

FINAL PROJECT

**THE ROLE OF SUPERVISORS IN EFFORTS TO
IMPROVE SERVICE QUALITY AT IZAKAYA BY OKU
RESTAURANT THE APURVA KEMPINSKI BALI**



POLITEKNIK NEGERI BALI

Ni Made Dewita Liliani

**DEPARTMENT OF TOURISM
THE STATE POLYTECHNIC OF BALI
BADUNG
2023**

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THE APURVA KEMPINSKI BALI**



POLITEKNIK NEGERI BALI

**By
Ni Made Dewita Liliani
NIM 2015823018**

**HOSPITALITY D3 STUDY PROGRAM
DEPARTMENT OF TOURISM
THE STATE POLYTECHNIC OF BALI
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By
Ni Made Dewita Liliani
NIM 2015823018

This Final Report is Submitted to Fulfill One of The Requirement
To Obtain The Diploma III Certificate At Tourism Department
Bali State Polytechnic

Approved by:

Advisor I,

Advisor II,




Ketut Suarta, S.E., M.Si.
NIP 196309151990031002



Raden Roro Rieta Anggraheni, S.Pd., M.Hum.
NIP 198901172022032007

Legalized by
Tourism Department
Head



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



POLITEKNIK NEGERI BALI

KEMENTERIAN PENDIDIKAN, KEBUDAYAAN,
RISET, DAN TEKNOLOGI
POLITEKNIK NEGERI BALI

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

PLAGIARISM-FREE STATEMENT LETTER

I, the undersigned below:

Name : Ni Made Dewita Liliani
NIM : 2015823018
Study program :DIII Hospitality, Department of Tourism The State
Polytechnic of Bali

hereby declares that the final project entitled:

**“THE ROLE OF SUPERVISORS IN EFFORTS TO IMPROVE SERVICE
QUALITY AT IZAKAYA BY OKU RESTAURANT THE APURVA
KEMPINSKI BALI”**

is completely free from plagiarism, if this statement is proven to be untrue, I am
willing to accept sanctions in accordance with the applicable provisions.

Thus I made this statement letter to be used as appropriate.

JURUSAN PARIWISATA
POLITEKNIK NEG

Badung, August 1st 2023

Who make the statement,



Name : Ni Made Dewita Liliani
NIM : 2015823018
PS : DIII Hospitality
Tourism Department
The State Polytechnic of
Bali

ACKNOWLEDGEMENT

Praise the writer goes to Ida Sang Hyang Widhi Wasa/God Almighty, because thanks to His grace the writer can complete this final assignment entitled "The Role of Supervisors in Efforts to Improve Service Quality at Izakaya By Oku Restaurant The Apurva Kempinski Bali" properly and just in time.

In the process of writing this final project, many obstacles and difficulties were encountered, such as the writer's limited time because the preparation of this final assignment was carried out simultaneously with the writer carrying out the Field Work Practice (PKL). Thanks to guidance, prayers and motivation from various parties, these obstacles and difficulties can be overcome. For that through this good opportunity the writer would like to thank:

1. I Nyoman Abdi, SE, M.eCom. as the Director of the State Polytechnic of Bali who has provided the opportunity to study at the State Polytechnic of Bali.
2. Prof. Ni Made Ernawati, MATM., Ph.D. as Head of the Department of Tourism who has provided the opportunity to study at the State Polytechnic of Bali, especially in the Department of Tourism.
3. Dr. Gede Ginaya, M.Sc. as Secretary of the Tourism Department of the State Polytechnic of Bali who has provided direction while studying at the Bali State Polytechnic Tourism Department.
4. Ni Wayan Wahyu Astuti, SSt.Par., M.Par. as the Head of DIII Hospitality Study Program, Department of Tourism, the State Polytechnic of Bali who

has provided the opportunity to study and study at the DIII Hospitality Study Program, Department of Tourism, Bali State Polytechnic.

