

CHAPTER II

LITERATURE REVIEW

2.1 Definition Hotel

A hotel is an establishment providing for reward accommodation, food and drink for travelers and temporary residents, and usually also meals and refreshments and sometimes other facilities for other users (<http://online.wsj.com/news/articles/SB1144195302255>). Furthermore, Stedmon and Kasavana (1990, p.8) states that a hotel may be defined as an establishment whose primary business is providing lodging facilities for the general public and which furnishes one or more of the following services: food and beverage service, room attendant service, uniformed service, laundering of linens, and use of furniture and fixtures.

From those statements, it can be informed that hotel is the building established for staying and for commercial purpose which rooms and meals provided for travelers and public society, and also it is completed by one or more of the following services such as food and beverage, and entertainment.

2.2 The Sections of Hotel Department

There are some of departments in the hotel to support the daily operation. Every department has its own responsibilities and must have good cooperation among departments. Based on Sulastiyono (1999, p.61-186) there are eight section of all department in the hotel. They are:

1. Front Office Department

The responsibilities of Front Office Department are to serve the process of checking in and checking out of the guests, to operate the management telephone, to approve the room reservation, to manage the guest belongings and to handle complaint.

2. Food & Beverage Department

The responsibilities of Food & Beverage Department are to serve the food and beverage order, to cook or produce foods for the guest of the hotel and to take the room service.

3. Sales Marketing Department

The responsibilities of Sales Marketing Department are to plan the marketing activities and statement, to cooperate the programs to other department, to sell and promote the hotel facilities such as restaurant, meeting rooms, spa and fitness and other facilities.

4. Finance and Accounting Department

The responsibilities of Finance and Accounting Department are to analyze the finance and accounting administration and report, to take the finance responsibilities of hotel operation to general manager, to manage the discount and cash flow, to manage the purchasing, to manage the general bills, to make the list of salary and arrange the incentive from service, and to do the accounting internal control.

5. Human Resource Department

The responsibilities of Human Resource Department are to recruit and select the employee of the hotel, to develop and give the training to the employee, to analyze the employee's salaries, and to give the suggestion on career prospect, and others.

6. Housekeeping Department

The responsibilities of Housekeeping Department are to clean all of the hotel's area, to prepare the rooms and to provide the linen needs of the hotel.

7. Engineering Department

The responsibilities of Engineering Department are to maintain all of machines that is used for the operation such as laundry, elevator, AC,

to control the water usage, electricity and gas, and to handle the service on building maintenance.

8. Security Department

The responsibilities of Security Department are to keep the safety of hotel's area, to help the guest to park their vehicle, to stand by in lobby to secure hotel's area, and to get around to all hotel area for controlling the safety.

2.3 Definition of Front Office Department

Based on Sulastiyono (1999, p.63) front office is the center of activity in hotel and as the place where the guest get the first impression and also the last impression. The way of greeting and handling the guests when they came for the first time in hotel, it will be forming an impression and the overall atmosphere of the hotel for guests who staying at the hotel. From the definition above, the writer conclude that front office is the center of controlling activity in hotel. From this part, all of the process administration, communication and information that have relation with guest during the guest stay in hotel will be processed, packaged and presented as a product in the hotel services. Therefore, all of the complaint from the guest that has relation with the service at hotel includes complaint of room service, or complaint about the food service, these complaints are received by the front office department.

2.3.1 The Job Description of the Front Office Department Employees

There are some positions in the front office department for helping the operational of hotel. Each of positions has cooperation among section to give excellent service. The following is the job description of each position:

1. Front Office Manager

Front office manager is the position that has the responsibility for the front desk operation during the shift. The primary responsibilities include: registering

guests, making reservations, preparing daily reports, balancing transactions, and conducting security walks.

The main responsibilities are:

- a. To coordinate the operation of front office.
- b. To check the room cards

2. Assistant Front Office Manager (FOM)

The responsibilities of assistant FOM are to help the assignment in front office and replace of FOM when he or she doesn't come and to coordinate some job based on the description of job. The main of responsibilities are:

- a. To assist the front office manager in ensuring the smooth operation of the front office department.
- b. To make efficient operation of front office department.
- c. To assist the front office manager in coordinating the front office administration.
- d. To make the schedule.

3. Front Office Secretary

Front office secretary has some responsibilities. They are:

- a. To file and retrieve corporate documents, records, and reports.
- b. To prepare invoices, reports, memos, letters, financial statements and other documents, using word processing, spreadsheet, database, or presentation software.
- c. To open, sort, and distribute incoming correspondence, including faxes and email.
- d. To perform general office duties, such as ordering supplies, maintaining records management database systems, and performing basic bookkeeping work.
- e. To answer phone calls and direct calls to appropriate parties or take messages.

