



Concierge Excellent Service to Increase Customer Satisfaction

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Abstract

Purpose: This research aims to improve the concierge's excellent service in increasing guest satisfaction at a 5 star hotel in Legian tourist area, Kuta, Badung, Bali, Indonesia.

Research methods: Data are analyzed using the theory of Service Quality (SERVQUAL) and Importance Performance Analysis which is described in the Cartesian diagram.

Findings: There are negative and positive gaps between guest perceptions and expectations. The attribute that has a negative gap is the X2 variable regarding the cleanliness of the concierge area.

Implication: The hotel needs to improve cleanliness of the concierge area, the ability of the concierge to carry on the promised service on time, and suitability of information needed.

Keywords: excellent service, quality, service, satisfaction, SERVQUAL, importance performance analysis..

INTRODUCTION

Bali is one of the islands in the territorial waters of Indonesia which has a positive impact on the world of tourism in Indonesia. That is because this island is one of the favourite tourist attractions for local and foreign tourists. The types of tourist attractions in Bali are very diverse, ranging from rice fields, waterfalls, forests, lakes, artificial tourist areas, volcanoes, and beaches. The destination most sought after by tourists is Kuta area of Badung Regency because there are quite a lot of tourist attractions in this area ranging from beaches, water sports, night clubs,

restaurants, and shopping centers. One of the hotels in Legian, Kuta is the one the authors researched.

The number of businesses engaged in the provision of accommodation services requires hotel to compete closely with other accommodation service providers. One strategy used in the face of competition is to always try to make improvements in various products and develop excellent service in increasing guest satisfaction (Megalini, 2016: 1).

In increasing guest satisfaction at the hotel, every part of a hotel is required to provide maximum service every day, one of which is the concierge section within the front office department (Hadi, 2015: 21). Hotel itself provides rooms, food, drinks and other facilities for guests who want to pay a price by the facilities and services received without prior special assistance (Sulastiyono, 2011; Cahyani, 2020).

Concierge is the first and foremost part of providing information assistance about the scope of the hotel, surrounding tourist information, and services to hotel guests, so the concierge can be said as the first impression for guests coming to the hotel (Tampubolon, 2017: 4). Therefore, this section requires quality human resources that can provide services to guests, reliable, agile, and careful (Nugraha, 2018: 2). In addition to providing information and service assistance to hotel guests, the concierge is also tasked with handling all guest luggage from when guests get out of the vehicle, check-in process, until the check-out process (Pardosi, 2017: 2).

The concierge has a very important role in increasing guest satisfaction and service quality for smooth operations at this hotel. Guest dissatisfaction and service quality from the concierge section at the hotel can be seen in Table 1 regarding guest comments or reviews from guests from 2015 - 2020. In Table 1, it can be seen that there is still a lack of guest satisfaction over the quality of services provided by the concierge at the hotel.

Table 1. Concierge Guest Comment in the Period of 2015-2020

No.	Name	Month - Year	Review
1.	Guest 1	January - 2015	The front office staff is not nimble when assisting guests who want to borrow an umbrella in the front office.
2.	Guest 2	February - 2015	Lack of politeness in front office staff in speaking to address guest complaints
3.	Guest 3	September - 2015	Always say yes to all problems complained by guests, communication in English is still

			lacking.
4.	Guest 4	December - 2016	Lack of front office staff knowledge of hotel facilities and local area information
5.	Guest 5	March - 2017	Office staff cannot answer and resolve guest problems at check-in and check-out.

RESEARCH METHODS

The variables in this research are excellent service that will be measured through five main dimensions of service namely tangibles, reliability, responsiveness, assurance, empathy as independent variables, and guest satisfaction as the dependent variable (Wahyuningsih, 2019: 37).

The type of data used is qualitative data and quantitative data which in this research were obtained through a questionnaire. The questionnaire will be filled in by guests who receive concierge services at this hotel. Sources of data used in this research are primary data and secondary data.