5. I Ketut Suarta, SE, M.Sc. as supervising lecturer I who has helped provide guidance, motivation and direction in the preparation of the final assignment.
6. Raden Roro Rieta Anggraheni, S.Pd., M.Hum. as Supervisor II who has provided guidance and took the time to guide the writer.
7. All lecturers and teaching staff at the State Polytechnic of Bali Tourism Department whose names cannot be listed one by one, for the knowledge and guidance that has been given while the writer was studying at this campus.
8. Mr. Vincent Guironmet and Amit Sharma as General Manager and Hotel Manager at The Apurva Kempinski Bali who have provided the opportunity and permission for the writer to obtain information at The Apurva Kempinski Bali to support the writing of this final project.
9. Mr. Harisson Yabes Tompodung as Director of People Training & Quality Management at The Apurva Kempinski Bali who has provided the opportunity for the writer to carry out Field Work Practices (PKL) for 1 year and 5 months.
10. Mrs. Deni Sufitri and Ni Wayan Julianti as Restaurant Operational Manager and Assistant Manager at Izakaya by OKU at The Apurva Kempinski Bali who have provided the opportunity for the writer to carry out Field Work

Practices (PKL) in the Food and Beverage Service section at The Apurva Kempinski Bali.

11. Mrs. Luh Novi Aryati and Mrs. Ketut Gayatri Hartini as Supervisors at Izakaya by OKU, and all restaurant staff who always provide input, direction and serve as role models for writers in carrying out Field Work Practices (PKL).
12. Mr. I Nyoman Suprasta and Mrs. Ni Made Romiati as the writer's parents who always provide support and prayer while the writer is carrying out the Field Work Practice (PKL) and I Putu Gede Sapt Kusuma as the moral support, motivation and enthusiasm while the writer is carrying out the Field Work Practice (PKL)) to the preparation of the final project.

The writer realizes that this final project is still far from perfect, there are still shortcomings both in terms of material, systematics, and the use of language. This is inseparable from the limitations of the writer as an ordinary human being who does not escape imperfection. Therefore, the writers expect constructive criticism and suggestions from readers to improve this final project.

In conclusion, the writer hopes that this final project will be useful for all readers, both from the Bali State Polytechnic environment and outside the Bali State Polytechnic environment.

Badung, August 1st 2023

Writer

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CHAPTER I

INTRODUCTION

A. Background

Bali tourism experienced challenges when the Covid-19 pandemic hit from 2019 to 2021. It can be seen from the decrease in the number of tourists visiting Bali and began to experience an increase again in 2022. This can be seen in table 1.1 below.

Table 1.1 Data on the growth of tourists, hotels and restaurants in Bali

yr	Number of Tourists		Total	%	Hot el Qty	%	Resta urant Qty	%
	Foreign tourists	Local Tourist						
2018	6,070,473	9,757,991	15,828,464		551		2,518	
2019	6,275,219	10,545,039	16,820,258	6.27	507	-7.99	2,864	13.74
2020	1,069,473	4,596,157	5,665,630	-66.32	380	-25.05	3,233	12.88
2021	51	4,301,592	4,301,643	-24.07	403	6.05	3,868	19.64
2022	2,155,747	8,052,974	10,208,721	137.3	498	23.57	3,245	-16.11

Source: Bali Central Bureau of Statistics

Judging from these data, there was an increase in the number of tourists visiting from 2018 to 2019 of 6.27%, but the Covid-19 pandemic that hit Indonesia caused a very significant decrease from 2019 to 2020 of -66.32% due to the closure of tourism for foreign tourists. The number of tourists began to experience growth returned rapidly from 2021 to 2022 of 137.3% because the pandemic had subsided and tourism had reopened for foreign tourists. The number of tourist visits has an impact on the growth of hotels and restaurants. In 2020 the number of hotels decreased by -25.05%, but gradually increased again in 2021 by 6.05% and in 2022 it increased again to 23.57%. Meanwhile, in restaurant growth, there is a slight

difference. From 2018, which was 13.74%, there was a significant increase every year until 2021 of 19.64%. Changes occurred in 2022, where the number of restaurants decreased by -16.11% from 2021. However, it can be seen from the data that the number of restaurants was still relatively large in that year.

With this very rapid development, each hotel and restaurant is competing to provide the best for its customers, starting by providing attractive prices, strategic locations close to tourist destinations and providing maximum service. To face increasingly fierce competition, hotels and restaurants are trying to always improve the quality of service provided to customers.

