



## The Role Of The Staff In Increasing Guest Satisfaction At The Lake Toba International Cottage Hotel Restaurant

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### ABSTRACT

In providing services to guests, the implementation of standard operating procedures is very necessary, and the role of a waiter is very supportive in the success of a restaurant, so that guest satisfaction in the waiter service of the Lake Toba International Cottage Hotel. In this study, the authors found the average percentage obtained from the questionnaire, namely about the analysis of the knowledge of the waiter in service, it was found that there were 42% of the waiters who answered always there, 29% of the waiters who answered sometimes and there were 29% of the waiters who answered never in the past. knowledge of service. Then on supervision it was found that there were *supervisors* who answered always 30%, there were 60% *supervisors* who answered sometimes and there were 10% *supervisor* who answered no. Furthermore, regarding guest satisfaction, it was found that there were 74% of guests who were satisfied and 26% of guests felt less satisfied. In writing this final project, the author hopes that all waiters in the restaurant must always pay attention to the appearance and service system that will be provided to guests, so that this can increase comfort and satisfaction to guests, by providing the best service and must know what to expect. the wishes and needs of guests. Waiters are also required to have a way of working that is full of responsibility because waiters are ambassadors of the company which indirectly has to work professionally and more creatively, which is useful for increasing the comfort of guests who come in the service of eating and drinking from guests who come to the restaurant. restaurant.

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### 1. Introduction

The definition of tourism based on Law No. 9 of 1990 is "everything related to tourism, including tourism object and attraction companies, including tourism object and attraction companies and related businesses in that field". Tourism from the Sanskrit language consists of two syllables, namely 'pari' and 'wisata', pari which means many, turning, going around, complete, repeatedly, while tourism means traveling or traveling. Therefore, tourism is defined as a trip around a place that is considered interesting. Tourism provides many opportunities for the development and development of tourism activities that attract many tourists. Various activities to support tourism activities have been created, both *indoor* (indoor) and *outdoor* (*outdoor*) activities. The tourism industry, such as hotels and restaurants, has recently been growing which demands the creation of a comfortable atmosphere from various aspects to be given to guests. Hotel Danau Toba International Cottage to support the service business, also offers two products to potential customers in the implementation, Hotel Danau Toba International Cottage has its own standards are emphasized to every employee in providing services to customers particular aspects of the *intangible product* as one of the services that are ready enjoyed, especially on the part of the hotel's restaurant, concerning the importance of enhancing services and knowledge (*knowledge*) of the waitresses in the service at the restaurant where this can increase guest satisfaction with the service provided.

The restaurant comes from the word "*restaurer*" which means "*to restore*" or restoration. The meaning in Indonesian is to repair or restore a person's condition from a good condition to return to his previous position. Thus, the restaurant is a building that provides food and drinks for consumption by guests. While the definition of **Restaurant** according **Marsum (1994)**, the restaurant is a place or building that organized commercially organize a good service to all tamun yes either eat and drink. In a restaurant, *service* is the most important part after the food and drinks served by the waiter where the waiter is the basic foundation for the success of a *food and beverage business*. A waiter is an officer in a restaurant who serves as a person who serves guests who come to the restaurant. In service, a waiter must pay attention to three things, namely, a waiter must pay attention to appearance, speech or how to communicate with guests, and how to welcome guests correctly. Where these three things are often noticed by guests who come to the restaurant. So a waiter is required to do these three things properly and correctly so that there is no disappointment for guests who come to the restaurant but guests will feel happy and will want to return to the restaurant. One of the important aspects in realizing the work service of a waitress is by applying work operational standards in the process of organizing the work of a waitress. This is considered important because standard operating procedures are guidelines or references for carrying out work tasks that are in accordance with the functions and standard operating procedures as well as an assessment tool for the work of waiters, especially in the service area. However, we must always remember that in operating a hotel or restaurant there are two goals that must be achieved at the same time, namely: making profits and providing satisfaction for guests. If one of these goals is ignored, it is very likely that the hotel or restaurant business will go bankrupt. In such circumstances, the role of the waiter is very important in improving and creating guest satisfaction in the restaurant. At the Lake Toba International Cottage Hotel Restaurant the author found many shortcomings ranging from the way and attitude of the waiter to communicate with guests, the waiter's lack of understanding of the stages of waiter service, poor work discipline, lack of supervision of the work carried out by the waiter so that when doing work they don't do it maximally, the waiter's lack of understanding of the guest's wishes. So from the problems above, it causes guests who come to the Lake Toba International Cottage Hotel restaurant to be dissatisfied with the services provided at the restaurant.