The sampling technique used was incidental sampling, which is a sampling technique based on coincidence (Sugiyono, 2014: 122). This research uses 88 respondents. Data collection methods used were observation, questionnaire, and literature study.

Data analysis uses Service Quality (SERVQUAL) theory and Importance Performance Analysis which is illustrated in the Cartesian diagram. Data will be grouped into the Important Performance Analysis (IPA) matrix in the customer satisfaction mapping method so that it can determine the main priorities or dimensions that are classified as important categories and require high performance in establishing or creating service strategies to meet guest expectations and satisfaction (Suhendra & Prasetyanto, 2016: 60). Researchers use the SPSS program in creating a Cartesian diagram. Furthermore, the levels of these elements will be elaborated and divided into 4 parts with a Cartesian diagram.

FINDINGS

One important thing that must be present in hotel operations is service. In general, service is an intangible activity offered by producers to consumers or customers. The hotel is very maintaining the quality of service to increase guest satisfaction.

The concierge section has set excellent service or standard operating procedures that are used as a reference in serving guests. Parts of excellent service at the hotel researched in the concierge section include handling Vehicle Arrival, Guest Arrived Assistance - Check-in, Guest Check-in, Luggage Delivery Organization, Rooming, Room Information, and Guest All Ready Check-in to the Room and Luggage Delivery Organization.

The variables in this research will be measured through five main dimensions of service consisting of 22 indicators. Service quality dimensions and indicators can be seen in Table 2.

Table 2. Service Quality Dimension and Indicators

Service Quality Dimension	No.	Indicators
Tangibles	1	Completed equipment and facilities at concierge
	2	Cleanliness of the concierge area is well maintained
	3	Concierge staff's grooming
	4	The concierge counter is strategic and easily accessible
Reliability	5	Ability of concierge staff to perform quick and proper check-in and check-out services
	6	The ability of the concierge to carry on the promised service on time
	7	Suitability of information needed
	8	Concierge staff capability to answer and handle phone calls quickly and accurately
	9	Concierge staff capabilities to resolve guest problems and complaints quickly and correctly
Responsiveness	10	Knowledge of concierge staff about hotel facilities
	11	Concierge staff ability to respond quickly to guest complaints
	12	Able to provide clear, easy to understand information
	13	Attention and accuracy of concierge staff in handling guest requests
Assurance	14	Guaranteed safety of guest luggage
	15	Mastery of language in communication
	16	Concierge staff knowledge and skills in answering guest questions
Empathy	17	Availability and easiness to contact the concierge staff
	18	Courtesy concierge staff
	19	Friendliness of the concierge staff
	20	Concierge staff's attention to tourists individually
	21	Concierge staff offer assistance to guests
	22	The concierge staff is friendly and takes care of all of the guests needs

SERVQUAL score calculation can be seen from the difference between the average value of each perception question with the expectations. The result of a negative SERVQUAL score gap indicates that there are indications of a lack of value by guests. While the results of a positive SERVQUAL score gap indicate an indication of satisfactory quality for guests. The results of the calculation of the average value of perception, expectations, and gaps between the two can be seen in Table 3.

Table 3. Test Results Average Perception, Expectations, and Service Quality Questionnaire Gap

