

## Analysis of the Role of Waiters and Waitresses in Improving Service Quality at Kasasa Restaurant at Paradise Hotel Golf & Resort

Cecilia Gloria Sawelo<sup>1</sup>, Fonny Erny Helty Sangari<sup>2</sup>, Marten Maxi Pua<sup>3</sup>, Jane Arthur Lumataw<sup>4</sup>

<sup>1</sup> Politeknik Negeri Manado, Indonesia. Email: cecilia@yahoo.com

<sup>2</sup> Politeknik Negeri Manado, Indonesia. Email: Sangarifonny@gmail.com

<sup>3</sup> Politeknik Negeri Manado, Indonesia. Email: Puamarten20@gmail.com

<sup>4</sup> Politeknik Negeri Manado, Indonesia. Email: arthurlumataw60@gmail.com

### Article History:

Received: 25 November 2024

Revised: 28 November 2024

Accepted: 28 November 2024

**Keywords:** *Waiter, Waitresses, Service Quality, Paradise Hotel Golf and Resort.*

**Abstract:** *A restaurant is a place or building organized commercially, providing exemplary service to all its guests, both food and drink. This study aims to analyze the role of Waiters and Waitresses in improving the quality of service at Kasasa Restaurant at Paradise Hotel Golf and Resort. This study uses a descriptive qualitative method and assessment analysis. The results of this study indicate that Waiters and Waitresses have a role in greeting guests, serving food, tidying up, and serving guests well. In order to improve the quality of service at Kasasa Restaurant, all stages of service activities are expected to be implemented to serve guests as optimally as possible. For this reason, more training is needed from the supervisor or manager to the staff and interns at the food and beverage service department at Derpartermert.*

### Introduction

Competition in the hotel industry is increasingly complex and diverse, with each party trying to improve services to expand market share (Achmad, 2023; Hariyati & Sovianti, 2021; Wachyuni et al., 2024). Policies can be implemented in addition to providing satisfactory facilities such as rooms, restaurants, and other adequate supporting facilities; hotels must also have a strategy that can be an attraction for their guests to obtain a high level of quality (Anggraini & Rahmayanti, 2023; Atmoko, 2018). According to Sadjab et al. (2024), the quality of service in hotel entities is an important factor that management needs to consider. This is supported by the opinion of Menajang et al. (2024) which states that better quality means the quality is considered good. One way that hotels can do this is to provide special offers as added value to create competitiveness (Maulina, 2023).

Service is any effort that increases customer satisfaction (Jackson, 2016; Kanedi et al., 2017; Sirhan et al., 2016). *Service standards* are measurements determined to standardize good service (Ananda et al., 2023). According to Singgalen (2023), one approach that can be used to analyze service quality is Service Quality (SERVQUAL). Singgalen (2023) explains that the SERVQUAL approach emphasizes five dimensions: tangible evidence, responsiveness dimension, reliability dimension, assurance dimension, and empathy dimension. Paradise Hotel Golf & Resort is one of the four-star hotels in Likupang that is visited by many business, local, or tourist guests (Kawatak et al., 2023). Paradise Hotel Golf & Resort has facilities such as a Banquet, Swimming Pool, Restaurant and Bar, Fitness Center, golf, and other standard and supporting facilities.

Paradise Hotel Golf & Resort has different schedules in each department, and for the Food & Beverage Servicer, they implement five working days with a duration of 8 working hours, including 1 hour of rest and 1 day off day. Based on Field Work Practice at Paradise Hotel Golf and Resort, especially in the Food and Beverage Servicer section, the author observed several problems regarding the quality of service, including welcoming guests, not the procedure,

delivering food often being delayed due to limited employees, lack of initiative from Waiters and Waitresses in conducting bid farewell which makes guests complain.

In the description of the service above, the author conducted observations and found that several things must be improved or developed qualitatively to improve the quality of service. Based on the background above, the author is interested in conducting research entitled Analysis of the Role of Waiters and Waitresses in Improving Service Quality at Kasasa Restaurant at Paradise Hotel Golf & Resort.