4. Lobby Shop Attendant

The responsibility of lobby shop attendant is to service and maintain the cleanliness of all public and associate restrooms, lobbies and executive offices.

5. Telephone Operator and Reservation

The responsibilities of telephone operator and reservation are to do the service of telephone or fax mail. The main responsibilities of telephone operator and reservation are:

1. To handle incoming call and outgoing call.
2. To transfer the call for the guest or staff in hotel.
3. To handle the waking up call.
4. To lock and unlock telephone.
5. To bill telephone charges.
6. To handle the reservation.
7. To receive the emergency call.

6. Guest Service Agent

Guest Service agent has the responsibility to greet and register the guest, to provide outstanding guest service during their stay, and to settle the guest's account upon completion of their stay. The main responsibilities are:

- a. To coordinate guest check in and check out.
- b. To control the report of room status.
- c. To check room cards.

7. Guest Relation Officer

GRO has some responsibilities. They are:

- a. GRO must report the duty 15 minutes before they work and wear the correct uniforms and name tag all the time.
- b. Then, they must maintain the high standard of personal appearance and hygiene at all time.
- c. After that, they must keep the working area tidy as you go.

- d. In addition, they must provide a courteous and professional service at all time
- e. To have a complete understanding of the hotel's employee handbook and adhere to the regulations contained within.

8. Business Center Manager

The business center manager has overall responsibility to ensure the smooth running of the building, to deliver first class customer service, to develop of staff and to maintain budgetary control. The main responsibilities are:

- a. To prepare duty roster ensuring most efficient use of manpower resources.
- b. To assist in the key inventory and control procedures.
- c. To handle guest complaints, inquires, comments and initiate appropriate action and follow-up.
- d. To coach, counsel, discipline and develop all subordinate employees.
- e. To assist in the selection, training and evaluation of subordinate employees.

9. Business Center Secretary

The responsibility of business center secretary is to give the information to the guest about hotel or outside of hotel. The main of responsibilities are:

- a. To handle the guest needs IT.
- b. To maintain the business center facilities.

10. Bell Captain

The responsibilities of bell captain are to coordinate and supervise all the packages of the guest, and to create the cooperation between all the departments.

- a. To coordinate with guest relation officer for all arriving guests.
- b. To be aware for all hotel activities and be layout of the hotel.
- c. To prepare shuttle bus report.
- d. To prepare the training plan.
- e. To prepare a valet parking revenue report.

11. Bellboy

The responsibilities of bellboy are to handle the guest garage and write all the notes of package in working list check in or check out. The main responsibilities are:

- a. To handle outgoing package.
- b. To arrange the transportation.
- c. To prepare the shuttle bus.
- d. To handle the newspaper orders and the reports.
- e. To check the shuttle bus condition

12. Driver

Driver has some responsibilities, they are:

- a. To drive for guest require transportation to the airport or other destination according to requisition scheduled by the chief concierge.
- b. To drive for executive community, sales, etc.

13. Airport Representative

Airport representative has some responsibilities. They are:

- a. To promote the rooms and other facilities at the airport.
- b. To sale the rooms and other facilities at the airport.

2.3.2 The Role and Function of Front Office Department

The main role and function of front office department is selling or renting room to the guests. Because of that, the locating of front office must be at the front, in order to be easy by seen or known by the guest. According to Agusnawar (2002, p.8-10) there are some roles of front office department. They are:

- a) First and last impression of the guest.

When the doorman opens the door, the bellboy comes and holds the luggage of the guest. The bellboy waits until process of administration is finished. After that, the bellboy brings the luggage to the room of the guest. Guest is

always served by staff of front office department. If the first impression of the guest is negative, it will be difficult for the next relation with the guest.