### 2. Literature Review

#### 2.1 Guest Satisfaction

According to **Sulastiyono (2008:33)** satisfaction can be interpreted as a state in oneself, where he has succeeded in getting something that he wants. According to Kotler (2008), satisfaction is a person's level of satisfaction after comparing the perceived performance or results with the expected and experience after using the services or services provided. If the service, appearance is not good, the customer is not satisfied and if the appearance and service is good, the customer will feel satisfied and even the customer will return to the restaurant. Guest satisfaction is a benchmark and proves that the service provided by the waiter is good or not. In



providing satisfaction to guests, waiters must understand the wishes of guests, provide good service such as speaking politely, creating an attractive and clean restaurant atmosphere and maintaining their attitude so as to avoid *complaints* from guests. Some theories that are a form of guest satisfaction with the services provided by waiters are as follows :

- According to Marsum WA (2005: 317) If there are guests who complain about food, whether it's an error in the guest's order or an error on our part, we should be able to make decisions as wisely as possible. For example, replacing the food with other foods that are in accordance with the portion at a sufficient price and are also liked by guests.
- According to A. Bambang Sujatno (2011: 44) Before a restaurant opens, preparations should be done carefully, in detail and with certainty. Utensils for eating, auxiliary means for eating food must be complete, clean and can function properly. How the layout, the table layout, the lighting, the music, the overall appearance of the restaurant, the cleanliness of the room, all should not be ignored.
- According to Marsum WA (2005: 131), every waiter must practice a subtle manners, hospitality, friendship but still respect for him, nobility, clean, neat, tidy, and so on.

Based on the above opinion, it can be concluded that maintaining guest satisfaction is that a waiter must improve the quality of service by providing service, by providing services according to standard operating procedures in a restaurant and having good and quality behavior such as wise, thorough, friendly, honest, take full care of guests. The services provided must be fast and precise and patient in dealing with guest complaints, polite in speaking and able to cooperate with fellow waiters.

## 2.2 The Role of the Waitress in Improving Guest Satisfaction

Knowledge of waiters in providing services is very important, because knowledge in service is the most important thing in providing good service to guests. The waiter must know how to welcome guests well, how to talk or communicate well with guests, how to arrange a restaurant before guests come, and so on. According to **Marsum WA (2005: 131)** The role of the waiter is the participation of the waiter himself in helping activities to maintain guest satisfaction. every waiter must practice a gentle manners, hospitality, friendship but still respect to him, then they must be clean, neat, tidy, and so on. In order to be able to communicate well, practice and training are needed continuously, because communication is a skill. Therefore, their communication skills should always be developed. Efforts that can be made by waiters to provide satisfaction to guests through food and beverage service are that guests must be greeted with greetings or *greetings* and invite guests to sit in the available places by pulling the chair back slightly and thrusting it back forward. After guests are seated comfortably, the waiter can provide a menu list and recommend special foods and drinks that are the mainstay of the restaurant. The waiter can also advise guests to drink an appetizer or appetite booster, such as a *cocktail*, juice or other beverage before starting the meal. Before delivering food orders to the guest table, the waiter must ensure the cleanliness of the plates and glasses that will be used to serve food and drinks before being delivered to guests. Then after the food and drinks ordered are ready, the waiter must deliver the ordered food and drinks quickly, precisely and in accordance with the service that has been promised to guests. After that, the waiter should check back to the guest table whether all food and drink orders have been served to guests. And tarakhir when guests had finished eating and drinking and had left the tables were occupied, the waiter should immediately download *the set - up* table to clean to greet other guests who will come and occupy the table.

## 2.3 Supervisor Supervision of Waitress Performance

Supervision of the *supervisor* is very important for the work of the waiter. This supervision is carried out so that the waiter works well and provides maximum service and does not make mistakes while working. In supervision, it is necessary to provide direction, job evaluation and motivation so that the waiter can work optimally. According to **Marsum WA (2005: 87)** the *captain of the* restaurant is assigned to a specific division with direct supervision of the work carried out by the waiter. This is done in order to create a good *team work* atmosphere between all the waiters in the restaurant and will create a good and maximum service atmosphere. According to **Bartono PH and Ruffino EM (2010: 59)** like department managers who focus on operations, *supervisors* have the responsibility to oversee field work with all its problems. Therefore, the focus of the *supervisor's* work is around *job performance* or employee work in the field, according to the section they control. Supervision by *supervisors* includes several things, namely:

- Supervision of human resources employed
- Supervision of the materials used
- Supervision of work equipment
- Supervision of work systems and procedures
- Supervision of financial aspects
- Supervision of the work environment and conditions

## 3. Result and Discussion

### 3.1 Analysis of guest responses on how guests are satisfied with services provided by the waiters at the Lake Toba International Hotel Cottage Parapat

Guest satisfaction depends on the fulfillment of their needs and desires through the service of a waiter, a waiter who carries out his responsibilities by working well, will affect the level of guest satisfaction after comparing performance and perceived results with satisfied expectations. So that guests will often visit the hotel. Waiter service is a service that can attract the attention of guests to maintain the good name of the hotel. This is very important because it will give the impression or *image of the* hotel to guests who receive the waiter. The following are some tables that support the analysis of guest satisfaction with waiter service at the Danau Toba International Cottage Parapat Hotel restaurant.

**TABLE 1.**  
**GUEST RESPONSE WHILE THE STAFF GREETS YOU WHEN YOU ENTER THE RESTAURANT** Description: total (n) = 10

No	Answer	Amount	Percentage
1	a. Yes	9	90%
	b.No	1	10%
2	Total	10	100%

Based on the table above, it can be analyzed from a total of 10 respondents that 9 people (90%) guests stated that the waiter always greeted guests and 1 person (10%) stated that the waiter never greeted guests. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". Based on the results of the analysis above, it can be concluded that there are still waiters who never say hello when welcoming guests. As a result, guests feel dissatisfied with the service of the waiters.