Service quality is influenced by five dimensions, namely Responsiveness, Reliability, Empathy, Assurance, and Tangible (Trianata, 2022). This is in line with the results of Agussalim and Ali's research (2017) which states that in order to achieve customer satisfaction, companies must understand aspects of service quality which are reviewed based on five dimensions. According to Nanincova (2019) service quality is very important to maintain and improve. Quality of service that is done well can significantly affect customer satisfaction. With the fulfillment of customer satisfaction, this will have an impact on corporate image, good image will be the company's most important asset (Fauzi, et al: 2022). Good service quality will have an impact on customer satisfaction and the good image of the company. A good image will increase the number of customers and hotel occupancy rates. Based on research by Nasution, et al (2023), it is stated that hotels that have a good level of

service quality will be able to influence customer interest. An increase in customer interest can have a positive impact on hotel revenue. Gultom, et al (2020) stated that the positive experience felt by customers will form trust in the products or services offered by the hotel, which will lead to increased customer loyalty. Good service quality will directly provide satisfaction to customers and give a good image to hotels and restaurants.

Likewise, the Kempinski Hotel International Network has the same view on the importance of implementing service quality. The strategy used by all hotels under the auspices of this network is to make the employees owned as assets, and management must train and educate all individuals at every level so that they can ensure that all experiences that each guest has are the best experiences (Kempinski, 2023). More than 125 years and with 78 hotel units worldwide, the Kempinski Hotel chain strives to maintain the quality of its services. Likewise in Indonesia, Hotel Indonesia Kempinski Jakarta and The Apurva Kempinski Bali have the same strategy as the Kempinski Hotel International Network, namely placing the importance of service quality to improve image, number of customers and occupancy rates in increasing hotel and restaurant revenue.

The Apurva Kempinski Bali is one of the hotels located in the cliff area of Nusa Dua. This hotel has good service quality and is always trying to improve it, as evidenced by this hotel's success in hosting the G20 Summit which will take place in Bali in 2022. To provide good quality service to guests, this hotel realizes that this is

not only carried out and originating from one division, but from all existing divisions according to their respective roles and responsibilities. As in the Front Office, it has the main responsibility as a place for guests to check-in for the first time until guests check-out (Agusnawar, 2013). Meanwhile, in the Housekeeping section, has the main responsibility for providing quality service in hotel cleanliness both in rooms and public areas (Kristianda, 2020). Likewise, the Food and Beverage section has the main responsibility for processing food, providing food and drinks and providing services to guests when eating at restaurants (Kristianda, 2020). Likewise, several other departments that have different duties and responsibilities but remain one unit in realizing service quality in order to achieve customer satisfaction.

The achievement of customer satisfaction will have a positive impact on the image of The Apurva Kempinski Bali hotel and will ultimately affect hotel revenue. Hotel revenue not only comes from room revenue, but also comes from restaurant service revenue. This was also stated in Setiyarti and Alam's research (2019) on a hotel in Bali, obtained room revenue of 60.92% and average food and beverage revenue of 39.08%. In this case restaurant service is the second largest revenue contributor after room sales. This means that the role of Food and Beverage and restaurant services is an important part of the hotel.

To increase restaurant revenue, it is necessary to pay attention to many things, such as high-taste and consistent quality of food and beverages provided by Food and Beverage Products, as well as excellent service to guests provided by Food and

Beverage Service. The Food and Beverage Service section has a big role in communicating with guests so that someone in the Food and Beverage Service department must have good service quality. The Apurva Kempinski Bali has 9 restaurant outlets namely Izakaya by OKU, Bai Yun Restaurant, Koral Restaurant, Reef Beach Club, Kubu Pool Bar, Selasar Deli, L'atelier Lounge, Pala Restaurant and Pala Rooftop Bar. All restaurants have their own characteristics and the efforts made in providing quality service to guests.

Izakaya by OKU is one of the restaurants in this hotel that is in demand by both guests staying and tourists from outside the hotel. Izakaya by OKU is a specialty restaurant that provides typical food originating from Japan. Getting a certificate of excellence on Tripadvisor, namely as the number 1 restaurant out of 215 restaurants in Nusa Dua in 2021 based on reviews from visitors, proves that this restaurant provides the quality of service that customers want. Of course, to get good service quality, there are many factors behind it, such as the figure of a leader. In restaurants there are several leaders, including restaurant managers, assistant managers and restaurant supervisors.

