

# IMPLEMENTATION OF EXCELLENT SERVICE BY FRONT OFFICE DEPARTMENT TO INCREASE GUEST SATISFACTION AT KAYUMANIS JIMBARAN PRIVATE ESTATE AND SPA

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## ABSTRACT

**Purpose:** This study focuses on implementing excellent service based on or guided by standard operating procedures by looking at the operational conditions that took place in a specified period. The purpose of this study was to determine the application of excellent service by the front office department to increase satisfaction and assess the level of guest satisfaction with service by implementing excellent service to find out how effectively excellent service is applied in standard operating procedures to create unique and quality services.

**Methods:** This study uses a qualitative descriptive method by comparing the percentage value to determine the difference of each indicator in the applicable standard operating procedure so that data can be presented to conclude. Data collection methods in this study are observation, interviews, documentation, literature study, and data reduction using a questionnaire.

**Results and discussion:** The results of this study indicate that all front office department employees at Kayumanis Jimbaran Private Estate And Spa have implemented excellent service in all existing operations by standard operating procedures. Traditional operating systems are designed to facilitate front-office department employees in daily operational processes and as a basis for providing services.

**Implication:** The implementation of excellent service by the front office department at Kayumanis Jimbaran Private Estate And Spa has been effectively implemented and provides satisfaction according to customer expectations.

**Keywords:** Excellent service, front office, customer satisfaction, service quality.

## INTRODUCTION

Bali, as one of the islands in Indonesia that is famous for its tourism due to its natural beauty, unique culture, and the friendliness of the Balinese people towards foreign and domestic tourists, makes Bali one of the tourist destinations that is in great demand by tourists. However, in 2020, the COVID-19 pandemic in Bali tourism was paralyzed by a new virus called COVID-19. COVID-19 has a significant impact on the economy, especially those that rely on the economy in the tourism sector. In addition to economic conditions, the number of guest visits to Bali has decreased significantly. The pandemic that lasted for months made it very difficult for tourism to rise. Many hotels minimize human resources services and even have to close their hotels.

One of the accommodation facilities is the hotel industry. Hotel is one of the service industries that provides lodging services, which is currently experiencing very rapid development. One of the five-star hotels in Bali, especially in Badung Regency, is the Kayumanis Jimbaran Private Estate Spa, which is located on Jl. Yoga Perkanthi, Jimbaran, Kec. Kuta Sel., Badung Regency, Bali. One of the departments at Kayumanis Jimbaran Private Estate Spa is the Front Office Department.

Customer satisfaction will depend on the service they get from checking in to checking out. The image of a hotel is very dependent on the services provided to customer satisfaction. If the desire and joy of the customer have been achieved, it is expected that the customer will feel happy and satisfied with the quality of service provided.

**Monthly Room Occupied Kayumanis Jimbaran Private Estate Spa from September to January 2021**

Month	Occupied		
	Room	Pax	%
September	4	20	0.90 %
October	134	310	33.09 %
November	85	115	19.91 %
December	264	452	52.49 %
January	122	90	15.09 %

No	Guest Negative Comment
1.	"The EDC machine used at the receptionist had a slight error, so guests had to wait quite a while."
2.	"In back-to-back villas, guests who will check in are waiting for rooms/villa ready to pass the check-in time limit."
3.	"A guest's suitcase was accidentally damaged by one of the staff due to lack of care, so guests asked for compensation from the hotel."
4.	"Hotel with good rooms, but many facilities that are not paid attention to."

It can be seen from the Monthly Room Occupied Table in September to January at Kayumanis Jimbaran Private Estate and Spa that there is an increase and decrease every month. From the cycle of the number of guests staying, many commented that they were not satisfied with the comfort of guests, as seen in the Guest Negative Comment Table.

These comments were obtained from several guests who complained by telephone, came in person, or were seen on the guest comment form. Therefore, the management of Kayumanis Jimbaran Private Estate and Spa is trying hard to improve service to guests by implementing excellent service by every employee. Especially the Front Office department, which is the spearhead of the operations of Kayumanis Jimbaran Private Estate and Spa.

To reduce or anticipate unfavorable comments and to increase guest satisfaction while staying at Kayumanis Jimbaran Private Estate and Spa, the author is very interested in researching how the front office department is currently implementing excellent service to increase guest satisfaction staying at Kayumanis Jimbaran Private Estate and Spa.