## **Method**

This study uses a qualitative method. According to several researchers, e.g. Abdussamad (2019), Bahri (2024), Fadli (2021), and Khoyyinuddin et al. (2024), qualitative research methods are used to research natural object conditions, where researchers are key instruments, data collection techniques are carried out by triangulation, data analysis is inductive, and qualitative research results emphasize meaning rather than generalization. Based on post-positivism philosophy (especially phenomenology), qualitative research is used to investigate scientific situations in which researchers are their subjects (Fadli, 2021). Qualitative data collection and analysis techniques emphasize meaning. Qualitative research methodology uses social activities, attitudes, and perceptions of individuals or groups to analyze and describe phenomena or research objects.

The researcher chose the research location at Paradis Hotel Golf and Resort Likupang, located in the Paradise Tourism area, Dersa, Maen, Likupang Timur District, North Minahasa Regency, North Sulawesi 95375. The researcher has carried out the practice for 6 months, from July 8, 2023, to January 8, 2024. Data collection was carried out using observation, interviews, and documentation. Observations were carried out by observing the activities and activities carried out by a Waiters and Waitresses during the internship. Interviews were conducted with 4 (four) hotel guests who were willing without disturbing the guests' privacy. Documentation was collected from various sources, such as reports, letters, notes, memos, journals, official documents, and additional data such as pictures.

This study uses a descriptive approach to obtain research results that readers can understand. Data analysis is the process of searching for and compiling collected data so that conclusions can be drawn from the data and used as information that can be understood by oneself and others (Adlini et al., 2022). While the qualitative data analysis technique is inductive, the data obtained is developed through a pattern of relationships or becomes a hypothesis. In this writing, the form of analysis used by the author is descriptive analysis, namely by describing through services in the field and describing and determining points of service improvement.

## **Result and Discussion**

### **Profile of Paradise Hotel Golf & Resort**

PT. Manado Korin Paradise (MKP) is a tourism service company established on March 8, 2007. The Paradise Hotel Golf & Resort is located in the Paradise Tourism Area, Maen Village, Likurpang Timur District, North Minahasa Regency, North Sulawesi. Our hotel is strategically located, offering easy access to the Paradise Tourism Area. The facilities at Paradise Hotel Golf & Resort are the same as other 4-star hotels, which are also very attractive to sell or are accessible to guests staying. Paradise Hotel Golf & Resort has facilities for guests, such as accommodation (Rooms). Paradise Hotel Golf & Resort has 224 rooms with several suites as many as rooms. Second, Restaurants and Bars. This is for guests staying or not staying who want to come to relax while ordering food or drinks. Third, Hotel Service includes a 24-hour front desk, 24-hour security servicer, Cable/satellite TV, Concierge, Freerer WI-FI, Laundry, and dry cleaning service—fourth, Gym. The Gym is intended for guests staying at the hotel who need fitness equipment or want to

maintain stamina, and it is supported by quality gym equipment. This Gym is open 24 hours. Fifth, the Swimming Pool.

Paradise Hotel Golf & Resort has an outdoor swimming pool on the ground floor. This swimming pool has two types: a swimming pool for adults with a depth of 1.75 meters and a swimming pool for children with a depth of 0.45 meters. It is equipped with a gazebo where guests can relax or lie down and a shower near the pool for guests who want to rinse themselves after swimming. This swimming pool has operating hours starting from 08.00 am to 11.00 pm. This Sider Pool can be used for events such as Dinner or other events. Sixth, Jacuzzi. Paradise Hotel Golf & Resort also has a hot spring/jacuzzi with a direct beach view. Seventh, Meeting Room. Paradise Hotel Golf & Resort has a Meeting Room on the 1st and 3rd floors.