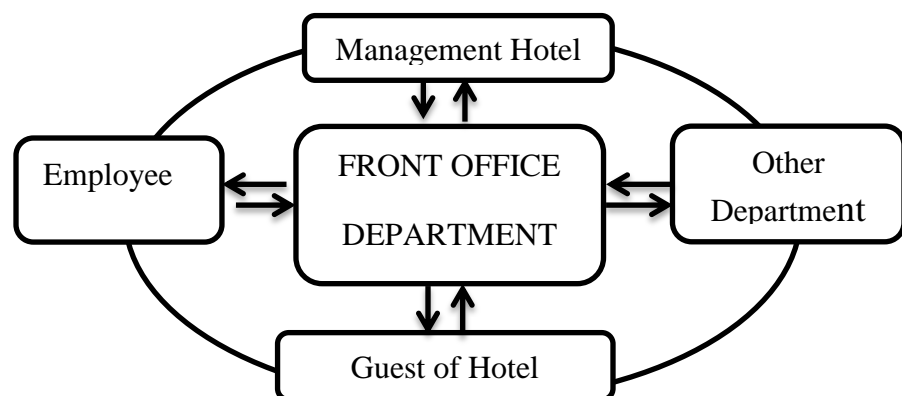
Front office department is also as the last impression of the guest, because all the process of checking is served by staff of front office department. The first and the last impression must be kept by the staff to make good relation between staff and guest.

b) Sales Person

When guest comes to stay at the hotel, actually they have motivation why they want to stay at the hotel. The staff hotel must serve the guest without making differences to another guest from religious and nation. These are the needs of the guest. A staff of front office department must know all of the motivation of the guest who comes to the hotel. If the staff always gives more attention and knows what guest wants, the staff will be more success to sell the room.

c) Service Coordinator

In general, the relationship between guest and management of hotel, it comes from front office department. Certainly, the front office is the center of activity of all the guests. All information, instruction, and direction to some of departments about service given to the guest is came from front office department. Below is the describing of hotel:



Picture 1. Front office as the operational hotel

From that cycle, the writer can conclude that all the process of communication with all sides is happened in front office department. Whenever the guest feels disappointed, then front office department will become the place where the guest given the complaint.

d) Source of Information

Front office is as the center of information in hotel. The staff of front office department also must prepare to market the hotel, give instruction and give information to the guest about the operational and activity inside and outside in hotel.

e) Hotel Income

Front office department has the important role as the hotel income. The income of selling room is almost a half of average income in hotel.

Based on Agusnawar (2002, p.11-14), there are several functions of front office department. They are:

a) Selling the room

The main responsibility for the staff especially Guest Room Clerk is selling the room. There are four aspects when the staff gave the room to the guest:

- Accepting the reservation from the guest
- Handling the guest without doing reservation before (walk-in guest)
- Doing the procedure of registration to the guest
- Deciding the room to the guest

b) Handling the information about service in hotel

There are some information must be known by the guest, they are:

- Information about activity and facilities in hotel
- Information about activity in outside hotel

c) Coordinating the service of guest

Good cooperation among of department is very important. Front office department coordinates the service in order that the guest will feel satisfaction because the service is good and fun. Without good cooperation among of department it's impossible the guest feel dissatisfaction.

d) Reporting the status of room

The purpose to report the status of room is showing the capacity of room that is the profit of commodity room. Front office department usually apply room rack slip/ guest name slip at rack of room and room status board to describe the status room in closer time. The function of rack room is showing the condition room exactly.

e) Writing the guest bill

The purpose to write the guest bill is to know and supervise the debt of guest, another activities are:

- Open boarding guest bill
- Write all transaction in the account of guest
- Check and limit the credit card of guest
- arrange the transaction of guest

f) Finishing the payment of guest

In finishing the payment of guest, they are:

- Prepare the debt of account the guest
- Arrange the account
- Do the procedure check out of the guest

g) Arranging all the history of guest

The history of the guest is arranged based on the information when the guest has registration. This data will become principle of marketing information and it can be became good relation between the guest and another guest.

h) Handling complain of guest, telephone, switch board, telex, telegram and fax

The good system communication is the important factor to increase the service of the guest. The responsibilities are:

- Handling all the complaint and communication
- Accepting and delivering telex and fax

i) Handling the luggage

The staff of front office has responsibility to handle the luggage of guest. it is usually kept by the bellboy to make the guest feel safe and comfortable.

2.4 Definition of Complaint

Yoeti (2000, p.56) cites that complaint is a dissatisfaction with the services provided or received by the guest. In other words, a complaint is the discrepancy between expected with that obtained by the guests. According to Agusnawar (2004, p.82) complaint is dissatisfaction expression about the facilities or service in hotel in which must be learned, evaluated, inspected, in order that the same complaint is not happened again.

By complaining, customers are expressing their dissatisfaction which they may hope results in action being taken to put this right. This action can be in the form of compensation, a verbal apology, a written apology, an explanation etc. Alternatively they may just be raising awareness of the problem, without having any negative feelings towards the organization. This is more commonly referred to as customer feedback. Meanwhile based on Helms and Mayo (2008) in Dinnen and Hassanien (2011, p.70) Customers left feeling disappointed by their experience at an organization may be due to reasons such as but not exclusive to: expectations not being met or exceeded, rude employees, product availability, poor quality, cleanliness, service failure or slow service.