**TABLE 2.**  
**GUEST RESPONSE WHERE THE STAFF DRIVED YOU TO A SEAT** Description: total (n) = 10

No	Answer	Amount	Percentage
1	a.Yes	6	60%



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	b.No	4	40%
2	Total	10	100%

Based on the table above, it can be analyzed from a total of 10 respondents that 6 people (60%) guests stated that the waitress always directs guests to their seats and 4 people (40%) stated that the waitress never directed guests to their seats. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". Based on the results of the analysis above, it can be concluded that there are still many waiters who never deliver/direct guests to their seats. As a result, guests feel they are not being cared for and are not satisfied with the service of the waiters.

**TABLE 3.**

**GUEST RESPONSE WHAT WAS THE STAFF ATTITUDE FRIENDLY TO YOU WHEN SERVING YOU Description: total (n) = 10**

No	Answer	Amount	Percentage
1	a.Yes	5	50%
	b.No	5	50%
2	Total	10	100%

Based on the table above, it can be analyzed from a total of 10 respondents that 5 people (50%) guests said the waiter was always friendly when serving him and 5 people (50%) guests said the waiter was not friendly when serving you. The percentage results are obtained by means of "the number of Yes/No multiplied by 100% divided by the number of n" Based on the results of the analysis above, it can be concluded that there are still unfriendly waiters when serving guests. As a result, guests feel dissatisfied with the service of the waiters.

**TABLE 4.**

**GUEST RESPONSE DOES THE STAFF GIVE INFORMATION ABOUT THE MENU Description: total (n) = 10**

No	Answer	Amount	Percentage
1	a.Yes	8	80%
	b.No	2	20%
2	Total	10	100%

Based on the table above, it can be analyzed from a total of 10 respondents that 8 people (80%) guests stated that the waiter always provided information about the menu and helped you in choosing the menu and 2 people (20%) stated that the waiter never provided information about the menu and helped you. in selecting menus. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". Based on the results of the analysis above, it can be concluded that there are still waiters who do not provide information about the menu and assist you in choosing the menu. As a result, guests feel dissatisfied with the service of the waiters.

**TABLE 5.**

**GUEST RESPONSE WHETHER THE STAFF REPRESENT THE DRINKING WATER WHEN THERE IS LITTLE STAY Description: total (n) = 10**

No	Answer	Amount	Percentage
1	a.Yes	7	70%
	b.No	3	30%
2	Total	10	100%

Based on the table above, it can be analyzed from a total of 10 respondents that 7 people (70%) guests said the waiter was reviled when the guest's drink was about to run out and 3 people (30) said the drink was reviled when the guest's drink was about to run out. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". Based on the results of the analysis above, it can be concluded that there are still waiters who do not revise the guest's drink when the drink is about to run out. As a result, guests feel dissatisfied with the service of the waiters.

**TABLE 6.**

**GUEST RESPONSE WHERE THE STAFF DELIVERED YOUR ORDER ON TIME. Description: total (n) = 10**

No	Answer	Amount	Percentage
1	a.Yes	6	60%
	b.No	4	40%
2	Total	10	100%

Based on the table above, it can be analyzed from a total of 10 respondents that 6 people (60%) guests stated that the waiter delivered guest orders on time and 4 people (40%) said the waiter did not deliver guest orders on time. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". Based on the results of the analysis above, it can be concluded that there are still waiters who do not deliver guest orders on time. As a result, guests wait too long and guests feel dissatisfied with the service of the waiters.

**TABLE 7.**

**GUEST RESPONSE WOULD YOU EVER FIND DIRTY utensils on the table. Description: total (n) = 10**

No	Answer	Amount	Percentage
1	a.Yes	8	80%
	b.No	2	20%
2	Total	10	100%

Based on the table above, it can be analyzed from a total of 10 respondents that 8 people (80%) guests stated that they had found dirty cutlery on your table and 2 people (20%) said they had never found dirty cutlery on the table. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". Based on the results of the analysis above, it can be concluded that there are still guests who encounter dirty cutlery on the table. As a result, guests feel dissatisfied with the service of the waiters.

**TABLE 8.**

**GUEST RESPONSE DOES THE STAFF THANK YOU WHEN YOU GO OUT OF THE RESTAURANT. Description: total (n) = 10**

No	Answer	Amount	Percentage
1	a.Yes	9	90%
	b.No	1	10%
2	Total	10	100%



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Based on the table above, it can be analyzed from a total of 10 respondents that 9 people (90%) said thank you when you were about to leave the restaurant and 1 person (10%) said thank you when you were about to leave the restaurant. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". Based on the results of the analysis above, it can be concluded that there are still waiters who do not want to say thank you when you are about to leave the restaurant. As a result, guests feel dissatisfied with the service of the waiters.

