

GUEST SERVICE TRAINING MODEL DEVELOPMENT THE CASE OF THE WAITRESSES LOCAL AT RESTAURANT IN MANADO, NORTH SULAWESI- INDONESIA

by Benny Irwan Towoliua

Submission date: 11-Nov-2018 09:38AM (UTC+0800)

Submission ID: 1036620325

File name: sses_local_at_restaurant_in_Mandao,_North_Sulawesi-Indonesia.doc (410.5K)

Word count: 5906

Character count: 33158

5330-10/11/2018

**GUEST SERVICE TRAINING MODEL DEVELOPMENT
THE CASE OF THE WAITRESSES LOCAL AT RESTAURANT IN
MANADO, NORTH SULAWESI-INDONESIA**

Benny Irwan Towoliu^a, Fonny Sangari^b, Dimas Ero Permana^c

Tourism Department, Politeknik Negeri Manado

benny.tourism@gmail.com

ABSTRACT

Purpose - The development of tourism industry includes two things: products that include the location and infrastructure and human resource tourism development. Manado is the capital city of North Sulawesi province which is in the last decade has determined tourism as a featured program. Accelerated development of facilities such as accommodation and restaurants have proved that local governments are concerned with the development of tourism sector. However, the success is not supported by local human resources development; especially waitresses at the local restaurant who do not have upgraded skills, knowledge, and attitude. The purpose of this study is to develop a model of service training.

Methodology - The research method used is descriptive qualitative supported by quantitative data. In this study, we get the model by using questionnaires-surveys, interview, and observation.

Findings - Research result of the integrated training model will be effective because the capability of staff can be appraised based on the background of education and job experience. Besides, the training model does not make the staff bored because they will be separated per group referring to the background. At the end of the training, the staff will get the certificate of competence. Subsequently, this information could assist the industries to conduct training for waitresses.

Significance – This training model is very effective, where the objectives in the learning process are more easily achieved, the initial competence of the trainees is recognized by dividing the training class based on the background so that the participants do not feel bored, and the achievement of the final competencies is recognized based on different grade levels. In addition, efficient in the implementation, and in the long term is very helpful in the industry to map career paths and salaries for employees.

Keywords: guest, service training, model development, waitresses, local restaurant

INTRODUCTION

¹ The tourism industry is also known as the labor-intensive industry which means that it involves many human resources in there who interact one another including with tourists as consumers. In addition, tourism is an art industry where the man who plays it must show an element of his art to play tourists (guests') emotions, so they are always loyal and travel to the destination.

¹ Accommodation and catering (restaurant) are the two elements that mostly play the role of human resources involved in it, to attract tourists (guests) to visit it. Inherent Factor to the human resources is the hospitality attitude. This attitude is a very enforced standard in hotel or restaurant business. The worker in a hotel or restaurant should always apply the standard in interacting with tourists. That is how it shows that workers are friendly, polite and emphatic in serving tourists (guests).

¹ So far, these quality service standards only have been applied in the hospitality industry. While in the food service industry (culinary) did not seem to get attention. This trend occurred at various local restaurants in the city of Manado. The stakeholders of the local culinary businesses in hiring do not really notice the good quality of service, meanwhile, the service will also affect the business career.

Currently, several cases have occurred where many workers from outside dominated jobs in the restaurant industry in the city of Manado. Especially in restaurants that are well known and have formed the franchise, they are very rare original local employees (Manado). It has become a general issue that the information obtained that local human resources are not ready to work in the local culinary industry. The quality low of service indeed is very felt by the guests who enjoy the culinary of Manado. It is not only felt by the visitor from outside even local people who daily enjoy local cuisine also proved that the quality of services delivered by local workers is below the standard of a culinary industry. Moreover, now the city government strongly supports the development of original culinary of Manado as a tourist attraction beside marine tourism attraction.

Given the local restaurants have a very competitive product with the franchise from outside the area, in terms of visitors who come to enjoy a menu that is offered, then the local workers also need to be considered, so that a single package of quality services exists. How is the readiness of the servants who worked in the local restaurants in favor of Manado as a tourist destination? The purpose of this study is assessing the training model of service for a waitress at a local restaurant in the city of Manado.

THEORETICAL FRAMEWORK

¹ Service quality should be seen from the technical and functional aspects that can affect the company's image and impact on service delivery. While the criteria of good service quality are the presence of skill and professionalism, attitude and behavior, access and trust, repair (recovery) and reputation (reputation's credibility). Grönroos, 1998 (in Nasution, 2004: 47).