The dissatisfied of the guest will be received to the staff of front office. Besides, the guest wants to be listened and responded because their dissatisfaction, they also want to get the solution to solve the problem. In order that, staff of front office must be understand about the way to handle complaint of guest.

2.5 The Kinds of Complaint

According to Darsono (2004, p.115-116) there are four kinds of complaint in hotel. They are:

a. Mechanical Problem

Mechanical problem is the complaint of the guest that is caused by equipment in the hotel that doesn't have good function.

For example: electric, Air Conditioner, set television, and other equipment.

b. Attitudinal Problem

Attitudinal problem is the complaint of the guest that is caused by not good attitude of employee.

For example: there is a staff that handles the telephone from the guest with less polite.

c. Service Related Problem (SRP)

Service Related Problem is the complaint of the guest that is caused by bad service.

For example: the guest waits the order of room service for long time.

d. Service Related Problem in Uncommon Condition

Service Related Problem in Unusual Condition is the complaint of the guest that is caused by the unusual condition.

For example: the lounge is closed early, pool is closed early, and the guest feel difficult take the parking area because of traffic jam

Based on Agusnawar (2004, p.82-83) there are five kinds of complaints. They are:

a. Complaint of product

This complaint brings negative effect in the hotel. This is happened because the staff does not be attention with the service of hotel. For example, there is a food that is ordered by the guest, but the food is not suitable with the order.

b. Complaint of service

This complaint happens because the service of staff. For example, a guest needs his/her room to be cleaned soon, but the housekeeper came after the guest wait for one hour.

c. Complaint of less respond from the staff to the guest

In general, this complaint happens because the staff cannot be able to serve the guest well or not professional. If this situation is happened, the guest will not feel appreciated. For example: the staff takes the order of the guest with long time.

d. Complaint of facilities

When the guest stayed in hotel, of course they pay with expensive price to get anything they want like a room. If the facilities of that room is less and the situation is not comfortable, of course the guest will feel satisfied. For example: the room is still dirty, the hotspot cannot be used and the parking area is difficult to get.

e. Complaint about the needs of the guest

This complaint is caused from the staff that does not handle the needs of guest well. For example, a guest ordered a room and it is already confirmed by the staff. When the guest came to the hotel and checked in the room. The staff said the room is not available.

2.6 The Way to handle Complaint

Based on Darsono (2004, p.116) there are several steps in handling complaint. First, the complaint must be listened carefully and patiently. If the situation is possible, the staff needs to ask the guest to sit and move from another guest in order that, the complaint will be not listened by another guest. Then, the staff must be calm. The staff does not cut off the conversation of the guest and make argumentation. After that, the staff needs to give more attention during handle the complaint. Meanwhile, all the complaints should be written in log book. In addition, the staff must give explanation to the guest and not to promise or take decision outside of his authority. Finally, the staff does not forget to report it to his supervisor and check again his log book to know the complaint is already solved or not.

Based on Agusnawar (2004, p.85-87) there are 5 steps in handling complaint:

a. Listen carefully and give more attention to guest

When the guest delivered his/her complaint, you must listen and give full attention to him/her. When the guest showed their dissatisfied don't you

debate and interrupt it with argumentation. Otherwise, give the sympathy about that situation.

b. Apologize

A staff of front office must be quite, no nervous or angry to guest. The staff must be able to understand, accept, and feel what they feel in that situation. The staff must express the regret and say apologize to guest about the situation. In this situation, a staff may not debate or fight with guest.

c. Be empathy

The complaint of guest is considered as the chance to create the better relationship with the guest. In this case, the staff must show the empathy to face every the guest who is angry to the staff. With this attitude, the guest who is angry will feel better.

d. Learn and find the cause of problem

A staff of front office must be able to find the cause of complaint. If the staff believes that the cause of problem is from the guest, the staff should not blame the guest and the staff can explain again in order that the staff will understand the truth.

e. Write all the complaint of guest

Writing all the complaint, it means the staff shows the purpose if that complaint must give attention and it will be considered soon. Therefore, every complaint must be written in the guest book or guest complaint book. From the book, front office manager who handles complaint can know and take action about the complaint.

The guests always wants to get what they want when they stay in hotel, that is balance because they already pay with expensive price during they stay. Because of that, any kinds of complaints must be handled well.