**TABLE 9.**  
**GUEST RESPONSE DOES THE STAFF HAVE A ATTRACTIVE AND NICE APPEARANCE**  
Description: total (n) = 10

No	Answer	Amount	Percentage
1	a.Yes	8	80%
	b.No	2	20%
2	Total	10	100%

Based on the table above, it can be analyzed from a total of 10 respondents that 8 people (80%) guests stated that the waitress always had an attractive and neat appearance and 2 people (20%) stated that the waitress never had an attractive and neat appearance. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". Based on the results of the analysis above, it can be concluded that there are still waiters who do not have an attractive and neat appearance. As a result, guests feel dissatisfied with the service of the waiters.

**TABLE 10.**  
**GUEST RESPONSE DO YOU FEEL SATISFIED WITH THE SERVICE AT THIS RESTAURANT** Description: total (n) = 10

No	Answer	Amount	Percentage
1	a.Yes	8	80%
	b.No	2	20%
2	Total	10	100%

Based on the table above, it can be analyzed from a total of 10 respondents that 8 people (80%) guests were satisfied with the service at this restaurant and 2 people (20%) were satisfied with the service at this restaurant. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". Based on the results of the analysis above, it can be concluded that there are still guests who are not satisfied with the service of the waiters at this restaurant.

### 3.2 Analysis of Waitress' Responses About Knowledge of Waiters in Creating Guest Satisfaction at the Lake Toba International Hotel Cottage Parapat.

One of the supporting aspects in increasing guest satisfaction is that the waiter must understand what the guests want and what they want. So guests must really create good communication with guests and provide good service. One of them is that the waiter must understand the standard operating procedures for the service in the restaurant. This is considered important because standard operating procedures are guidelines or references for carrying out work tasks according to their functions and by understanding standard operating procedures, the waiter will work professionally and be able to increase guest satisfaction. In writing this final project, the authors found the results of research conducted at the time of conducting research at the International Lake Toba Hotel Cottage Parapat. So as for the results that I found, the writer found a lack of knowledge of the waiters in providing services to guests who came to the restaurant by giving questionnaires to the waiters. The following is a table of data analysis about the service process at the Lake Toba International Hotel Cottage Parapat.

**Table 11.**  
**RESPONSE OF ALL STAFF DOES THE STAFF ALWAYS SAY GREETINGS WHEN GUESTS ENTER THE RESTAURANT**  
Description: total (n) = 10

No	Answer	Amount	Percentage
1	Always	5	50%
2	Sometimes	3	30%
3	Never	2	20%
	Total	10	100%

From the table above, from 10 respondents it can be analyzed that there are 5 (50%) waiters who always *greet* when guests enter the restaurant, 2 people (20%) waitresses who sometimes *greet* when guests enter the restaurant and there are 5 people (55%, 56%) waitress who had *greeting* when guests entered the restaurant. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". So from the results of the information above, it can be analyzed that there are still waiters at the restaurant who never *greet* when guests enter the restaurant. Because there are two of the 10 people who did not *peramusaji greeting* when guests enter the restaurant. As a result, guests feel less satisfied with the service of the waiter.

**Table 12**  
**RESPONSE OF ALL SERVANTS WOULD THE Waitress ALWAYS LOOK NEAT AND CLEAN**  
Description: total (n) = 10

No	Answer	Amount	Percentage
1	Always	8	80%
2	Sometimes	1	10%
3	Never	1	10%
	Total	10	100%

From the table above, from 10 respondents it can be analyzed that there are 8 people (80%) waiters always look neat and clean, 1 person (10%) waiters who sometimes look neat and clean and there is 1 person (10%) waiters who not neat and clean. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". So from the results of the information above, it can be analyzed that there are still waiters in the restaurant who never look neat and clean. Because there are 1 in 10 waiters who look neat and clean. As a result, guests feel less satisfied when visiting the restaurant.

**Table 13**  
**RESPONSE WOULD THE STAFF BRING WAITERS TO YOUR WANTED SEAT**  
Description: total (n) = 10

No	Answer	Amount	Percentage
1	Always	2	20%
2	Sometimes	2	20%



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3	Never	6	60%
	Total	10	100%

From the table above from 10 respondents it can be analyzed that there are 2 people (20%) waiters who always take guests to the seats that guests want, 2 people (20%) waiters who sometimes take guests to seats that guests want, and there are 6 people (60%) waiters who don't bring guests to the seats they want. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". From the table above, it can be analyzed the lack of attention of the waiter to the guests who come to the restaurant. Because it can be seen that only 2 out of 10 waiters take guests to the seats they want. This proves that guests who come to the restaurant are not satisfied with the service provided by the waiter.

**Table 14**  
**RESPONSE WHERE WASTEER ALLOWS GUESTS TO SIT BY OPENING OR DRIVING SEATS FOR GUESTS**  
Description: total (n) = 10

No	Answer	Amount	Percentage
1	Always	1	10%
2	Sometimes	3	30%
3	Never	6	60%
	Total	10	100%

From the table above from 10 respondents it can be analyzed that there is 1 person (10%) waiter who always opens or pulls chairs to guests, there are 3 people (30%) waiters who sometimes open or dance chairs to guests and there are 6 people (60%) waiters who never open or pull chairs to guests. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". From the information above, it proves that the waiter's lack of knowledge of the work order in the restaurant. Which in the work order writes how to seat guests who come to the restaurant. The lack of knowledge of the waiter on the work order will affect guest satisfaction.