Assessment of service quality involves five key dimensions (five dimensions serv qual) are: (1) tangible (direct evidence), formed the appearance and capabilities of facilities, equipment, tools and facilities and physical infrastructure that is reliable, (2) reliability; the ability to provide the promised service with immediate, accurate and reliable including timeliness, the same service to all customers, the level of error skimp and other things, (3) responsiveness; provide fast service to customers and understand what is needed, it includes responsiveness, awareness and other matters, (4) assurance (collateral) is the guarantee get the service properly and appropriately so as to develop a sense of trust and comfort for the customers, could include knowledge, skills, politeness, and trustworthiness owned by the staff, free from danger, risk or doubt (competence, credibility, courtesy and security) and (5) empathy, is giving special attention or personal to its customers in terms of satisfying the needs of consumer. Empathy also includes the communication, contacts, and presence (ease of contact and approachability) and understand the needs, Parasuraman et.al in Tjiptono, (1996: 70).

Culinary is part of the appeal of a destination, which is in development is strongly influenced by the service provided is good from food products offered as well as human resource service (delivery). The customer or guest satisfaction also further affects the development of a tourist destination, in a comprehensive manner (Canny, I. U. 2013). Tan, Oriode and Fallon (2014), highlighting the lack of assurance and empathy on Chinese fast food, so they suggest the need for spending on training both for the quality of food and food supervisors to be trained. While Markovic, Raspor and Segaric (2010) highlights the quality of service in Croatia with the advanced measurement Restaurants Serv qual and DineServ modified; they find that there is a gap between the expectations and the reality of the respondents, which is the high service expectation, while in fact, the result of the service is low; This research despite the small sample with limited geography, also provides recommendations for improvement against the food industry in Croatia.

In the service concept, the role of the service conductor is important, as players who will directly deliver services products to consumers. Horney, 1996 (in Olsen, 1996: 71) states that in a series of service, there are important aspects, namely the conductor of service or human resources (HR) itself. One aspect to note is the importance of human resources training in order to increase the performance of the service process. The important thing to note is the knowledge and skills of human resources. Based on the approach, it can be said that the formation of the delivery of services performed by the actors and the affected service will be based on the ability or competence of human resources which can be formed from the educational background. While the service process itself also influenced the formation of the functional aspects of service quality, such as consumer contact, attitudes, internal relations, behavior, service mindedness, appearance, accessibility (Grönroos 1998 in Nasution, 2004: 47).

There are four strategies for improving human resources to create customer satisfaction. The fourth strategy is to hire the right employees, building workers to deliver services properly, providing system services that support and retain workers who have the capability. The study of human resource aspects of the service or in relation to the quality of service will be seen as part of the product services are offered in one of activity in the room section (Zeithaml, 1996 (in Tjiptono, 2004: 126).

Some of the basic theories are about the training of human resources in order to solve the problem of the phenomenon, and also to formulate the suitable training model. Training is improving the knowledge and skill of an employee to apply certain work activities (Sikula, 1981: 227), meanwhile mentions training as an effort to increase knowledge and skills of an employee to apply specific work activities (Flippo, 1995: 75). By training companies to obtain good input to face the management challenges that continue to grow by having employees who can meet the settlement of existing problems. More Gary Dessler (1997: 263) defines the training as the process of teaching new employees or existing, basic skills they need to perform their jobs while Cushway (1997, 2002: 114), mentions training is the process of teaching skills and provide knowledge needs, and attitudes so that they can carry out their responsibilities in accordance with the standards. While Kepmenaker 261/Men/XI/2004 in Haryono (2015: 238) mentioned job training as to give the overall activities, acquire, enhance and develop job competence, productivity, discipline, attitude and work ethic on the level of skill and expertise that match the grade and qualifications and job positions. Compared to Simamora (2006: 276) that holds that goal of training and development work is directed to provide, improve, and develop job competence in order to improve the capability, productivity, and prosperity.

From several experts' definitions before it can be concluded that basically, the training aims to improve the knowledge, skills, and attitudes so that workers can master the occupied areas as well as the competence. Training has a big hand in determining the effectiveness and efficiency of the organization. Some of the tangible benefits of training and development programs are: (1) improving the quantity and quality of productivity, (2) reduce the learning time required by employees to achieve a standard of acceptable performance, (3) forming an attitude, loyalty, and cooperation is more profitable, (4) to meet the needs of human resources planning, (5) reducing the frequency and costs of workplace accidents, and (6) help employees in their personal improvement and development (Simamora 2006: 276-278).