Based on the description of the background of the problem above, research entitled "Implementation of Excellent Service by the Front Office Department to Improve Guest Satisfaction at Kayumanis Jimbaran Private Estate and Spa was conducted."

## METHODS

This research was conducted in the front office department at Kayumanis Jimbaran Private Estate And Spa, precisely Yoga Perkanthi Street, Jimbaran, South Kuta District, Badung Regency, Bali. The object of this research relates to implementing excellent service and customer satisfaction by the Front Office Department by identifying the problem variables, namely attitude, attention, action, ability, appearance, and accountability (Frimayasa, 2017). This study uses quantitative and qualitative data types. The data source that the researcher uses is primary data or information obtained for the first time by the researcher (Sugiono, 2017) in the form of the results of distributing questionnaires and interviews related to the implementation of excellent service carried out by front office department employees, and secondary data or indirect data sources (Sugiyono, 2012), in the form of guest visit data, organization structure and an overview of the company.

The sampling technique used is purposive sampling, with specific considerations (Sugiyono, 2013). The appropriate sample size in the study is between 30 to 500 (Sugiyono, 2011). The reference sample in this study was 30 (thirty) respondents, namely all guests who stayed at Kayumanis Jimbaran, and conducted interviews with 2 (two) parties, namely the Head Butler and Supervisor. Data collection methods use observation techniques or systematically observe symptoms that are investigated directly (Sugiyono, 2014), interviews or asking informants (Sugiyono, 2017), documentation or data collection techniques using records of events that have passed (Sugiyono, 2014), questionnaires or a list containing a series of questions regarding a problem in research (Sugiyono, 2014), and document studies or document studies related to research (Nazir, 2013).

This study used descriptive qualitative and descriptive statistics methods. Qualitative descriptive is a method that describes the various conditions in the community that are the object of research and brings that reality to the surface (Bungin, 2011). Qualitative descriptive describes the information obtained through interviews related to the implementation of excellent service. Descriptive statistics analyzes data by describing the data collected in the following steps: data reduction, data presentation, and conclusions (Sugiyono, 2016). After the data from the questionnaire are obtained, the calculation of the average value will be analyzed into percentages with the steps according to Sugiono (2011), as follows:

1. Calculate the respondent's value and each aspect or sub-variable.
2. Record the value
3. Calculate the average value with the formula (Sugiyono, 2010):

$$Me = \frac{\sum Xi}{n}$$

Information:

Me = Mean (average of respondents' answers)

$\sum$  = Sigma (sum of all respondents' answer scores)

Xi = Xi value (score of respondents' answers per variable)

n = Number of respondents

4. Calculate the percentage with the formula:

$$DP = \frac{n}{N} \times 100\%$$

Information:

DP = Descriptive percentage (%)

n = empirical score (number of respondents who answered)

N = Total number of respondents

## **RESULTS AND DISCUSSION**

### **Implementation of Excellent Service by the Front Office Department**

The results of this study were taken from the percentage of questionnaire data distributed at the beginning of the research. In addition, to get more complete and precise data, researchers also need to conduct interviews with several related parties who know clearly about the excellent service provided by front office employees. Therefore, researchers make interview guidelines.

The development of Kayumanis Jimbaran Private Estate And Spa, when viewed from the level of occupancy in the period September 2020 to February 2021, it is clear that there are increases and decreases every month. This was explained by respondent one, namely, Mr. I Ketut Mertada, who stated that the occupancy rate often increases or decreases depending on the season. From September to October 2020, it increased from 0.90% to 33.09%. Then, in November, the occupancy decreased to 19.91%. In December 2020, occupancy increased to 52.49%. Then, in the following month, in January 2021, there was a very drastic decrease to 15.09%. After that, Kayumanis Jimbaran experienced a slight increase in occupancy to only 30.00% in February 2021.

