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Optimizing The Integrity of The Golfpress in Providing Services at Sentul Highland Golf Club

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ABSTRACT

Purpose: This study explores the essential role of caddy integrity in optimizing customer service at Sentul Highlands Golf Club. The research focuses on the competencies, attitudes, and responsibilities required to deliver excellent service and enhance customer loyalty.

Research methods: This study employs a descriptive qualitative approach, with data collection techniques including observation, in-depth interviews, and documentation. The primary informant is the golf course operations supervisor. The data were analyzed through data reduction, presentation, and conclusion drawing.

Result and discussion: The findings indicate that caddy integrity comprises three leading indicators: honesty, trustworthiness, and responsibility. High levels of integrity significantly impact service quality, ensuring a comfortable playing experience for customers and maintaining the company's professional image. Optimization efforts include regular briefings, performance evaluation forms, periodic integrity training, and monthly assessments.

Implication: These findings highlight the importance of field management in strengthening a culture of integrity among caddies through continuous training, evaluation, and coaching. Such efforts are a strategic approach to maintaining service quality in the competitive golf industry.

Keywords: Integrity, Caddy, Sentul Highlands Golf Club, Service Quality, Customer Loyalty

INTRODUCTION

The sports and recreation industry—particularly golf—has rapidly developed over the past two decades. In Indonesia, golf is no longer perceived merely as an elite sport. Still, it has become part of a lifestyle, a platform for social networking, and a strategic tool for personal and professional branding. This growth has pushed golf service providers to improve the technical aspects of the game and the emotional and interpersonal dimensions of the customer

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experience (Kotler & Keller, 2021). Within this context, the role of the caddy becomes essential as the leading actor shaping the customer's direct experience on the course.

Caddies are not merely tasked with carrying equipment or accompanying players during games; they are also responsible for ensuring the customer's comfort, safety, and satisfaction. Thus, a caddy is a representative of the organization's values in the eyes of the player. The professionalism and ethics demonstrated by caddies determine how well the organization is perceived in delivering high-quality service. According to Lovelock and Wirtz (2022), frontline employees act as "brand ambassadors" in the service industry who directly shape customer perceptions of service quality.

Workplace integrity is one of the most fundamental values that must be firmly embedded in a caddy. In a service profession, integrity is a commitment to honesty, accountability, moral consistency, and the courage to make the right decisions—even when such decisions are difficult or personally disadvantageous (Robbins & Judge, 2023). A highly ethical caddy adheres to operational procedures, maintains honest scorekeeping, and behaves professionally across diverse customer situations.

Integrity also serves as a key indicator in value-based human resource management. According to Dessler (2023), organizations that embed integrity as a core value tend to demonstrate higher collective performance, healthier work environments, and greater employee loyalty. On the contrary, the absence of integrity in service delivery directly impacts customer satisfaction, damages the company’s reputation, and potentially results in long-term customer attrition.



Figure 1. Hole 10 Sentul Highlands
[Source: Instagram Sentul Highland]

Sentul Highlands Golf Club, one of Indonesia's internationally recognized golf courses, has adopted a value-driven approach to human resource management, instilling core values such as integrity, service excellence, accountability, and teamwork. However, field observations and preliminary

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interviews reveal a gap between the values instilled during training and actual Behavior during the course. Common integrity-related issues include score manipulation, negligence in course maintenance, and indifference toward players experiencing technical or health-related difficulties. These issues indicate that the internalization of integrity values has not been fully realized in daily practice (Sentul Highlands Golf Club, 2024).

Optimizing integrity cannot be achieved through incidental efforts alone. A systematic managerial approach is required, including value-based training, daily briefings, performance assessments based on behavioral indicators, and reward systems that promote ethical conduct. This aligns with the principles of organizational learning, where value development and cultural transformation occur continuously and adaptively (Senge, 2019).