A Waiters and Waitresses is an employee responsible for providing services to guests, and there are also. Some important things to know about the form of service include welcoming guests, serving food and drink orders, cleaning the restaurant area, and preparing the dining table (table setting) for the next guest. In order to be able to carry out various jobs according to standards, they must receive training. Efforts that a Waiters and Waitresses must make to improve the quality of service are implementing sequences of service and always making guests feel safe and comfortable. Based on the understanding that has been explained previously, customer satisfaction is closely related to the service provided by a Waiters and Waitresses. For that, they must have skills in providing services to guests, namely speed and accuracy, and these skills need to be developed more widely so that the quality of service to guests can be improved.

Based on Field Work Practice at Paradise Hotel Golf and Resort, especially in the Food and Beverage Service section. The hotel the author studies, especially in the Food and Beverage Service Department, has three restaurants: Kasasa Restaurant, Italy Restaurant, and Kaderra Restaurant. The Food and Beverage Service Department has five employees with different shifts and implements five working days of 8 hours, including 1 hour of rest and 1 day off. The author observed several areas for improvement regarding the quality of service. Namely, there are problems in service and complaints from guests. This is caused by the Waiters and Waitresses who still need to implement the stages of service activities at Kasasa Restaurant at Paradise Hotel Golf and Resort. In this case, the Waiters and Waitresses have yet to play a good role in their duties and responsibilities fully. In the description above, the author conducted a study and found several problems that must be studied to improve the quality of service, so they must be improved or developed qualitatively. The following are the results of the researcher's observation and interview methods.

At Kasasa Restaurant at Paradise Hotel Golf and Resort, we have our own Waiters and Waitresses standards. The following results are from observations conducted by restaurant researchers. These observations focused on the role of Waiters and Waitresses in improving the quality of service at our establishment. We firmly believe that by understanding and implementing the specific stages of service activities detailed in Table 1, we can all, as a team, play a part in enhancing the performance of our Waiters and Waitresses.

**Table 1.** Stages of Service Activities

No	Activity Stages Service	Performed	Rarely Performed	Not Performed
1	Greeting the Guest: Guests enter the restaurant and are greeted in a friendly manner or S3 (greetings, greetings, and salutations).		✓	
2	Sitting the Guest: Guests are escorted to the table that has been reserved or chosen and then helped	✓		

	to pull up a chair when they want to retire.		
3	Pouring mineral water: Waiters and Waitresses pour water into the goblet glass from the right side, with the intention of making the guest feel welcome.	✓	
4	Presenting the Menu: The Waiters and Waitresses give the menu to the guest.	✓	
5	Wait for the guest to choose the menu: The guest will choose the food while helping if the guest asks and offering the special day to the guest.	✓	
6	Repeat Order: After the guests have chosen the food they want to eat, the Waiters and Waitresses will repeat the order they have written down, ensuring everything runs smoothly.		✓
7	Serving the food: Serving food dishes according to the menu that has been prepared.		✓
8	<b>Clear up:</b> After the guest has finished eating and drinking, the Waiters and Waitresses approaches the guest's table and asks permission to clean the table so that the guest feels comfortable.	✓	
9	Presenting the bill: Once the meal is complete, the Waiters and Waitresses gives the guest a bill or check tray with the food price the guest will pay.	✓	
10	Bid farewell: After the guest has completed the transaction, the Waiters and Waitresses will send the guest off. Then, the Waiters and Waitresses will say thank you for the guest's arrival and hope that the guest will come back again.		✓

Source: processed (2024).

### Interview Results

In order to answer the questions that the author asked in the interview method and compare the results of the observations to the truth or existing facts, the researcher conducted interviews with four guests who visited and ate at Kasasa Restaurant. The author interviewed guests who were willing to be interviewed and did not disturb their comfort.