In maintaining service quality, it is the restaurant supervisor who has more to do with the waiter regarding maintaining service quality standards owned by the restaurant. Supervisors at Izakaya by OKU have responsibilities to their superiors or the next level of manager and to their subordinates, namely the employees they own. To maintain and improve the quality of service in restaurants, supervisors are

expected to be able to evaluate the services provided by waiters, provide the necessary training and provide constructive motivation or encouragement.

Thus the supervisor has a very large role in efforts to maintain standards and improve service quality at the Izakaya by OKU restaurant, so that customer satisfaction is achieved and the good image that has been owned can be maintained. Because of the importance of this, the writers are interested in raising the title "The Role of Supervisors in Efforts to Improve Service Quality at Izakaya by Restaurant OKU The Apurva Kempinski Bali".

B. Formulation of the problem

Based on the description of the background above, three formulations of the problem can be taken to be discussed, including:

1. How is the quality of service which includes five dimensions at the Izakaya by OKU The Apurva Kempinski Bali restaurant?
2. What is the role of the supervisor in an effort to improve the quality of service provided to guests at the Izakaya by OKU The Apurva Kempinski Bali restaurant?
3. What are the obstacles and challenges faced by supervisors in an effort to improve the service provided to guests at the Izakaya by OKU The Apurva Kempinski Bali restaurant and the solutions made to deal with these obstacles?

C. Purpose and Purpose of Final Project

Based on the formulation of the problem that has been described above, the writer can state the purpose and usefulness of writing this final project, namely as follows.

1. Writing purpose

The purpose of writing is to be able to answer questions from the formulation of the problem that has been described, namely:

- a. To find out the quality of service based on five dimensions at Izakaya by OKU The Apurva Kempinski Bali.
- b. To describe the role of supervisors in efforts to improve service quality at Izakaya by OKU The Apurva Kempinski Bali.
- c. To describe the obstacles and challenges that will be faced by supervisors at Izakaya by OKU The Apurva Kempinski Bali in an effort to improve service quality and solutions that can be implemented.

2. Usefulness of Writing

The usefulness of this writing is as follows.

a. For Students

- 1) Writing this final project is one of the academic requirements that must be fulfilled to complete the Diploma III Hospitality Study Program in the Tourism Department at the Bali State Polytechnic.

- 2) It is hoped that by writing this final assignment, students can add knowledge, insight, and self-ability in the field of Food and Beverage Service, especially in supervision techniques.
 - 3) Able to know in detail about efforts to maintain employee service quality by supervisors so that they have the opportunity to implement the knowledge gained while studying on campus with conditions that occur in the industry during on-the job training.
- b. For Bali State Polytechnic
- 1) Writing this final project can be a benchmark in knowing the ability of students to develop their potential and ideas.
 - 2) Become a reference for students and lecturers who will write their final project or textbook on the efforts made by supervisors in improving the quality of service in a restaurant.
 - 3) Become a reference in the Bali State Polytechnic library which is expected to provide new knowledge for readers about the field of Food and Beverage Service.
- c. For Companies
- 1) Can be used as an additional reference for the company in an effort to maintain and improve the quality of service to guests carried out by employees.

- 2) It is hoped that the company will be able to evaluate the obstacles and challenges that occur in improving service quality.

D. Final Project Writing Method

1. Data Collection Methods and Techniques

According to Aditya (2013), data collection methods are techniques or methods that can be used by researchers to collect data. The data collected will be used to answer questions in the formulation of the problem and then will be used as a basis for making conclusions or decisions. The data collection methods and techniques used in writing this final project are as follows:

a. Observation Method

Observation in a study is defined as focusing attention on an object by involving all the senses to obtain data (Anufia & Alhamid, 2019), so that in writing this final assignment the observation method is used, namely collecting data by observing directly in restaurants and using techniques record to collect the necessary data during systematic fieldwork practice.

b. Interview Method

According to Anufia and Alhamid (2019: 7), interviews are a form of dialogue conducted by researchers to obtain information from respondents called interviews, so that in writing this final project the interview method is used, namely by asking directly those who know correctly about the role of supervisors

in improving service quality, so that those who will be interviewed are two restaurant supervisors who are related to the supervisor's role in efforts to improve service quality at Izakaya by OKU The Apurva Kempinski Bali by using note-taking techniques and recording techniques.

c. Library Studies

This data collection method is a data collection technique by understanding and studying theories from various literature related to this research (Adlini, et al: 2022), therefore writing this final project uses the library study method by searching the literature and reading books as well as seeking information about service quality through the internet and using note-taking techniques to collect data.

d. Documentation

The documentation method is a method of finding data related to notes, books, transcripts, newspapers, inscriptions, magazines, meeting minutes, agendas and photos of activities (Suharsimi Arikunto, 2013). The writing of this final project uses the documentation method to complete data from observations and interviews. In using the documentation method, the writer studies documented data, such as customer records on the internet platform and written reviews on the official website.