Every company that offers accommodation services must have a partner in running the company's business, as well as Kayumanis Jimbaran Private Estate And Spa, which is currently working with various types of OTAs (Online Travel Agents). Some of these online travel agents are Tripadvisor, Booking.com, Expedia, Ctrip, Traveloka, and Tiket.com. The online travel agent helps in marketing and selling products, rooms, restaurants, and spas, as well as supporting facilities in the hope that the Kayumanis Jimbaran rating in every online travel agent will always increase. Kayumanis Jimbaran, through online travel agents, can market, sell, and promote more widely about Bali because some tourists rely on reviews of tourists who have stayed at Kayumanis Jimbaran Private Estate And Spa. It can be seen in each online travel agent that some of the tourists have given excellent ratings. In 2019, The Kayumanis Jimbaran Private Estate And Spa received a rating of 5.0/5 (Tripadvisor), judging by Booking.com, it received a rating of 9.3/10; from Expedia, the rating is 4.7/5, from Ctrip it gets a rating of 5.0/5, from Traveloka it gets a rating of 9.4/10 and from Tiket.com receives a rating of 4.5/5. The online travel agent rating shows that guests who stay at Kayumanis Jimbaran Private Estate And Spa are satisfied with the available facilities and services provided.

This condition is influenced by the COVID-19 pandemic, which significantly affects Indonesian tourism, especially in Bali. Kayumanis Jimbaran Private Estate And Spa is a company under the auspices of PT. Intiland Development/PT. Bali Dhanadipa with the classification of 4 (four) star private pool villas. However, the room occupancy rate at Kayumanis Jimbaran does not always increase every month. The development of Kayumanis Jimbaran has 2 season criteria, including peak season and low season.

Excellent service or is the best or outstanding service. It is called very good or the best because it is by applicable service standards or is owned by the service provider agency. Excellent service is an excellent service and can create a positive and good impression for guests. Excellent Service provided by front office employees to guests is one of its added values. Therefore, according to the researcher, it is essential that in carrying out operations based on existing SOPs, it can be applied with excellent service (excellent service). The implementation of excellent service by the front office at Kayumanis Jimbaran Private Estate And Spa can be described as follows :

a. **Arrival**

The first guest service is to serve guests when guests arrive at the hotel. Front office department/butler employees have provided excellent service. This can be seen when guests arrive at the hotel, the butler opens the car door, welcomes guests very friendly, and escorts guests to a reception at the villa.

b. In Villa Service

The excellent service that a butler has carried out includes helping to carry guest luggage, escorting guests to the villa, explaining hotel and room facilities, carrying out the check-in and check-out process in the estate, and being ready to serve guests 24 hours a day.

c. During Guest Stay

The implementation of excellent service in the guest stay is by the applicable SOP. This can be seen when the staff arranges all guest needs currency exchange service; all calls will be answered before the fourth ring using a standard script and guest name. Excellent service, which is no less critical during the guest's stay, is a daily turn-down service that will be carried out based on the time determined by the guest.

d. Guest Departure

Guest departure, or in Indonesian, means guest departure. The departure of guests is always considered by the butler, from bringing guest luggage, preparing guest cars (if guests use private vehicles), and preparing guest bills until guests leave the hotel. In guest departure service, the butler has implemented excellent service by the Standard Operating Procedure (SOP) set by management.

Based on the results of an interview with Head, Butler stated that excellent service must be implemented in every existing operation. Of course, this has been implemented very well and effectively. This is proof that this amazing service is very well executed because repeater guests started arriving gradually during the COVID-19 pandemic. There have been approximately 15 repeater guests who have come during these six months. Excellent Service is provided to provide all the wishes and needs of tourists during their stay at the hotel and provide services that exceed the expectations and expectations of tourists. This is realized with a private villa that maintains every privacy. Then we give some surprises to guests who are having birthdays or anniversaries, besides that we also decorate a few hotel rooms with romantic decorations. No less important is that we reapply the basic etiquette of a Balinese society, where we, as Balinese, are always kind (humble and possessive) and polite (polite and polite in everything, especially in speech and action).

In carrying out all forms of operations to provide excellent service, of course, there are many obstacles that front office employees often face. Lack of workforce/employees during the COVID-19 pandemic due to minimal incharge staff, seeing the occupancy trend, which is still beyond the target, and companies that still have to be able to survive with minimal income. In addition, because the concept of the Kayumanis Jimbaran villa is to prioritize privacy or rooming the guests at the villa, sometimes the guest villa is not ready because it is back to back. Hence, guests must wait even though they have checked in on time. This is what must be developed again so that the services we provide are impressed by guests by implementing excellent service to provide satisfaction to guests.