**Table 2.** Interview Results Interview with Mr. Priyanto (30 years old)

No	Question	Answer
----	----------	--------

1	How is the service at our Kasasa Restaurant? Are you satisfied with the quality of service there? (Reliability)	Yes, but some things need improvement, such as speeding up the food preparation process.
2	Are you satisfied with the service provided by the Waiters and Waitresses at Kasasa Restaurant? (Tangibles)	It could have been better because maybe I saw that this restaurant seemed short of staff, so it made me wait a long time to order food.
3	Do you feel comfortable or at ease while staying at Kasasa Restaurant? (Empathy)	Yes, I felt perfect because I found a pretty beautiful view.
4	Are you greeted well by the Waiters and Waitresses when you enter Kasasa Restaurant? (Assurance)	I felt confused because the Waiters and Waitresses did not greet me when I arrived, and I was looking for a place to sleep.
5	How about the attitude of the employees when providing service to you? (Assurance)	The employees at this restaurant are pretty lovely.
6	Have you ever had problems ordering food? (Responsiveness)	I once ordered food for lunch, but the food served by the Waiters and Waitresses was the same.

Source: Interview Results (2024).

**Table 3.** Interview Results with Mrs. Christiani (25 years old)

No	Question	Answer
1	How is the service at our Kasasa Restaurant? Are you satisfied with the quality of service there? (Reliability)	Yes, I feel comfortable when I come to visit and eat at the restaurant.
2	Are you satisfied with the service provided by the Waiters and Waitresses at Kasasa Restaurant? (Tangibles)	Not too much because I see that the restaurant needs more staff.
3	Do you feel comfortable or at ease when you are at Kasasa Restaurant? (Empathy)	Yes, I have visited several times. I enjoy the view around the restaurant, which makes me feel comfortable eating.
4	Are you greeted well by the Waiters and Waitresses when you enter Kasasa Restaurant? (Assurance)	Yes, I was greeted well.
5	How about the attitude of the employees when providing services to you? (Assurance)	The service at the restaurant is quite interesting because they are friendly and smiling.
6	Have you ever had problems with ordering food? (Responsiveness)	Once, the food served was different because of the negligence of the staff, who did not inform me back about the order I had placed.

Source: Interview Results (2024).

**Table 4.** Interview Results with Mr. Samuel (27 years old)

No	Question	Answer
1	How is the service at our Kasasa Restaurant? Are you satisfied with the quality of service there? (Reliability)	The quality of service must be improved.
2	Are you satisfied with the service provided by the Waiters and Waitresses at Kasasa Restaurant? (Tangibles)	It is less than perfect because the Waiters and Waitresses service still needs to be consistent with the time.
3	Do you feel comfortable or at ease while staying at Kasasa Restaurant? (Empathy)	Yes, I stayed in the restaurant while looking at the surrounding scenery.
4	Are you greeted well by the Waiters and Waitresses when you enter Kasasa Restaurant? (Assurance)	Yes, I was greeted well.
5	How about the attitude of the	The employees are humbly and politely



	employees when providing service to you? (Assurance)	applying the attitude of the staff here.
6	Have you ever had problems ordering food? (Responsiveness)	Until now, it has never happened.

Source: Interview Results (2024).

**Table 5. Interview Results with Mrs. Florencya (29 years old)**

No	Question	Answer
1	How is the service at our Kasasa Restaurant? Are you satisfied with the quality of service there? (Reliability)	Yes, I feel comfortable eating at this restaurant because the view around it supports it.
i	Are you satisfied with the service provided by the Waiters and Waitresses at Kasasa Restaurant? (Tangibles)	Yes, the Waiters and Waitresses are humble and polite.
3	Do you feel comfortable or at ease while staying at Kasasa Restaurant? (Empathy)	Yes, I am right.
4	Were you greeted well by the Waiters and Waitresses when you entered Kasasa Restaurant? (Assurance)	I once had a problem when I wanted to enter, but I needed clarification about how to order food because I did not see any staff at the restaurant.
5	How was the attitude of the employees when providing service to you? (Assurance)	I saw that one of the staff did not serve me well.
6	Have you ever had problems ordering food? (Responsiveness)	It has been a while.

Source: Interview Results (2024).