From a psychological perspective, integrity also correlates strongly with intrinsic motivation. According to Deci & Ryan (2017), individuals with high integrity are driven primarily by internal values rather than external factors such as rewards or punishments. As such, strengthening integrity should also focus on cultivating intrinsic motivation through humanistic approaches that recognize the dignity and agency of employees as active subjects in the organization.

Therefore, this study is crucial to addressing two core research problems: First, what forms of integrity should a caddy possess in professional golf service delivery? Second, what managerial strategies can be implemented to optimize such integrity sustainably? The findings from this research are expected to offer practical contributions to golf course management institutions and enrich the academic discourse on ethical service management and character-based professional development.

RESEARCH METHOD

This study employs a qualitative descriptive approach with a case study design conducted at Sentul Highlands Golf Club. This approach allows the researcher to understand complex social phenomena in depth, particularly regarding how caddies perceive, internalize, and practice integrity in their daily service. A case study design is appropriate when the researcher seeks to examine a specific, bounded system intensively—in this case, the behavior and service ethics of caddies within a professional golf environment (Creswell & Poth, 2018; Yin, 2018).

The focus of this research includes three main objectives: (1) identifying the forms and characteristics of integrity that caddies should exhibit, (2) analyzing the managerial strategies used to optimize such integrity, and (3) explaining how integrity contributes to service quality and customer satisfaction.

The conceptual framework guiding this study is based on the relationship between organizational values, individual integrity behavior, and managerial interventions, all contributing to service performance. The following figure outlines this framework:

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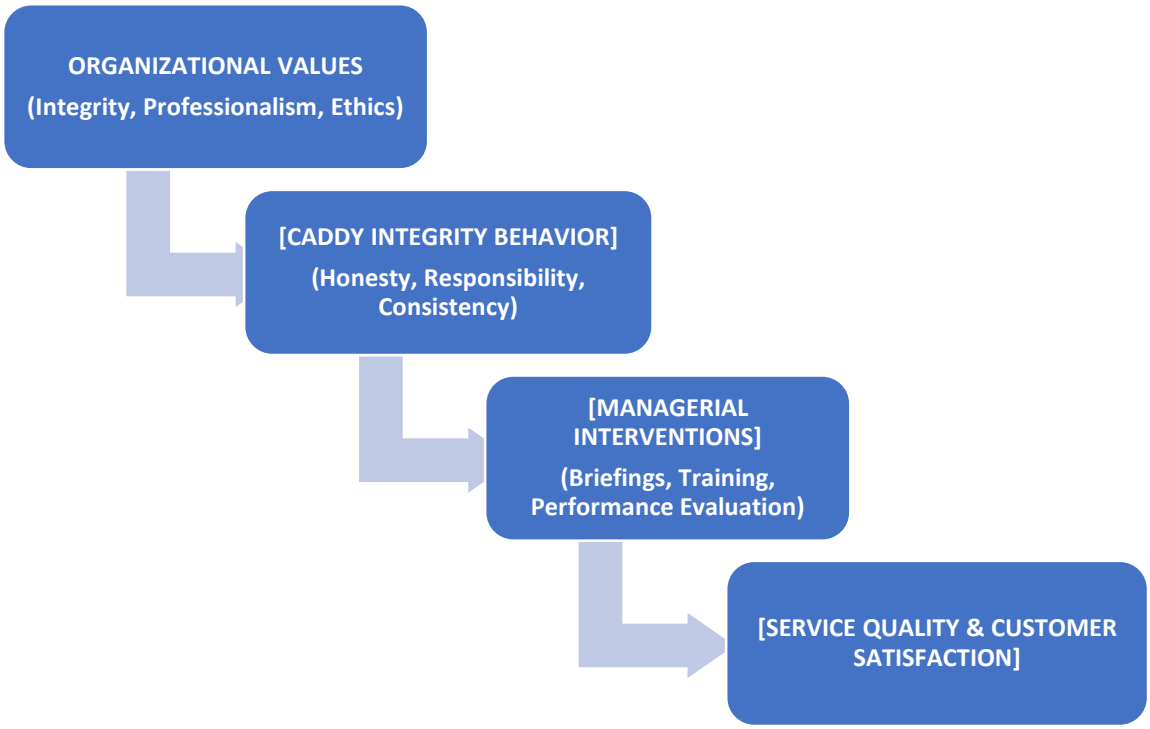