The actions taken by the management of Kayumanis Jimbaran, especially in the front office department, in improving the quality of service and overcoming the occurrence of unfavorable comments, the management of Kayumanis Jimbaran following up on negative comments, enhancing the quality of the front office team and services as well as conducting trainings to the team members, to recreate the service quality of the front office department. In addition, the management team constantly reviews the SOPs that have been implemented and is also active in providing feedback and training to minimize unfavorable input from guests.

Benefits for the achievements and hard work of front office employees in carrying out daily operations can be seen from the appreciation given by management; rewards and bonuses will be given by the company and become self-satisfaction. The benefits of this work achievement also make front employees feel proud and happy Because the main thing is to provide happiness and a memorable sense of family in serving guests.

### Guest Satisfaction Level With Service With Excellent Service Implementation By Front Office Department

The data obtained through this questionnaire were re-analyzed by using qualitative descriptive analysis. This analysis technique is used to describe and describe the data that has been collected during the study. Questionnaires became the primary data in this study after conducting interviews. Then, this data is used as material for analysis to answer the formulation of the problem posed and make conclusions and suggestions for the research that has been done.

The filling and retrieval of data in the questionnaire were taken in March - April 2021. The following percentage values were taken using a questionnaire guided by Excellent Service at Kayumanis Jimbaran Private Estate And Spa, then filled out by 30 respondents. To determine the level of guest satisfaction at Kayumanis Jimbaran Private Estate And Spa can be done by calculating the percentage of questionnaire assessments conducted by guests staying at Kayumanis Jimbaran related to excellent service, as shown in the table below.