In increasing the skills of human resources to achieve optimal competence in a particular field, it needs the right training methods. Training methods include; hands-on as well as on the job training which consists of simulations, case studies, business games, role play and behavior modeling. Then on the job training method that consists of coaching, demonstration, job rotation, and projects besides the job training method which has various types such as lectures, simulation, role playing, game management, vestibule training, experiential learning, audiovisual and case study. Suparyadi (2015: 199-210).

METHODOLOGY

Currently, Manado City has developed culinary as a tourist icon to support marine tourism which is the region's flagship tourism. In development as a culinary tourism icon in Manado; there are two places that become the local culinary centers of *Mega Mas Area* and *Sabua Bulu Malalayang* Manado. Indeed there is one more place that characterizes the identity as the original traditional culinary named "*Wakeke*". It is located in the middle of the city center, while the place only sells one mainstay menu that is Manado Porridge in the local language called "*Tinutuan*". Research considerations taking data in two places previously because in those two places the tourists can get a variety of culinary menu of the original Manado and taste the menu

of Manado as well as enjoy the view of Manado sea facing the Bunaken National Park Area. In addition, the object of research is the behavior of local workers who work in the local culinary industry.

12

This study involved a mixed method approach, combining quantitative and qualitative research techniques. Data collection methods used were questionnaires-surveys, interviews, and observation. Questionnaire surveys results were calculated and analyzed by descriptive statistics, mean and displayed in graphical form or chart. The Likert scale used in the questionnaire to generate numerical indicators of the importance of respondents attached to their responses. Interviews were conducted to ascertain how their assessment of local workers working in the culinary industry and participants were chosen based on snowball technique. Informants were selected based on their competence and experience in the culinary industry. Observation was done as a comparison in formulating training model that will be developed. The Observer assesses the effectiveness of the training model that has been carried out by the training provider. While the documentation was done to see previous research considered relevant and associated with this research.

RESULTS

The findings of this study are blended with the results of surveys, interviews and field observations. Culinary Area *Sabua Bulu Malalayang and Mega Mas Manado*. Sabua Bulu Malalayang is the name of a typical traditional culinary area of Manado located on the coast of Malalayang in Manado City. Before being cultivated as a culinary area with the name Sabua Bulu; this beach location was already crowded by the people of Manado city on Saturdays and Sundays or other holidays. Malalayang Beach is a free tourist attraction, because in addition to presenting the natural conditions close to the city center, also faced with a beautiful natural sea scenery where in front of this Malalayang coast is seen Bunaken National Park as a marine tourism icon Manado.

In the vicinity of Malalayang Beach, people living in that location often sell typical culinary of Manado, such as Pisang Goreng, Manado Porridge, Tahu Isi, and Mie Cakalang. The people of Manado are very happy to spend the weekends or holidays in this area. Therefore, on holidays it is certain that the traffic through this area must have congestion. Sabua Bulu Malayayang Manado was arranged by Mayor of Manado on July 30, 2012. The number of Field Creative Merchants (PKL) doing business in the location at the time of inauguration is 46 people, arranged and given government assistance and supported by PT Sinar Sosro through CSR Program (Corporate Social Responsibility).

While Megamas Region is a coastal reclamation area of 36 Ha, which was built by PT.Megasurya Nusalestari. From its history, the reclamation process itself began in 1996. The concept of Megamas Region is an integrated Business and Tourism Area. In Megamas Manado area stand shops, malls, and trade centers as well as restaurants along the Mega Mas beach. Construction of the mall began in 2000. Until now there have been present in this Megamas Area hundreds of store units consisting of 4 types of stores that are distinguished from the width and style of the building, namely Mega Style, Mega Profit, Mega Bright, and Mega Smart. The shops in the Megamas area have become prestigious shops, because the quality of the building is

indeed selected with a high specification, especially concerning construction and safety, in addition to the location of a very strategic shopping, located right in the area of BoB (Boulevard on Business). In Megamas area was built a culinary area that presents a variety of local, domestic and foreign culinary. Special local culinary entrepreneurs who invest are competing in culinary fields offer special services of Minahasa region.

Results of Questionnaire-based Survey

116 respondents filled in the questionnaire and they consists of 97.50% respondents coming from the province of North Sulawesi (Manado, Minahasa, Sangir Bolmong and Bitung), and 2.50% from outside. They come from Bogor and Ternate. The respondents' characteristics based on their professions: 28.45% private sectors, 25.86% government officials, 19.83% students, 13.79% professionals and also 6.90% entrepreneurs.

