTION

A. Background

Hotel is one type of accommodation that is widely known by the public whose existence is very important as a facility to support tourism activities, not only providing accommodation services but hotels also providing food and beverage services and providing other services and facilities.

Statistics Indonesia recorded that in 2022 the number of accommodation businesses in Indonesia was 29,742 or increase of 7.73% from 2021 which was only 27,607 and the number of star hotel businesses in Indonesia was recorded, totally 3,763 in 2022. Based on this data, it can be seen that the development of the accommodation business, especially the type of hotel in Indonesia is quite high. The high development of the hotel business has created high and tight competition between those hotels (Wicaksono and Leonandri, 2019). Many hotels compete to improve their business both in terms of quality and facilities that can create guest satisfaction (Juliana, et al, 2021).

To be able to survive in tough competition, various things are done to make the guest satisfied. Research conducted by (Fairliantina and Fachrurrozi, 2022) shows that service quality, price perceptions, and location have a real influence on consumer satisfaction. The results of the study (Lubis, 2013) found that one of the things that greatly influences customer satisfaction is service quality

because with high service quality, especially in the service sector, the level of customer satisfaction can also be further enhanced. In addition to providing the best service quality, the services should be based on the guest needs and preferences. This is because at this time the development of a business is strongly influenced by the dynamic mindset of consumers (Suryadharma and Nurcahya, 2015). The mindset and needs of consumers will continue to experience development and change over time or the trend development.

Not only to be able to survive in tough competition, but quality service also has positive impact to increase hotel business or revenue, increase occupancy, and build a great brand image. Brand image is one of the many factors that can encourage the consumers to choose the products offered (Praptiningrum and Talumantak, 2022). It can be said that the service quality is one of the most influential factors to be able to survive in tough competition.

Hotel Kempinski also always committed to improving the quality of its services. The Kempinski hotel chain around the world has the perception that service quality is an important thing to maintain and improve in order to meet or exceed the guest expectations so that the guest feel happy, satisfied and have the best experience. Kempinski has a strategy to train, educate and develop the staff to ensure their expertise in order to provide the best service and experience to the guest (Kempinski, 2023). Kempinski Hotels implement tailored services, where the services are exclusive, personalized and according to the guest needs. Kempinski hotel brand, which has been established for 125 years, has 78 hotel

units all around the world and all Kempinski hotels are committed to continue to provide the best service quality and experience for their guest.

There are several departments that work together to provide services to the guest such as the Front Office Department which has the responsibilities of handling the check-in and check-out process. The Front Office Department has an important function in a hotel as a first and last impression or forming the first and last impression for guest (Riski, 2019). The Housekeeping Department has the responsibilities of cleaning the guest rooms and the area of hotel to ensure the guest comfort (Putri and Kristiutami, 2016). There are also the Accounting Department which has the responsibilities for overseeing all hotel income and expenses, and the Human Resources Department is responsible for recruiting employee and handling other matters related to human resources and society. Hotel services are also supported by the Engineering Department which has responsible for maintenance and repair of the equipments and machine in the hotel. The Sales and Marketing Department has responsible for all activities related to sales and marketing. Hotel operations are also supported by the Food and Beverage Department that is no less important than other departments.

The Food and Beverage Department is the largest revenue contributor department in the hotel besides from the room revenue. The Food and Beverage Department is responsible to provide the guest needs for food and beverages, this department is divided into two sections, namely Food and Beverage Products and Food and Beverage Service (Wulansari and Hakim,

2019). Food and Beverage Product is responsible for preparing and processing the food ingredients into ready to serve food. While the Food and Beverage Service is responsible for delivering and serving the food and beverage to the guest based on the guest needs and preferences. Food and Beverage Service is further divided into several sections, those are restaurant, bar, room service, and banquet. The Apurva Kempinski Bali has several restaurant outlets that have their own uniqueness and concepts, those are Izakaya by Oku, Bai Yun Restaurant, Selasar Deli, L'atelier by Cyril Kongo, Kubu Pool Bar, Pala Rooftop Bar and Restaurant, Reef Beach Club, and Koral Restaurant.

Koral Restaurant is one of the icon of The Apurva Kempinski Bali. This unique restaurant is the first aquarium or under water restaurant in Indonesia with bistronomic concept serving European and Asian Fusion set menu dishes. This restaurant is visited by many guest who want to experience a different dining atmosphere accompanied by various kinds of fish. Koral Restaurant won an award of “Top Picture Perfect Restaurant in the World” by Tripadvisor in 2021 and also has received an award as a “Luxury Unique Experience” given by the World Luxury Awards in 2020. This award proves that it is not only because of the unique place but also because of the quality of the service.