Figure 2. Conceptual Framework
[Source: Source: Researcher Data Processing]

This model explains that internal personal values and external organizational systems shape and reinforce individual integrity. According to Robbins and Judge (2023), ethical Behavior in the workplace is significantly influenced by organizational climate and the consistency of managerial reinforcement.

Data were collected using three primary techniques: direct observation, in-depth interviews, and document analysis. Field observations focused on real-time behaviors reflecting (or lacking) integrity in service delivery. Interviews were conducted with the Golf Operations Supervisor, who also serves as the caddy trainer, to explore training content, behavioral expectations, and challenges in cultivating integrity. Documents reviewed include the Caddy Handbook, training modules, performance evaluation forms, and daily briefing notes.

Data analysis followed the interactive model proposed by Miles, Huberman, and Saldaña (2020), consisting of data reduction, data display, and conclusion drawing and verification. Data were coded thematically under categories such as integrity values, managerial strategy, and service impact. Displays were organized into narratives and tables to identify patterns and relationships. Conclusions were drawn after triangulating findings across sources and methods to ensure validity.

This study was conducted at Sentul Highlands Golf Club in Babakan Madang, Bogor Regency, West Java, from March to June 2024. The site was chosen purposively due to its well-established organizational culture, structured training systems, and reputation as a professional golf course, making it highly relevant for research on integrity-based service performance.

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Through this methodological approach, the study aims to provide a comprehensive understanding of how integrity manifests in caddies' Behavior and how it contributes to ethical, professional service delivery in the golf industry.

RESULTS AND DISCUSSION

This study aimed to identify the forms of integrity expected from caddies and examine the strategies implemented by management to optimize integrity in order to improve service quality at Sentul Highlands Golf Club. Based on in-depth interviews, field observations, and document analysis, three key areas emerged as the focus of this discussion: (1) dimensions of caddy integrity, (2) management strategies for integrity optimization, and (3) the impact of integrity on service quality.

Dimensions of Caddy Integrity

In the context of service professionals, integrity refers to the alignment between one's principles, speech, and Behavior, especially when performing unsupervised responsibilities. At Sentul Highlands Golf Club, interviews with the Golf Operations Supervisor revealed that integrity is demonstrated through three primary attributes:

1. Honesty: Ensuring the accuracy of scorekeeping, maintaining course etiquette (e.g., repairing divots, raking bunkers), and refraining from accepting gratuities or personal favors from players.
2. Trustworthiness: Taking responsibility for players' equipment and personal belongings, such as golf sticks, towels, or golf carts.
3. Responsibility: Responding to emergencies, managing game rhythm, and ensuring the comfort and safety of players throughout the session.

These components are summarized in the following table:

Table 1. Dimensions of Caddy Integrity and Their Service Impacts

Integrity Aspect	Behavioral Indicators	Impact on Service
Honesty	Accurate scorekeeping, repairing divots, proper course etiquette	Builds customer trust and service credibility
Trustworthiness	Protecting equipment and belongings, maintaining vehicle condition	Enhances customer comfort and sense of security
Responsibility	Assisting sick players, ensuring smooth game flow	Increases service efficiency and responsiveness

[Source: Source: Researcher Data Processing]

These findings align with Redjeki and Herdiansyah's (2020) view that professional integrity is not only moral consistency but also a performative trait essential in ethical service roles.