**Questionnaire Results of Guests Staying at Kayumanis Jimbaran Private Estate And Spa**

		Hasil Kuisisioner tamu yang menginap di Kayumanis Jimbaran Private Estate and Spa																															
No.	Indikator	Responden																														Total	Persentaselata-rata
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		
<b>1</b>	<b>Sikap (<i>attitude</i>)</b>																																
	a. Menyambut kedatangan tamu dengan ramah	5	5	5	4	5	5	5	5	4	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	4	5	5	5	146	
	b. Berkomunikasi baik dan sopan	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	4	5	5	147		
	c. Bersikap sopan	5	5	5	5	5	5	5	5	5	4	5	5	4	4	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	146		
	d. Ramah kepada tamu	5	5	4	5	5	5	5	5	5	4	4	5	5	4	5	5	4	5	4	5	5	5	5	5	5	5	5	5	5	144		
	e. Penampilan sopan dan serasi	4	5	4	5	5	5	5	5	5	5	4	5	5	4	4	5	5	5	5	5	5	5	4	4	5	5	5	5	5	143		
<b>2</b>	<b>Perhatian (<i>attention</i>)</b>																																97
	a. Memenuhi keinginan dan kebutuhan tamu	5	4	4	4	4	4	4	4	4	5	4	4	3	4	5	5	5	5	5	4	5	4	4	4	5	5	5	5	5	133		
	b. Menghargai perilaku tamu	4	5	4	4	4	4	4	4	4	4	3	5	4	3	4	4	5	4	4	4	4	4	4	4	4	5	5	5	4	126		
	c. Memberikan perhatian penuh kepada tamu	5	5	5	5	5	5	5	5	5	3	4	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	145		
	d. Memberikan informasi lengkap kepada tamu	5	4	5	3	4	4	4	5	5	5	4	5	4	4	5	4	4	5	4	4	5	4	4	4	4	4	5	4	5	131		
	e. Memberikan pelayanan yang baik	5	5	5	5	5	5	5	5	4	4	5	5	5	3	5	5	4	5	4	5	4	5	5	5	5	5	5	5	5	143		
<b>3</b>	<b>Tindakan (<i>action</i>)</b>																																90
	a. Mencatat kebutuhan tamu	4	3	4	4	4	5	4	5	5	5	5	4	4	5	4	4	4	3	5	4	5	4	5	4	5	4	5	5	5	132		
	b. Menegaskan kembali kebutuhan tamu	5	4	5	4	4	5	4	4	4	5	5	4	5	5	5	4	5	5	4	5	5	5	5	5	4	4	5	5	5	138		
	c. Menunjukkan kebutuhan tamu	5	4	4	4	5	5	5	5	4	5	5	4	4	4	5	5	4	4	5	4	5	4	5	5	4	5	5	5	5	139		
	d. Kecepatan staff dalam melayani	4	5	4	5	3	5	4	5	4	4	4	4	5	3	3	5	5	4	3	5	4	4	4	4	4	4	5	4	4	127		
	e. Membantu tamu apabila membutuhkan bantuan	4	5	5	5	4	5	5	5	4	4	5	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	144		
<b>4</b>	<b>Kemampuan (<i>ability</i>)</b>																																90
	a. Kemampuan dalam menjawab pertanyaan	4	5	4	5	5	5	5	5	5	4	4	3	5	5	3	5	4	4	3	5	5	5	5	4	5	4	5	5	136			
	b. Mengetahui mengenai penanganannya	5	5	4	5	5	5	5	5	5	4	4	4	5	4	4	4	4	5	4	5	5	5	5	5	5	5	4	5	5	140		
	c. Kemampuan dalam melakukan <i>check in</i> dan <i>check out</i>	5	5	5	5	5	5	5	5	5	4	4	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	147		
	d. Kemampuan dalam berkomunikasi bahasa Inggris	5	5	4	5	5	5	5	5	5	4	4	4	5	3	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5	141		
<b>5</b>	<b>Penampilan (<i>appearance</i>)</b>																																94
	a. Kebersihan, kerapian dan kenyamanan hotel	4	5	4	5	5	5	5	5	5	4	5	5	5	5	4	4	4	5	4	5	5	5	5	5	5	5	5	4	5	142		
	b. Kebersihan dan kerapian staff	5	5	4	5	5	5	4	5	5	5	5	4	4	4	4	5	5	5	4	5	5	4	4	5	5	5	4	5	4	139		
	c. Kepercayaan diri staff	5	5	4	5	5	5	4	5	5	5	3	4	4	4	5	5	3	4	5	4	4	5	4	5	5	4	5	4	5	135		
	d. Kebersihan sarana dan prasarana penunjang operasi	4	4	5	5	5	5	4	5	5	3	4	3	5	4	4	3	4	4	4	5	5	5	5	5	4	5	5	5	5	135		
	e. Kelengkapan fasilitas hotel dan kamar	5	3	5	4	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	4	5	5	5	143		
<b>6</b>	<b>Tanggung jawab (<i>accountability</i>)</b>																																92
	a. Bertanggung jawab atas penanganan <i>check in</i> dan <i>check out</i>	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	149		
	b. Dapat menyelesaikan permasalahan dengan baik	4	5	4	5	5	5	5	4	5	5	3	5	4	5	4	5	4	5	5	4	5	5	5	4	4	4	5	4	5	136		
	c. Bertanggung jawab atas ketidakpuasan tamu	4	5	4	5	5	5	4	5	5	3	5	3	5	4	4	4	4	4	5	5	5	5	4	5	5	5	5	5	5	137		
	d. Menjamin privacy dan kenyamanan tamu selama menginap	5	5	3	5	5	5	5	5	5	4	5	4	5	5	4	5	5	5	4	5	5	5	5	5	5	5	5	5	5	144		
																																	94

**Percentage of Guest Ratings on the Implementation of Excellent Service by the Front Office Department at Kayumanis Jimbaran**

No.	Indikator	Rata - rata	Keterangan
1	Attitude	97	excellent
2	Attention	90	excellent
3	Action	90	excellent
4	Ability	94	excellent
5	Appearance	92	excellent
6	Accountability	94	excellent
	<b>RATA - RATA</b>	<b>93%</b>	<b>excellent</b>

The following is the result of the percentage assessment taken from questionnaire data with 30 respondents from guests staying at the table above. It shows that the average guest judged himself to be very satisfied with the services provided by the front office department. This can be seen from the average percentage given by guests or respondents to front office employees. The percentage of these assessments is averaged to 93%. The results of this percentage assessment can help front office employees and the management of Kayumanis Jimbaran to find out how much service quality is provided so that it can be further developed to obtain higher guest satisfaction in order to create excellent service.

This assessment, with an average of 93%, occurs because of the struggle of front office department employees in training and re-honing skills, product knowledge, attitude, and teamwork in running operations. All of this can be seen from several indicators included in the assessment. The following is a description of each indicator that has been measured using the percentage of guests staying overnight on the implementation of excellent service by the front office department at Kayumanis Jimbaran Private Estate And Spa.