Event though Koral Restaurant has provided optimal service to guest, there are still some guest who feel the service quality is not met their expectations, so Koral Restaurant must continue to improve the service quality so it can be better and maximized from time to time. Service quality can keep the guest to become loyal and also can attract the new customers (Fairliantina and

Fachrurrozi, 2022). The 5 dimensions of service quality are used to measure the quality of service, according to the results of research conducted by (Kurniasari and Sugiyanto, 2020) concluded that the five dimensions of service quality are tangibles, reliability, responsiveness, assurance, and empathy have a positive and significant impact on the guest satisfaction.

There are several things that can affect the service quality such as the facilities, a comfortable place, good food quality, great service, competent waiters and good teamwork. To achieve these, good leaders is needed who is able to motivate, direct, organize, and guide all of the team members. Leaders in restaurant is consist of managers and supervisors. Supervisor is a bridge or liaison between the employees with a higher level of management who has the responsibility to supervise, direct, manage and evaluate employees or team members in carrying out their duties.

Trianata (2022) from the Institute of International Tourism and Business has also conducted research on supervisors' efforts to improve the service quality. In addition to the different research locations, the efforts of the supervisors in improving the service quality are also different, not just based on the dimensions of service quality, the efforts made by Koral Restaurant supervisors are also based on their own duties and responsibilities, where the duties and responsibilities of each supervisors is different.

The efforts made by supervisors in improving the service quality generate a good response on Tripadvisor reviews where in January the number of guest

reviews was only 20 reviews and after the efforts to improve the service quality were made the number of guest reviews is increase in May to be 78 reviews.

From the explanation that has been described, the writer is interested in composing a final report with the title “Supervisor’s Efforts to Improve Service Quality at Koral Restaurant The Apurva Kempinski Bali”.

B. Main Problems

According to the explanation above, the problems which deal with this final report are:

1. How is the service quality at Koral Restaurant The Apurva Kempinski Bali based on the five dimensions of service quality?
2. What are the supervisor’s efforts to improve service quality at Koral Restaurant The Apurva Kempinski Bali?
3. What are the obstacles faced by supervisor in efforts to improve the service quality at Koral Restaurant The Apurva Kempinski Bali and how to overcome these obstacles?

C. Purpose and Benefit of Writing

1. The Purpose of Writing

There are three objectives that writer would like to reach out of the main problem, those are:

- a. To find out the service quality at Koral Restaurant The Apurva Kempinski Bali based on the five dimensions of service quality.

- b. To find out the supervisor's efforts to improve service quality at Koral Restaurant The Apurva Kempinski Bali.
- c. To find out the obstacles faced by supervisor in efforts to improve the service quality at Koral Restaurant The Apurva Kempinski Bali and the solutions of the obstacles.

2. Benefit of Writing

The benefits of composing this final report are:

- a. Benefit for Student
 - 1) As one of the requirements for completing the Diploma III Hospitality Study Program, Tourism Department, Bali State Polytechnic and also expected to be used to increase students knowledge and insight, especially in Food and Beverage Service.
 - 2) To know the detail about the service quality and the supervisor's efforts to improve service quality at Koral Restaurant The Apurva Kempinski Bali.
- b. Benefit for Bali State Polytechnic
 - 1) As a source of additional knowledge, especially for Tourism Department students and as a reference in the Bali State Polytechnic library.
 - 2) As a comparison between theory and practice obtained on campus and hotel also can be used as a benchmark in the learning process on campus.
- c. Benefit for The Apurva Kempinski Bali

- 1) As advice or input to companies and employees to improve the service quality.
- 2) Can take appropriate action based on the obstacles faced in efforts to improve the service quality.

D. Method of Writing

1. Method of Collecting Data

According to Sugiyono (2019: 455) collecting data methods and techniques are the most important and main stages in research, because the main purpose of conducting a study is to find data. The collecting data method used by the writer in preparing the final assignment is as follows:

a. Observation Method

According to Marshall (in Sugiyono 2016: 310) states that "through observation, the researcher learns behavior and the meaning attached to those behaviors". Researchers learn about behavior and the meaning of this behavior through observations made. Through the observation method the writer collects the information and data by making direct observations and participating or being involved in conducting practices related to the supervisor's efforts to improve service quality at Koral Restaurant The Apurva Kempinski Bali.

b. Interview Method

According to Sugiyono (2016: 317) the interview method is used to find the issues or problems that are worth researching or investigating and this

method is used when the researcher wants to know more thing from the respondent. In this interview method the writer asks some questions directly to supervisors and staff regarding the service quality and supervisors's efforts to improve service quality at Koral Restaurant The Apurva Kempinski Bali.

c. Documentation Method

According to Sugiyono (2018: 476) documentation is a way to obtain information and data which can be in the form of books, archives, documents, written numbers and pictures in the form of reports and information that is useful to support a research. The writer observes and analyzes documented data, for example the review of the guest in the internet (Tripadvisor).

d. Literature Method

According to Nazir (2013: 93) the library literature is a method of collecting data that examines books, literature, notes, and reports related to the problem to be solved. The writer collects data by searching, reading, and studying books and other written sources related to the problem discussed.