No.	Variable	Expectation	Perception	Gap
1	Completed equipment and facilities at concierge	4.52	4.55	0.03
2	Cleanliness of the concierge area is well maintained	4.6	4.52	-0.08
3	Concierge staff's grooming	4.27	4.6	0.33
4	The concierge counter is strategic and easily accessible	4.2	4.7	0.5
5	Ability of concierge staff to perform quick and proper check-in and check-out services	4.15	4.53	0.38
6	The ability of the concierge to carry on the promised service on time	4.45	4.5	0.05
7	Suitability of information needed	4.22	4.5	0.28
8	Concierge staff capability to answer and handle phone calls quickly and accurately	4.15	4.69	0.54
9	Concierge staff capabilities to resolve guest problems and complaints quickly and correctly	4.16	4.64	0.48
10	Knowledge of concierge staff about hotel facilities	4.18	4.68	0.5
11	Concierge staff ability to respond quickly to guest complaints	4.15	4.63	0.48
12	Able to provide clear, easy to understand information	4.05	4.35	0.3
13	Attention and accuracy of concierge staff in handling guest requests	4.17	4.65	0.48
14	Guaranteed safety of guest luggage	4.1	4.6	0.5
15	Mastery of language in communication	4.11	4.43	0.32
16	Concierge staff knowledge and skills in answering guest questions	4.16	4.47	0.31

17	Availability and easiness to contact the concierge staff	4.07	4.39	0.32
18	Courtesy concierge staff	4.23	4.7	0.47
19	Friendliness of the concierge staff	4.15	4.55	0.4
20	Concierge staff's attention to tourists individually	4.08	4.35	0.27
21	Concierge staff offer assistance to guests	4.07	4.36	0.29
22	The concierge staff is friendly and takes care of all of the guests needs	4.11	4.39	0.28

In Table 3 it can be explained that the indicator or variable that has a negative value is contained in question X2, namely, the cleanliness of the concierge area is well maintained. This indicates that this variable is considered unfavorable and guests are not satisfied with the services provided by the concierge staff at the hotel. In attribute X2 regarding the cleanliness of the concierge area, it gets a negative score of -0.08. This is likely due to the unavailability of trash cans in the lobby or concierge counter area. Therefore, the rest of the welcome drink and welcome amenities provided by the concierge staff to guests will be disposed of around the lobby and concierge counter areas. This situation often occurs when guests are busy and the concierge staff is busy serving guests so they do not have time to clean up the remnants of welcome drinks and welcome amenities.

Importance Performance Analysis is a data technique used to see which attributes need to be improved in increasing guest satisfaction and service quality and seeing which attributes must be maintained at the hotel. The location of the quadrant of the 22 questions is shown in Figure 1 Cartesian diagram of the concierge service at the hotel researched.

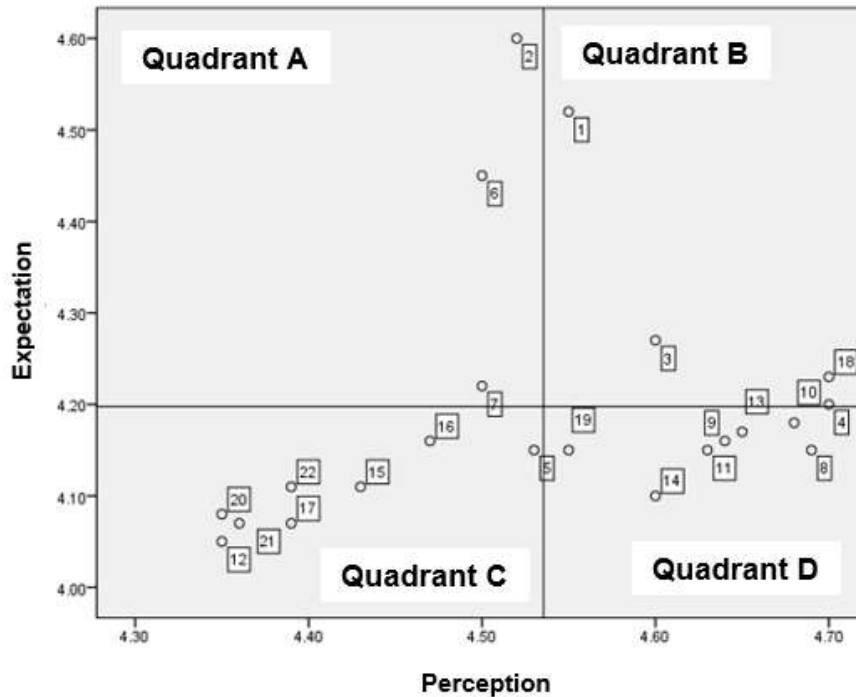


Figure 1. Cartesian Importance Performance Analysis Diagram

The location of the first quadrant on the upper left, the location of the second quadrant on the upper right, the location of the third quadrant on the lower left, and the location of the fourth quadrant on the lower right. The location of each quadrant can be used as a reference or guide in increasing guest satisfaction by a concierge at the hotel. The following is an explanation of Importance Performance Analysis.