**Table 15.**  
**RESPONSE OF ALL STAFF DOES THE STAFF HELP THE GUEST TO EXPLAIN THE MENU IF THERE IS A MENU THAT THE GUEST DOESN'T UNDERSTAND**  
Description: total (n) = 10

No	Answer	Amount	Percentage
1	Always	4	40%
2	Sometimes	4	40%
3	Never	2	20%
	Total	10	100%

From the table above from 10 respondents it can be analyzed that there are 4 people (40%) waiters who always explain the menu to guests, there are 4 people (40%) waiters who sometimes explain the menu to guests and there are 2 people (20%) the waitress never explained the menu to the guests. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". From the information above, it proves that the waiter's lack of understanding of the wishes of guests who come to the restaurant. Because it can be seen that there are 2 out of 10 waiters who never explain the menu to guests who come to the restaurant. This can result in a lack of guest satisfaction with the services provided at the restaurant.

**Table 16. RESPONSIBILITY OF ALL STAFF WOULD THE STAFF CHECK THE COMPLETENESS AND CLEANLINESS OF FOOD utensils on the table BEFORE SERVING THE FOOD**  
Description: total (n) = 10

No	Answer	Amount	Percentage
1	Always	5	50%
2	Sometimes	2	20%
3	Never	3	30%
	Total	10	100%

From the table above from 10 respondents it can be analyzed that there are 5 (50%) waiters who always check the completeness and cleanliness of cutlery on the table, 2 people (20%) waiters who sometimes check the completeness and cleanliness of cutlery on the table and there are 3 people (30%) waiters who never check the completeness of cutlery on the table. From the information above, it can be seen that there was a lack of preparation made by the waiter before the restaurant operated, which can be seen that there were 3 waiters who never checked the completeness and cleanliness of the cutlery on the table. As a result, guests will feel less satisfied with the cleanliness of the restaurant.

**Table 17.**  
**RESPONSE OF ALL CLIENTS WHAT ARE STAFF DELIVERING GUEST ORDER ON TIME**  
Description: total (n) = 10

No	Answer	Amount	Percentage
1	Always	6	60%
2	Sometimes	2	20%
3	Never	2	20%
	Total	10	100%

From the table above from 10 respondents it can be analyzed that there are 6 people (60%) waiters who are always on time in serving food ordered by guests, 2 people (20%) waiters who are sometimes on time in serving food ordered by guests and there are 2 people (20%) waiters who are never on time in serving food ordered by guests. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". From the description, there is still 1 person out of 10 waiters who are not on time in serving food ordered by guests. this affects guest satisfaction with waiter service.

**Table 18**  
**RESPONSE OF ALL STAFF DOES THE STAFF THANK GUESTS AFTER FINISHING EAT AND LEAVING THE RESTAURANT**  
Description: total (n) = 10

No	Answer	Amount	Percentage
1	Always	7	70%
2	Sometimes	2	20%
3	Never	1	10%
	Total	10	100%

From the table above from the respondents it can be analyzed that 7 people (70%) waiters always say thank you to guests, there are 2 people (20%) waiters who sometimes say thank you to guests and there are people (10%) waiters who don't. thank guests. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". From the information



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above, there is 1 person out of 10 waiters who never say thank you to guests when guests finish eating and leave the restaurant. This can lead to a lack of satisfaction of guests who come to the restaurant.

**TABLE 19.**  
**RESPONSE OF ALL SERVANTS WHETHER SERVICES ARE GIVEN DIRECTIONS BEFORE WORKING**

Description: total (n) = 10

No	Answer	Amount	Percentage
1	Always	2	20%
2	Sometimes	5	50%
3	Never	3	30%
	Total	10	100%

From the table above from 10 respondents it can be analyzed that there are 2 people (20%) who are always given direction before doing work, there are 5 people (50%) who are sometimes given direction before doing work, and there are 3 people (30%) who were never given direction before doing the job. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". From the table above, the lack of guidance on the waiters can cause the work of the waiters to be irregular and will affect the services provided to guests who come to the restaurant, namely the service provided to guests is not optimal, which will result in guest dissatisfaction.

**Table 20**  
**RESPONSE OF ALL waiters WHETHER THE STAFF ASK FOR COMMENTS OR SUGGESTIONS ABOUT THE SERVICE AT THE RESTAURANT BEFORE GIVING THE BILL**

Description: total (n) = 10

No	Answer	Amount	Percentage
1	Always	2	20%
2	Sometimes	5	50%
3	Never	3	30%
	Total	10	100%

From the table above, from 10 respondents it can be analyzed that there are 2 people (20%) who always ask comments or suggestions about the service at the restaurant before giving the bill, there are 5 people (50%) who sometimes ask comments or suggestions about service at the restaurant before giving the bill and there were 3 people (30%) who did not ask for comments or suggestions about the service at the restaurant before giving the bill. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". From the table above, not all asked for comments or suggestions about the service at the restaurant before giving the bill.