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Strategies for Optimizing Caddy Integrity

Sentul Highlands Golf Club has adopted comprehensive managerial strategies to cultivate and sustain integrity among its caddies. These strategies are normative in nature and structured and institutionalized within daily operations, evaluations, and training systems.

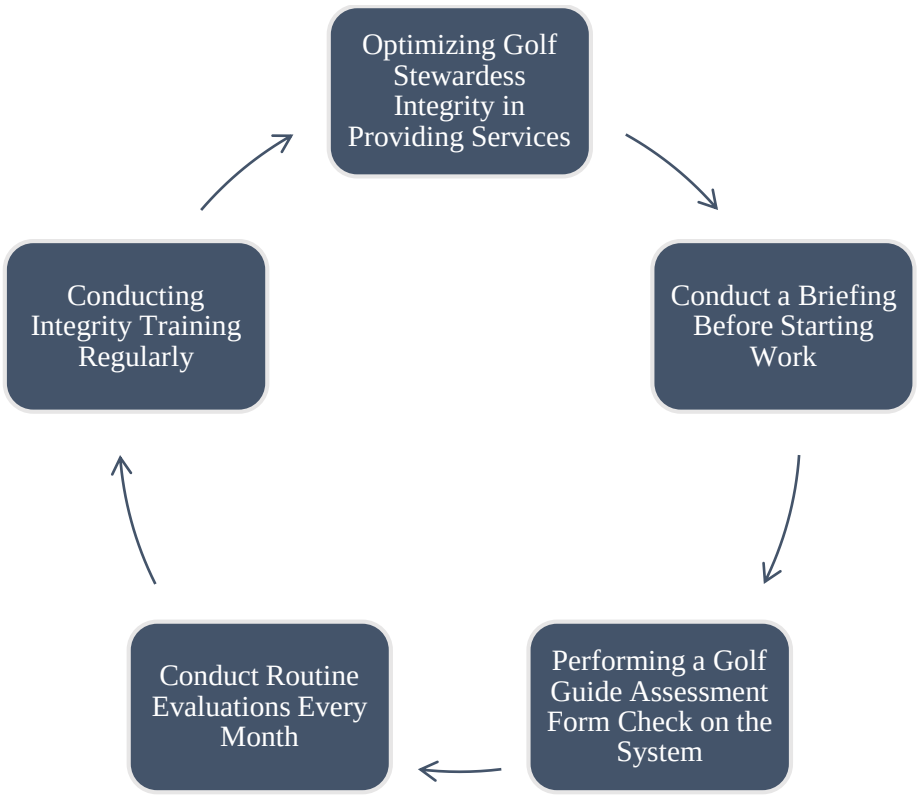


Figure 1. Analysis Model Study
[Source: Researcher, 2024]

Based on the analytical model above, several development efforts can be implemented to optimize the integrity of quality caddies. The following is a detailed explanation of each initiative:

1. Conducting Pre-Work Briefings

   A pre-work briefing is a short meeting before work begins to convey important information and coordinate actions. Its primary goal is to ensure that all parties involved understand the objectives, tasks, and expectations related to their responsibilities. At Sentul Highlands Golf Club, regular pre-work briefings serve as a foundation for optimizing the readiness of caddies. Objectives of Pre-Work Briefings:

   a. Clarify Duties and Responsibilities:

      The briefings clearly communicate the specific tasks and responsibilities of caddies, helping avoid misunderstandings or errors during work execution.

   b. Reinforce Rules and Procedures:

      Caddies are reminded of the golf rules and operational regulations currently in effect.

   c. Facilitate Collaboration and Communication:

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Briefings help build effective communication and teamwork among caddies.

d. Identify Available Resources:

Caddies are informed about any resources that players may need and made available by the management.