## Discussion

Based on the results of observations conducted by researchers, it contains information about the sequence of service. It can be seen from the Waiters and Waitresses at Kasasa Restaurant have not implemented it properly or still have problems with four of the ten stages of service activities that have been set in the restaurant when they want to serve guests who visit the restaurant, including when the Waiters and Waitresses sometimes do the greeting, there are also delays in ordering or delivering food due to a large number of guests coming to the restaurant, there are also problems that result in miss communication and also regarding the lack of initiative from Waiters and Waitresses in bid farewell.

Likewise, when conducting interviews with the four informants who have been interviewed, there are several opinions given to researchers from the results of the interview that during the guests' visit to the Kasasa restaurant, there were several complaints from guests, including dissatisfaction with the quality of service; some also had problems with the lack of attention from a Waiters and Waitresses to greet guests when guests entered the restaurant, and also obstacles at the time when they found that the service that had been given had not been fully implemented properly so that the guests were served less than optimally.

Based on the Observation of service activities at the Kasasa restaurant conducted by researchers during a 6-month internship at Paradise Hotel Golf & Resort, especially Food and Beverage Service at Kasasa Restaurant, it implements 10 points of service activity stages that can be seen in Table 1. Operational activities at Kasasa Restaurant implement ten stages of service

activity. However, 4 points (point 1, point 7, point 8, and point 10) need to be appropriately implemented and have caused guest complaints so that the service provided can be considered not optimal. First, Point 1 (Greet the Guest) is the problem: the greet the guest feature is carried out by the Waiters and Waitresses when the guest enters the restaurant, but in this procedure, there is something that needs to be implemented, namely concerning reservations. Waiters and Waitresses rarely ask whether the guest has made a reservation, making it difficult for guests to find a seat.

Second, Point 7 (Serving the food) the problem: Delivering food and drinks is long (caused by the large number of guests at that time and also the limited number of employees so that the process of delivering food or ordering food is late). Third, Point 8 (clear up) the problem: there are often delays and guest complaints when carrying out clear up. This is because of the large number of guests visiting the restaurant, so they have to wait a long time to re-order the menu they want. Fourth, Point 10 (Bid Farewell), the problem: Waiters and Waitresses often need to help guests pull out chairs when guests want to stand up. After the guest had finished the transaction, the guest was still waiting and chatting, so the Waiters and Waitresses did not have time to help the guest pull out the chair. However, the Waiters and Waitresses always remember to thank the guests for visiting Kasasa Restaurant.

Based on the results of the researcher's interview, the researcher conducted interviews with four informants who came to visit the restaurant and said that the service at the Kasasa restaurant at Paradise Hotel Golf & Resort was still less than optimal because they had not fully implemented it correctly by the stages of service activities in operations at Kasasa Restaurant. For that, Waiters and Waitresses must improve service at Kasasa Restaurant at Paradise Hotel Golf & Resort to implement all service activities as optimally as possible to meet all guest needs and satisfy guests.

In maintaining and developing the quality of service at Kasasa Restaurant at Paradise Hotel Golf & Resort, training from the food and beverage service supervisor or manager must be increased on how to serve and handle guests. Waiters and Waitresses must deal with challenging situations well, be friendly and attentive, handle guest complaints, and know how to overcome them so that the quality of service at Kasasa Restaurant runs by the existing stages. Ultimately, to optimize service quality, the Restaurant at Paradise Hotel Golf & Resort can use the SERVQUAL approach model by emphasizing the five dimensions: tangible evidence, responsiveness dimension, reliability dimension, assurance dimension, and empathy dimension (Mondo et al., 2024; Singgalen, 2023).