### 3.3 Analysis of Supervision Provided by Supervisors to Waiters at the Lake Toba International Hotel Cottage Parapat

One of the important aspects in realizing the performance of the waiter is the supervisor's supervision of the waiter's performance and the supervisor's direction on the work to be carried out by the waiter. This is considered important because supervisor supervision is a guideline or reference for carrying out work tasks in accordance with the duties and responsibilities of each waiter. In writing this final project, the authors found the results of research conducted at the time of conducting research at the Lake Toba International Hotel Cottage Parapat. The following are some tables that support the supervisor's supervisory analysis of the waitress' performance.

**Table 21.**  
**SUPERVISOR RESPONSE WHETHER THE SUPERVISOR GIVES DIRECTIONS TO THE RESTAURANT BEFORE DOING WORK**

Description: total (n) = 2

No	Answer	Amount	Percentage
1	Always	2	100%
2	Sometimes		
3	Never		
	Total	2	100%

From the table above, from 2 respondents, it can be analyzed that there are 2 (100%) who always provide direction to the waiter before doing work. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". This means that the supervisor does his job well by always giving directions to his subordinates and the waiter does his job well.

**Table 22.**  
**RESPONSE OF ALL SUPERVISORS WHETHER THE SUPERVISOR CHECKS THE COMPLETENESS OF THE COMPATIBILITY OF UNIFORM**

Description: total (n) = 2

No	Answer	Amount	Percentage
1	Always	1	50%
2	Sometimes	1	50%
3	Never		

From the table above from 2 respondents it can be said that there is 1 person (50%) supervisor who always checks the completeness of the waiter in terms of uniform dressing and there is 1 person (50%) supervisor who sometimes checks the completeness of the waiter in terms of uniform. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". From the information above, it can be seen that there is 1 supervisor who always checks the completeness of the waiter before the waiter does the job. This also affects the satisfaction of guests where if the appearance of the waiter is not attractive then the interest of guests coming to eat is also less.

**Table 23, RESPONSE OF ALL SUPERVISORS WHETHER THE SUPERVISOR frequently checks the completeness and cleanliness of the tableware on the dining table**

Description: total (n) = 2

No	Answer	Amount	Percentage
1	Always	1	50%
2	Sometimes	1	50%
3	Never		
	Total	2	100%



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From the table above from 2 respondents, it can be analyzed that there is 1 person (50%) *supervisor* who always checks the completeness and cleanliness of tableware on the table and there is 1 person (50%) *supervisor* who sometimes checks the completeness and cleanliness of cutlery. on the table The above also proves that there is still 1 person out of 2 supervisors who checks the completeness and cleanliness of the cutlery on the dining table. Where this affects the service process, where if the work equipment is incomplete then the waiter will be confused to find the tool and will cause service to guests not optimal.

**Table 24. RESPONSE OF ALL SUPERVISORS ARE SUPERVISORS TRAINING SERVICES TO UNDERSTAND THE SOPs IN THE RESTAURANT** Description: total (n) = 2

No	Answer	Amount	Percentage
1	Always		
2	Sometimes	2	66.67%
3	Never		
	Total	2	100%

Source: processed 2021 questionnaire

From the table above, from 2 respondents, it can be analyzed that there are 2 *supervisors* (100%) who sometimes train waiters in understanding SOPs. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". From the information above, it proves that there is still a lack of understanding of the waiter towards the SOP. Where it can be seen from there are 2 *supervisors* who sometimes provide an understanding of the SOP for the waiters who work in restaurants. This can result in guest satisfaction, because with the waiter's lack of understanding of the SOP, the waiter's work is not optimal.

**Table 25. RESPONSE OF ALL SCHEDULE WHETHER THE SUPERVISOR HELPED AND HEADED THE WAITER IF THERE WAS A MISTAKE HAPPENED IN THE RESTAURANT**

Description: total (n) = 2

No	Answer	Amount	Percentage
1	Always	1	50%
2	Sometimes	1	50%
3	Never		
	Total	2	100%

From the table above from 2 respondents it can be analyzed that there is 1 person (50%) *supervisor* who always helps and directs the waiter if there is an error and there is 1 person (50%) *supervisor* who sometimes helps and directs the waiter if there is an error. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". From the information above, it can be seen that the *supervisor* at the restaurant is always ready to deal with problems if there are mistakes made by the waiter. But there are also *supervisors* who sometimes help and direct the waiter if there is a mistake, this needs to be corrected and avoided so that the waiter can do a good job.

**Table 26. RESPONSE OF ALL STAFF WHETHER THE SUPERVISOR SUPERVISED THE WAITER DOING HIS WORK.**

Description: total (n) = 2

No	Answer	Amount	Percentage
1	Always	1	33.33%
2	Sometimes	1	66.67%
3	Never		
	Total	1	100%

From the table above from 2 respondents, it can be analyzed that there is 1 person (50%) *supervisor* who supervises the waitress doing work and there is 1 person (50%) *supervisor* who sometimes supervises the waitress at work. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". From the information above, it can be said that there is a lack of supervision by *supervisors* on the waiters, this can be seen from the explanation above that only 1 *supervisor* sometimes supervises the waiter. This can result in the waiter's work being not optimal and will make guests less satisfied

**Table 27.**

**ALL RESPONSE WHETHER THE SUPERVISOR RE-EVALUATE THE WORK PERFORMED BY THE WAITER**

Description: total (n) = 2

No	Answer	Amount	Percentage
1	Always		
2	Sometimes	2	100%
3	Never		
	Total	2	100%

From the table above, from 2 respondents, it can be analyzed that there is 1 *supervisor* (100%) who sometimes re-evaluates the work of the waiter. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". From the above proves that the lack of evaluation s *uperviso r* terhadap waitress job. Where if the work of the waiter is not evaluated or not re-examined, it will cause less than the maximum work done by the waiter. So with not optimal waiter work will result in guest dissatisfaction.