2. Reviewing Caddy Evaluation Forms in the System

The main objective of reviewing the caddy evaluation form is to assess and evaluate the performance of a caddy over a specific period. This form measures target achievements, competencies, initiative, and work behavior and serves as the basis for decision-making regarding optimizing a caddy's integrity. Specific Objectives:

a. Evaluate Performance:

The form allows the company to conduct structured and accurate assessments of a caddy's performance in competencies, initiative, and work behavior.

b. Identify Strengths and Weaknesses:

Performance evaluations help highlight areas of strength and improvement, guiding appropriate training or development plans.

c. Support Decision-Making:

The data gathered becomes essential for decisions regarding promotions, salary increases, or bonus distributions.

d. Enhance Motivation:

Constructive feedback from evaluations boosts caddies' motivation and encourages continuous improvement.

e. Improve Communication:

Performance evaluations are a two-way communication tool between management and caddies, enabling dialogue about performance and development.

3. Conducting Monthly Routine Evaluations

The purpose of monthly evaluations is to monitor target achievement, identify areas for improvement, and assess performance over time. This activity also supports future planning and resource utilization and enhances the overall effectiveness of operational processes. Detailed Objectives:

a. Improve Quality and Effectiveness:

Regular evaluations help pinpoint problems and areas for improvement, thus enhancing the efficiency and quality of caddy services.

b. Enhance Caddy Performance:

Evaluation allows monitoring of behavioral indicators and integrity-related aspects that need reinforcement.

c. Improve Planning:

Evaluation results can be used to optimize future strategies, including workflow adjustments and staff deployment.

d. Increase Job Satisfaction:

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Monthly evaluations provide a platform for reflection, which can improve job satisfaction and workplace engagement.

e. Enable Learning:

Evaluations encourage reflection on successes and failures, fostering continuous learning and growth.

f. Support Effective Decision-Making:

They provide reliable data to support decisions that align with organizational goals and performance expectations.

4. Providing Regular Integrity Training

Routine integrity training is vital to establishing an ethical and value-based work culture. This training aims to raise awareness and deepen the understanding of the importance of integrity while equipping caddies with the knowledge and skills to embody these values in their daily tasks. Objectives and Benefits of Integrity Training:

a. Raise Awareness of Integrity:

Training helps caddies understand that integrity is the foundation of every action and decision made in the workplace.

b. Build a Culture of Integrity:

By understanding and applying these values, caddies contribute to an honest, fair, and transparent work environment.

c. Enhance Corporate Trust and Reputation:

Companies that uphold integrity in their work culture tend to earn greater trust from customers and the general public.

d. Prevent Ethical Violations:

Training provides knowledge and skills to recognize and avoid behaviors that could harm the employee or the organization.

e. Increase Work Quality and Productivity:

A culture of integrity motivates caddies to work efficiently and effectively, thus enhancing their overall job performance.

The findings of this study confirm that integrity significantly shapes the attitudes and Behavior of caddies, which in turn impacts their overall performance. Integrity profoundly influences improving the quality of service at Sentul Highlands Golf Club. It reflects consistency in adhering to ethical standards and the organization’s core principles. Integrity ensures that the players’ needs are prioritized above personal interests.

Integrity development can foster a clean and professional work environment. This step promotes the effective implementation of the company's core values, with integrity as the foundation for achieving optimal service delivery.

CONCLUSION

Based on the findings and discussion of this study, caddies serve as the frontline representatives of companies operating in the golf industry. The personal quality

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of a caddy plays a crucial role in realizing the optimization of integrity in delivering services to customers. This service quality is aimed at enhancing customer satisfaction and distinguishing the company from its competitors. From the research conducted, the following conclusions can be drawn:

1. Every caddy must possess integrity, as this study's results indicate that integrity is positively correlated with good performance outcomes.
2. Integrity in the workplace significantly influences individual performance, thus requiring internal development and environmental support. An individual's sense of integrity and responsibility is one of the key variables that affect service quality.
3. Good performance results from ethical Behavior, including honesty, accountability, fairness, and the courage to make decisions. High levels of integrity foster greater loyalty, which positively impacts performance directly and indirectly.

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