Quadrant A (Main Priority)

For service performance to improve and become better the attributes in quadrant A must be prioritized and improved because the attributes in quadrant A are considered important by guests staying at the hotel but in reality, the hotel as a service provider has not been able to meet guest expectations. the attributes that are in this awareness are:

- a. Cleanliness of the concierge area is well maintained (attribute 2)
- b. The ability of the concierge to carry on the promised service on time (attribute 6)
- c. Suitability of information needed (attribute 7).

Quadrant B (Maintain Achievement)

Quadrant B is a quadrant that must be maintained because the attributes contained in this quadrant are considered important by guests who stay at this hotel and have been successfully implemented by the hotel as a service provider so that guests feel satisfied. The attributes contained in this quadrant are:

- a. Completed equipment and facilities at concierge (attribute 1)
- b. Concierge staff's grooming (attribute 3)
- c. The concierge counter is strategic and easily accessible (attribute 4)
- d. Courtesy concierge staff (attribute 18).

Quadrant C (Low Priority)

Quadrant C is a quadrant that is not prioritized by guests who stay at this hotel but is well implemented so that it exceeds the expectations of guests. The attributes contained in this quadrant are:

- a. Ability of concierge staff to perform quick and proper check-in and check-out services (attribute 5)
- b. Able to provide clear, easy to understand information (attribute 12)
- c. Mastery of language in communication (attribute 15)
- d. Concierge staff knowledge and skills in answering guest questions (attribute 16)
- e. Availability and easiness to contact the concierge staff (attribute 17)
- f. Concierge staff's attention to tourists individually (attribute 20)
- g. Concierge staff offer assistance to guests (attribute 21)
- h. The concierge staff is friendly and takes care of all of the guests needs (attribute 22).

Quadrant D (Exaggerated)

Quadrant D is a quadrant that is not prioritized by guests who stay at the hotel but is carried out very well so that it exceeds the expectations of guests. The attributes contained in this quadrant are:

- a. Concierge staff capability to answer and handle phone calls quickly and accurately (attribute 8)
- b. Concierge staff capabilities to resolve guest problems and complaints quickly and correctly (attribute 9)

- c. Knowledge of concierge staff about hotel facilities (atribute 10)
- d. Concierge staff ability to respond quickly to guest complaints (atribute 11)
- e. Attention and accuracy of concierge staff in handling guest requests (atribute 13)
- f. Guaranteed safety of guest luggage (atribute 14)
- g. Friendliness of the concierge staff (atribute 19)

CONCLUSION

Implementation of excellent service models in the concierge section at this hotel starts from the guest arriving at the hotel, to the check-in process until check-out. The following describes the application of excellent service in the concierge section in terms of equipment and facilities. It includes the provision of welcome drinks and wet towels. Besides that, the cleanliness of the concierge counter area is also well maintained, guest services and handling of guests belongings are carried out appropriately. The safety and integrity of guest belongings are guaranteed. Paying attention to all guest needs including services for guests with disabilities.

The application of concierge services in improving guest satisfaction at this hotel, the evaluation of the results of service quality perceived by guests is greater than guest expectations. The research results found is only one attribute that is negative while the other attributes are positive.

Based on the results of the Importance Performance Analysis, 3 service indicators need to be improved are cleanliness of the concierge area is well maintained, the ability of the concierge to carry on the promised service on time, and suitability of information needed.

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