The four method of collecting data above were followed up with note techniques and recording techniques. The note technique according to Moleong (2017: 153) is writing about what is listened to, noticed or seen, experienced, and thought with the aim of collecting data and information as well as an overview of qualitative research data. While the recording technique according

to Zaim (2014: 91) is to record the use of spoken language which is direct to obtain data. The writer taking notes all of the information relating to the problem discussed and records the results of the interviews that have been conducted.

2. Method and Technique of Data Analysis

According to Sugiyono (2020: 132) data analysis is a process of searching and compiling structured data obtained from extracting data such as results of interviews, field notes, and documentation which are grouped into several categories, explained into several units, synthesized, compiled into patterns, determine which ones need to be learned, and make a conclusion so that it can be well understood by oneself or others.

The data analysis method used by the writer is a qualitative descriptive analysis method. Researchers using qualitative descriptive research methods to obtain knowledge, information and theory of a study in a certain period of time, according to Mukhtar (2013: 10).

The data analysis technique used by the writer is exposure. The writer describes and explain how the supervisor's efforts to improve service quality at Koral Restaurant The Apurva Kempinski Bali.

3. Method and Technique of Data Presentation

The writer presents the results of the analysis in formal and informal forms. Presentation in informal form is presented and explained using words. While the presentation in formal form is presented and explained by using tables, pictures and other data.

The implementation of the method of presenting the results of the analysis is presents by a combination of the two forms of methods by using words, pictures and tables related to the supervisor's efforts to improve service quality at Koral Restaurant The Apurva Kempinski Bali.

CHAPTER V

CLOSING

A. Conclusion

Based on the explanation of the discussion regarding the supervisor's efforts to improve service quality at Koral Restaurant The Apurva Kempinski Bali, it can be concluded as follows:

1. The quality of service provided at Koral Restaurant is very good, this can be seen through data from Tripadvisor where the percentage of excellent ratings is above 90% each month with an average excellent rating from January to May 2023 is 95%. Even though the service quality provided is very good, the supervisors are still trying to improve the service quality so that it can be even better. Service quality is also supported by several factors, such as reliable human resources (HR), appropriate standard operating procedures (SOP), and quality of the facilities.
2. The supervisor's efforts to improve the service quality at Koral Restaurant based on five dimensions of service quality are:
 - a. On the tangibles dimension, the supervisor ensures that the restaurant facilities and areas are clean, tidy and in the best condition as well as the ensure the appearance and grooming of the employees.
 - b. On the reliability dimension, supervisors conduct training for employees to improve skills and knowledge.

- c. On the responsiveness dimension, supervisors provide training to increase employee speed and responsiveness.
- d. On the assurance dimension, supervisors provide training about information and regulations, how to handle reservations and how to communicate properly and correctly.
- e. On the empathy dimension, supervisors conduct training on how to increase attention for the guest also understanding the characteristics of the guests.

In addition, the three supervisors of Koral Restaurant also improve the service quality according to their duties and responsibilities.

- a. Supervisor (1): training coordinator and follow up session feedback related to reliability, assurance, responsiveness, and empathy dimensions.
- b. Supervisor (2): check hostess related to reliability and assurance dimensions, as well as inventory coordinator related tangibles dimensions.
- c. Supervisor (3) : cleanliness coordinator related to tangibles dimensions and beverage training related to reliability dimensios.

3. Problems faced by supervisors to improve the service quality at Koral Restaurant and how to solve those problems are:

- a. Limited employees problem is solve by recruiting new employees and conducting training for all employees.
- b. Limited equipment problem is solve by managing the strategy of the equipment flow usage and ordering new equipment.

- c. Guest request that is difficult to follow up is solve by inform the guest about the regulation and providing the right solution with good communication.

B. Suggestion

Based on the observations that the writer has made during on the job training at Koral Restaurant, the following are the suggestions that the writer can give to minimize the problems:

1. All employees should increase their initiative, even though the number of employee is limited, the work can be done properly. In addition to increasing the initiative to do a job, increasing the initiative to maintain cleanliness also needs to be improved.
2. All employees should be careful when carrying equipment to minimize breakage or damaged items so that the number of equipment in the restaurant is not decrease.
3. When handling guest requests or complaints that are difficult to follow up, the employees should inform the guest about the regulation and communicate with empathy, confidence, good body language and eye contact.

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