## Conclusion

Based on the research results, the researcher concludes the following things. The role of Waiters and Waitresses in improving the quality of service has yet to be implemented properly, so the service provided is less than optimal. From the results of the analysis carried out, operational services in restaurants consist of 10 points. Four points could be improved, including greeting guests, serving food, cleaning up, and serving guests well. Some of these points must be done correctly and can cause complaints, resulting in less-than-optimal service. Suggestions for improving the quality of service at Kasasa Restaurant are expected to be implemented in all stages of service activities to serve guests as optimally as possible. There is a need for more training from supervisors or managers to staff and interns in the Food and Beverage Service Department. When the hotel guests are crowded, it would be better to increase the number of people in charge or casual employees so that the service provided is more optimal for guests. In order to maintain and develop the role of Waiters and Waitresses in improving the quality of service at Kasasa Restaurant at Paradise Hotel Golf and Resort, start with a morning briefing or when starting work so that they can know what each Waiters and Waitresses has to do.

## Acknowledgements

This research has not received support from any party. This study was carried out independently by the researcher.

## References

- Abdussamad, Z. (2019). Metode Penelitian Kualitatif. In *Sustainability (Switzerland)* (Vol. 11, Issue 1). Syakir Media Press.  
[http://scioteca.caf.com/bitstream/handle/123456789/1091/RED2017-Eng-8ene.pdf?sequence=12&isAllowed=y%0Ahttp://dx.doi.org/10.1016/j.regsciurbeco.2008.06.005%0Ahttps://www.researchgate.net/publication/305320484\\_Sistem\\_Pembetulan\\_Terpusat\\_Strategi\\_Melestari](http://scioteca.caf.com/bitstream/handle/123456789/1091/RED2017-Eng-8ene.pdf?sequence=12&isAllowed=y%0Ahttp://dx.doi.org/10.1016/j.regsciurbeco.2008.06.005%0Ahttps://www.researchgate.net/publication/305320484_Sistem_Pembetulan_Terpusat_Strategi_Melestari)
- Achmad, F. (2023). Peran Inovasi dalam Meningkatkan Kinerja Industri Pariwisata Berkelanjutan di Indonesia. *Jurnal Multidisiplin West Science*, 2(03), 150–157.  
<https://doi.org/10.58812/jmws.v2i03.244>
- Adlini, M. N., Dinda, A. H., Yulinda, S., Chotimah, O., & Merliyana, S. J. (2022). Metode Penelitian Kualitatif Studi Pustaka. *Edumaspul: Jurnal Pendidikan*, 6(1), 974–980.  
<https://doi.org/10.33487/edumaspul.v6i1.3394>
- Ananda, I. W. A. T. M., Ekasani, K. A., & Sinaga, F. (2023). Kinerja Profesional Pelayanan Restoran di Hotel Plataran Ubud. *Jurnal Ilmiah Parivisata Dan Bisnis*, 2(5), 1153–1176.  
<https://doi.org/10.22334/paris.v2i5.418>
- Anggraini, F. D., & Rahmayanti, S. Z. (2023). Strategi Promosi Food and Beverage Department dalam Upaya Menarik Tamu Guna Meningkatkan Pendapatan di Hotel Horaios Malioboro. *Mabha Jurnal*, 4(1), 11–23. <https://doi.org/10.70018/mb.v4i1.56>
- Atmoko, T. P. H. (2018). Strategi Pemasaran Untuk Meningkatkan Volume Penjualan Di Cavinton Hotel Yogyakarta. *Journal of Indonesian Tourism, Hospitality and Recreation*, 1(2), 83–96. <https://doi.org/10.17509/jithor.v1i2.13769>
- Bahri, E. S. (2024). Preliminary Study of Strategies for Developing Tourism Destinationsa. *International Journal of Strategic Studies (ICESTRA)*, 1(1), 1–7.
- Fadli, M. R. (2021). Memahami desain metode penelitian kualitatif. *Humanika, Kajian Ilmiah Mata Kuliah Umum*, 21(1), 33–54. <https://doi.org/10.21831/hum.v21i1>
- Hariyati, F., & Sovianti, R. (2021). Strategi Komunikasi Pemasaran dalam Mempertahankan Customer Loyalty pada Hotel Salak Bogor, Indonesia. *CoverAge: Journal of Strategic Communication*, 11(2), 52–66. <https://doi.org/10.35814/coverage.v11i2.2019>
- Jackson, R. L. (2016). Pentingnya pelayanan prima terhadap kepuasan konsumen pada pt. tribun manado tugas akhir. In *Politeknik Negeri Manado*. Politeknik Negeri Manado.
- Kanedi, I., Utami, F. H., & Zulita, L. N. (2017). Sistem Pelayanan untuk Peningkatan Kepuasan Pengunjung pada Perpustakaan Arsip dan Dokumentasi Kota Bengkulu. *Pseudocode*, 4(1), 37–46. <https://doi.org/10.33369/pseudocode.4.1.37-46>
- Kawatak, S. Y., Samuel, O. W., & Soputan, M. (2023). Persepsi Kepuasan Tamu Terhadap Kualitas Pelayanan Paradise Hotel Golf and Resort Likupang. *Jurnal Manajemen Perhotelan*, 9(1), 1–8. <https://doi.org/10.9744/jmp.9.1.1-8>
- Khoyyinuiddin, M., Rahmah, M., & Fathul, S. W. H. U. (2024). Review of Digital Literacy for Educational Advancement. *Journal of Psychology and Sustainable Education*, 1(1), 26–30.  
<https://doi.org/10.62886/jpse.v1i1.5>
- Maulina, L. (2023). Revitalisasi Industri Perhotelan dengan Inovasi Teknologi: Meningkatkan Keunggulan Bersain dan Pengalaman Pelanggan. *JIMEA: Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 7(1), 504–519. <https://doi.org/10.31955/mea.v7i1.2962>
- Menajang, B. A. H., Warokka, M. N., Kalele, S., & Djamali, R. (2024). Performance Analysis of