**Table 28.**

**RESPONSE OF ALL SUPERVISORS DOES THE SUPERVISOR MOTIVATE WAITER TO CREATE GOOD JOB**

Description: total (n) = 2

No	Answer	Amount	Percentage
1	Always		
2	Sometimes	2	100%
3	Never		
	Total	2	100%

From the table above, from 2 respondents, it can be analyzed that there are 2 *supervisors* (100%) who sometimes motivate the waiters. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". From the information above, it can be seen that the waiters are not motivated by the *supervisor*. Where motivation really needs to be given to waiters so that they are excited at work. However, in the explanation above, there are 2 *supervisors* who sometimes motivate the waiter. So this makes the waiter's job less than optimal.

**Table 29.**

**RESPONSE OF ALL SUPERVISORS WHETHER SUPERVISORS GIVE AWARDS TO SERVANTS** Description: total (n) = 2



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No	Answer	Amount	Percentage
1	Always		
2	Sometimes	1	50%
3	Never	1	50%
	Total	2	100%

From the table above from 2 respondents, it can be analyzed that there is 1 person (50%) *supervisor* who sometimes gives awards to waiters when giving a good job and there is 1 person (50%) *supervisor* who never gives awards to waiters when giving Good job. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". From the information above, it proves that there is a lack of appreciation given to waiters, where one of the awards that need to be given is to praise the results of their work if they do a good job.

**Table 30**

**RESPONSE OF ALL SUPERVISORS WHETHER THE SUPERVISOR GIVES A WARNING OR SANCTION TO THE WAITER IF THE WAITER MAKES A MISTAKE**

Description: total (n) = 2

No	Answer	Amount	Percentage
1	Always		
2	Sometimes	1	50%
3	Never	1	50%
	Total	1	100%

Source: processed 2021 questionnaire

From the table above, from 2 respondents it can be analyzed that there is 1 person (50%) *supervisor* who always gives warnings and sanctions to waiters who make mistakes and there is 1 person (50%) *supervisor* who sometimes gives sanctions to waiters who make mistakes. The percentage result is obtained by "the number of Yes/No multiplied by 100% divided by the number of n". From the information above, it can be seen that the lack of sanctions for waiters when making mistakes so that this affects the work of the waiter is not optimal. This can be seen from 1 *supervisor* who sometimes gives sanctions to waiters who make mistakes.

**TABLE 31 AVERAGE ANALYSIS OF GUEST RESPONSES ON HOW GUESTS ARE SATISFIED WITH THE SERVICES PROVIDED BY THE WAITERS AT THE LAKE TOBA INTERNATIONAL HOTEL COTTAGE PARAPAT**

No	Table	Answer	
		yes	No
1	Table 4.1.1	9	1
2	Table 4.1.2	6	4
3	Table 4.1.3	5	5
4	Table 4.1.4	8	2
5	Table 4.1.5	7	3
6	Table 4.1.6	6	4
7	Table 4.1.7	8	4
8	Table 4.1.8	9	1
9	Table 4.1.9	8	2
10	Table 4.1.10	8	2
<b>Total</b>		74	26
<b>Average</b>		7.4	2.6
<b>Percentage</b>		74%	26%

To find the average and percentage of the processed results above, the following formula is used; From the table above, the writer gets the average result of the questions given to the waiter, in the table above it is known that the total number of waiters who answered YES 74 and NO 26. And the results of the percentage table above can be seen that 74% of guests are satisfied with the service provided by the waiter at the Lake Toba International Hotel Cottage Parapat restaurant and 26% of guests are not satisfied with the waiter's performance at the Lake Toba International Cottage Parapat Hotel restaurant. So it can be concluded that guests are satisfied with the service of the waiter but there are still guests who are not satisfied with the service of the waiter, the waiter must further improve understanding in the service SOP in order to create guest satisfaction.

**Table 32.**

**Analysis of Waitress Responses about Knowledge of Waiters in Creating Guest Satisfaction at the Lake Toba International Hotel Cottage Parapat**

No	Table	Answer		
		Always	Sometimes	Never
1	Table 4.2.11	5	1	2
2	Table 4.2.12	8	1	1
3	Table 4.2.13	2	2	6
4	Table 4.2.14	1	3	6
5	Table 4.2.15	4	4	2
6	Table 4.2.16	5	2	3
7	Table 4.2.17	6	2	2
8	Table 4.2.18	7	2	1
9	Table 4.2.19	2	5	3
10	Table 4.2.20	2	5	3
<b>Total</b>		42	29	29
<b>Average</b>		4.2	2.9	2.9
<b>Percentage</b>		42%	29%	29%

From table 32 above, the authors get the results of the analysis that 42% of the waiters who stated that the waiter always understood the knowledge of how to create guest satisfaction, 29% of the waiters who stated that the waiter sometimes understood the knowledge of how to create guest satisfaction, and 29% of the waiters who stated that the waiter do not always understand the knowledge of how to create guest satisfaction.