After conducting research through interviews with two respondents and by comparing the percentage of assessments using a questionnaire on Kayumanis Jimbaran Private Estate And Spa, it can be concluded that to become an employee in the department; one must meet several requirements, such as having the ability to speak English both verbally and in writing, having the motivation and desire to learn, hardworking, good attitude and having high loyalty, having knowledge in the field of Tourism, and good looking.

Standard operating procedures have existed since the company's founding, as well as the company's driving management. Standard operating procedures have also been determined in each respective department, especially in the front office department, which is always a reference in carrying out daily operations. Front office employees have worked by the SOP that has been set; implementing excellent service in carrying out operations according to the applicable SOP can create guest satisfaction, and there will be many repeater guests to return to stay and enjoy the facilities and services provided.

Standard operating procedures have been implemented and carried out effectively and adequately by front office department employees, then, with the implementation of all SOPs in the front office department. However, there are still unsatisfactory comments from guests who stay at Kayumanis Jimbaran Private Estate And Spa. This happens because the front office employees only carry out the tasks assigned or those that the management has determined. Therefore, it is necessary to implement excellent service in the services provided. Excellent service is a service provided by front office employees that exceeds the expectations or expectations of guests.

These services can be implemented by providing several benefits to guests during special days during their stay, such as anniversary surprises and birthday surprises by decorating guest rooms and cakes without having to be asked by guests, then preparing free transportation services to get around to the desired destination. Guests with the choice of traveling around Jimbaran, Pecatu, Nusa Dua, Sanur, Seminyak, or Ubud then strive always to meet all requests and needs of guests and prioritize the interests of guests in every situation or opportunity. In addition, the management also prepares complimentary breakfast, lunch, and dinner; the management also prepares free treatment for guests at the Spa.

Other strategies are also implemented and are very useful to support the implementation of excellent service in every operation, one of which is by implementing personalized service so that guests can feel a different home feeling and experience so that we get the expectations of our guests.

Those are some of the best services for implementing excellent service. The most important thing in implementing excellent service at Kayumanis Jimbaran Private Estate And Spa is to apply personalized service. These things are often overlooked in carrying out operations by SOP. Therefore, the management, especially the Front Head Butler/head of the front office department, always proposes to provide training or training every month regarding the implementation of excellent service and standard operating procedures applied by each department, especially in the front office department.

This is done monthly with the aim of refreshments for front office employees who consistently provide the best service to guests. All of this is done because the services provided by Kayumanis Jimbaran Private Estate And Spa are Personalized Service, which is a service that is tailored to the needs and desires of guests and serves with sincerity. All these things explain that the front office department employees have implemented and implemented excellent service by the SOP properly and effectively. This is evidenced by several other data sources that the researcher obtained through interviews, as well as a comparison of the percentage of guest satisfaction assessments on the implementation of excellent service by the front office department. In addition, other sources are very influential on the rise and fall of room occupancy rates through the many reviewers and positive reviews about hotels on online travel agents such as booking.com, trip advisor, agoda, traveloka, Ctrip, Travel Clicks, and Expedia, as well as several sources from the feedback guest comment form given to guests when guests check-out. This has resulted in more and more guests who trust and are sure to come and stay at Kayumanis Jimbaran Private Estate and Spa.

## **CONCLUSION**

Based on the analysis of the implementation of excellent service by the front office at Kayumanis Jimbaran Private Estate And Spa, it can be concluded as follows.

The implementation of excellent service by the front office department at Kayumanis Jimbaran Private Estate And Spa has been implemented effectively. This can be seen from the level of difference in the percentage of assessments obtained through the questionnaire. Questionnaires were distributed and filled out by 30 guests who stayed at Kayumanis Jimbaran from September 2020 to February 2021. The results of several questionnaires obtained from several related respondents, it can be concluded that front office employees have implemented and implemented excellent service by SOPs properly and effectively. All of this is evidenced by several sources of data obtained through interviews with two respondents or resource persons, as well as a comparison of the percentage of assessments in implementing SOP.

So, the employees of the front office department at Kayumanis Jimbaran Private Estate And Spa have implemented excellent service in all forms of operations by establishing standard operating procedures, so it can be said that the services provided have been effectively implemented. The results of the percentage of questionnaires obtained from these guests also showed a very positive thing, namely with an average percentage of assessment of 93%.



All of this is obtained because the services provided by Kayumanis Jimbaran Private Estate And Spa, especially in the front office department, are Personalized a service that is tailored to the needs and desires of guests and serves with sincerity.

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