- Receiving Staff in the Accounting Department at Manhattan Hotel Jakarta. *Journal of Multi-Disciplines Science (Icecomb)*, 2(1), 34–42. <https://doi.org/10.59921/icecomb.v2i1.27>
- Mondo, T. S., Medeiros, S., Sthapit, E., Freitas, L. B. A., & Björk, P. (2024). TOURQUAL scale: Psychometric properties and internal structure validation. *International Journal of Tourism Cities*, 10(3), 1046–1066. <https://doi.org/10.1108/IJTC-11-2023-0246>
- Sadjab, W. P., Tenda, M. P., Lumare, M. A., & Sinolungan, L. (2024). The Influence of Discipline on Service Quality among Aryaduta Manado Hotel Bar Employees. *Journal of Multi-Disciplines Science (Icecomb)*, 2(1), 21–33. <https://doi.org/10.59921/icecomb.v2i1.26>
- Singgale, Y. A. (2023). Analisis Sentimen Wisatawan terhadap Kualitas Layanan Hotel dan Resort di Lombok Menggunakan SERVQUAL dan CRISP-DM. *Building of Informatics, Technology and Science (BITS)*, 4(4), 1870–1882. <https://doi.org/10.47065/bits.v4i4.3199>
- Sirhan, F., Wahyu, W., & Agung, S. (2016). Pengaruh Kualitas Pelayanan Terhadap Kepuasan Dan Loyalitas Mahasiswa (Studi pada Mahasiswa Strata I Fakultas Ilmu Sosial dan Ilmu Politik Universitas Merdeka Malang). *Jurnal Bisnis Dan Manajemen*, 3(1), 120–134. <https://media.neliti.com/media/publications/75420-ID-pengaruh-kualitas-pelayanan-terhadap-kep.pdf>
- Wachyuni, S. S., Namira, S., Respati, R. D., & Teviningrum, S. (2024). Fenomena Fear Out Missing Out (Fomo) Terhadap Keputusan Pembelian Restoran Viral Karen'S Diner Jakarta. *Jurnal Bisnis Hospitaliti*, 13(1), 89–101. <https://doi.org/10.52352/jbh.v13i1.1382>