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It can be concluded that there are still waiters who do not understand how to create guest satisfaction in terms of the service that the waiter provides.

**Table 33.**  
**Analysis of Supervisor Responses About Knowledge of Waiters in Creating Guest Satisfaction at the Hotel Danau Toba International Cottage parapat**

No	Table	Answer		
		Always	Sometimes	Never
1	Table 4.3.21	2		
2	Table 4.3.22	1	1	
3	Table 4.3.23	1	1	
4	Table 4.3.24		2	
5	Table 4.3.25	1	1	
6	Table 4.3.26	1	1	
7	Table 4.3.27		2	
8	Table 4.3.28		2	
9	Table 4.3.29		1	1
10	Table 4.3.30		1	1
<b>Total</b>		6	12	2
<b>Average</b>		3	6	1
<b>Percentage</b>		30%	60%	10%

From the table above, the authors get the average results of the questions given to *supervisors* in the table above, it is known that the total number of *supervisors* who answered was always 6, who answered sometimes there were 12 and those who answered never 2 people. From the results of the total answers above, the average was found by dividing the total number of answers by the number of questions given to the *supervisor*. So with this formula, it was found that the average results were always 0.3, sometimes 0.6 and never 0.1. Then the percentage results are found, namely by adding up the three averages of the answers, then dividing them by one of the average number of answers and then multiplying by 100%. So from the formula it is found that the percentage of answers is always 30%, sometimes 60% and never 10%. The results of the analysis of the table above show that supervisors sometimes provide supervision of the work of the waitress. As a result, there are still waiters who do their job poorly.

**Table 33.**  
**the average analysis of guest responses on how guests are satisfied with the services provided by waiters at the Lake Toba International Cottage Hotel Parapat.**

No	Table	Answer		
		Always	Sometimes	Never
1	Table 4.2.21	2	4	4
2	Table 4.2.22	1	4	5
3	Table 4.2.23	3	3	4
4	Table 4.2.24	3	3	4
5	Table 4.2.25	4	4	2
6	Table 4.2.26	1	5	4
7	Table 4.2.27	2	3	5
8	Table 4.2.28	1	3	6
9	Table 4.2.29	3	4	3
10	Table 4.2.30	4	2	4
<b>Total</b>		24	35	41
<b>Average</b>		2.4	3.5	3.9
<b>Percentage</b>		24%	35%	41%

From the table above, the writer gets the average results of the questions given to guests, in the table above it is known that the total of guests who answered there were always 24 people, sometimes 35 people answered and 39 people never answered. From the results of the total answers above, the average was found by dividing the total number of answers by the number of questions given to guests. So with this formula, it is found that the average result is always 2.4, sometimes 3.5 and never 3.9. Then the percentage results are found, namely by adding up the three averages of the answers, then dividing them by one of the average number of answers and then multiplying by 100%. So from the formula it is found that the percentage of answers is always 40.83%, sometimes 28% and never 25.12%.

#### 4. Conclusion

Based on the description of the analysis that has been put forward in previous chapters, the authors can draw the following conclusions: Based on table analysis, it can be seen that guests are not satisfied with the waiter service and are not carried out properly. This is analyzed from the table where the role of the guest states that the majority of the waiters do not smile when welcoming guests, pay less attention to the wishes of guests, and express dissatisfaction with the service at this restaurant. Based on table analysis, it can be seen that there are still waiters in this restaurant who still do not understand standard operating procedures in service and do not understand how to create guest satisfaction. This is evident from the table analysis where there are still guests who do not say hello when guests come, standard procedures in helping guests pull chairs, asking for comments or suggestions about service before giving the *bill* to guests. Based on the table analysis, it can be seen that there are still supervisors who do not carry out supervision of waiters properly. This is evident from the table analysis where the majority of supervisors stated that they did not supervise the maintenance of equipment in the restaurant, the attitude of the waitress, stated that they rarely supervised the work procedures of the waitress, and supervised the grooming of the waitress. Based on the conclusions above, it can be put forward some suggestions that might be useful for the management of the Lake Toba International Cottage Hotel, namely: Guest satisfaction should be paid more attention when guests visit the restaurant, for example smiling and greeting when guests come, paying more attention to what guests want, paying more attention to guest orders, and being polite and friendly in serving guests so that there is a good impression. that guests feel when guests are satisfied so that guests will visit again. Waiters should carry out standard operating service procedures, because this is a



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guideline in working waiters so that waiters can create guest satisfaction. And the role of the waiter should be further improved, for example saying good morning, afternoon, evening and being able to make friends with guests so that they are able to create a good impression for guests, asking guest comments on the service and food at the restaurant so that we know whether guests are satisfied with the service. waitress . Supervisors should carry out more supervision of the work system of waiters and eating utensils in restaurants. For example, supervising the maintenance of the cleanliness of the equipment so that it is kept clean, providing direction to the waiter, supervising the work system of the waiter whether it is working in accordance with standard operating procedures and the waiter should supervise the *grooming* so that the waiter looks neat and attractive.

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