2. Data Analysis Methods and Techniques

In writing this final project using a qualitative descriptive analysis method and using exposure techniques. According to Yuliani (2018), in summary the qualitative descriptive method is a research method that moves on a simple qualitative approach with an inductive flow. This inductive flow means that it begins with an explanatory process or event which can finally be drawn a generalization which is a conclusion from the process or event. In this final project using descriptive and exposure techniques. Using qualitative descriptive analysis methods and techniques, the writer describes the role played by supervisors in an effort to improve service quality at Izakaya by OKU The Apurva Kempinski Bali.

3. Methods and Techniques for Presentation of Analysis Results

According to Sudaryanto in (Putu, et al: 2022) there are two methods of presenting data, namely formal and informal. In writing this final project using informal methods and formal methods. Using the informal method, namely presenting the results of the analysis using words in the form of explanations related to the supervisor's role in improving the quality of service at Izakaya by OKU and using the formal method, namely presenting the results of the analysis with punctuation, pictures and symbols.

CHAPTER V

CONCLUSIONS AND SUGGESTIONS

A. Conclusion

Based on the description of the discussion about the role of supervisors in efforts to improve service quality at Izakaya by OKU The Apurva Kempinski Bali, the following conclusions can be drawn:

1. The service quality of Izakaya by OKU is assessed by five dimensions, namely:
 - a. The physical evidence dimension is everything that can be seen by the customer that supports the service.
 - b. The reliability dimension is the ability of employees to provide services according to restaurant standards.
 - c. The responsiveness dimension is the ability of employees to provide services according to customer needs.
 - d. The guarantee dimension is the employee's ability to foster customer trust in the restaurant.
 - e. The dimension of empathy is the ability of employees to provide individualized services and understand customer desires.

Based on 607 customer reviews, Izakaya by OKU's service quality that must be improved is the physical evidence dimension and the warranty dimension. While the results of direct observation or observation and interviews with supervisors, the

quality of service that must be improved comes from the dimensions of reliability and empathy. Judging based on the quality of service from customer reviews (external), the supervisor's role has been proven to be well implemented because it received 97% very good reviews from customers, as well as based on direct observations and interviews (internally) all roles have been carried out in accordance with their duties and responsibilities.

2. In an effort to improve service quality, supervisors carry out the following roles:
 - a. Supervisor (1) has a role, namely:
 - 1) As a defect coordinator in increasing the dimensions of physical evidence.
 - 2) As a linen inventory coordinator in increasing the dimensions of physical evidence.
 - 3) As hostess monitoring in increasing the guarantee dimension.
 - b. Supervisor (2) has a role, namely:
 - 1) As a cleanliness coordinator in increasing the dimensions of physical evidence.
 - 2) As an equipment coordinator in increasing the dimensions of physical evidence.
 - 3) As a departmental trainer in improving the reliability dimension.

Even though there is a division of roles for each supervisor, they still coordinate and work together to achieve a common goal, namely improving the quality of restaurant services.

3. Obstacles and challenges for Izakaya by OKU supervisors and their solutions, namely:
 - a. Lack of sense of initiative can be overcome by reminding employees (reminding).
 - b. Differences in point of view are overcome by using the fish bone root cause method.
 - c. Lack of availability of equipment which is overcome by procuring equipment pre-orders.

B. Suggestion

Based on the results of the discussion regarding the role of supervisors in efforts to improve service quality at Izakaya by OKU The Apurva Kempinski Bali, as well as direct daily observations, the writers can provide the following suggestions:

1. Employees are advised to be more thorough in carrying out all duties and responsibilities and to remind one another of their sense of initiative in polite language, so that conflicts do not occur between employees.
2. Supervisors and other leaders are advised to be able to become a good container for aspirations if a problem occurs, it is hoped that supervisors are able to see from many perspectives so that conflicts can be resolved quickly.

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