Good service quality is certainly expected by the guests when they visit or want to enjoy the restaurant menu, this is seen from the expectation of the guests to the service to be gained by the waiter who works at local restaurant t in Manado city. This gave guests expectations: 60% strongly expect, 36% expect, 3% quite expect and also 1% not expecting. Nobody answered strongly not expect. (Figure 1.1)

The quality of service greatly affects the satisfaction of guests visiting the restaurant even guests are willing to pay more when the guest feels well served (Homburg, 2005). At certain stages, it will have an impact on the creation of customer loyalty to the product so that in the long term can reduce the cost of product promotion. This means that the business will benefit where guests or customers are satisfied unwittingly will be a free promotional channel for businesses. Satisfied guest will deliver to the next prospective guest so that will form the positive chain of promotion by word of mouth (Widyaratna, 2001; Yang, 2013).

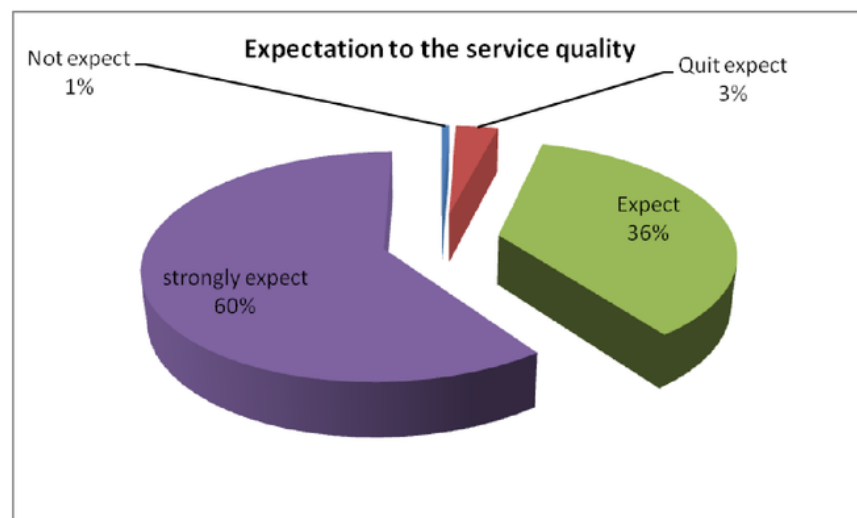


Figure 1.1. Expectation to the service quality

However, in reality, high expectations of the quality of service provided are inverse with the results obtained, the following performance results assessed by respondents: 5% very satisfied, 38% Satisfied, 30% quite satisfied, 21% less satisfied and 6% not satisfied (figure 1.2).

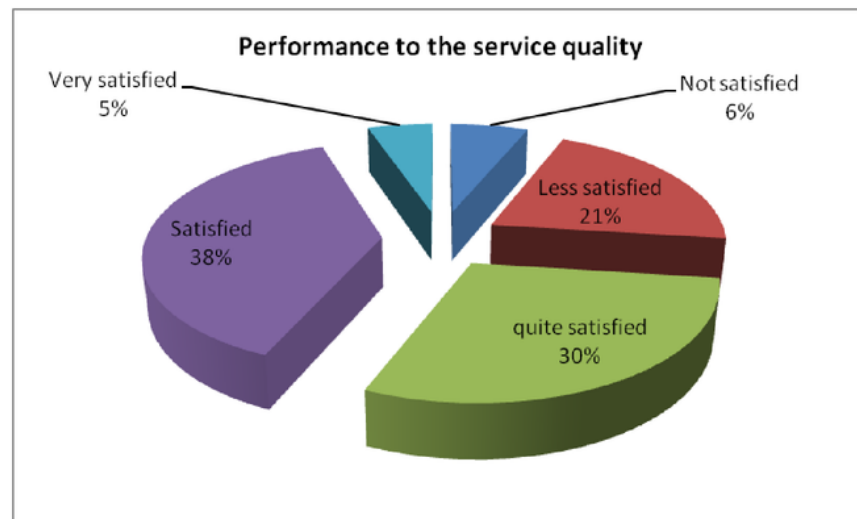


Figure 1.2. Performance to the service quality

It is in line with research from Towolliu. B.I et al (2017) about the quality of service from staff working in various local restaurants in Manado City. Through a ser-qual approach with five dimensions of service which are tangible, reliable, responsiveness, assurance, and empathy. The research found that the quality of service of workers at local restaurants is still far from customer expectations, where the comparison between service expectations and average service performance is -1.14, indicating that service quality is concluded poor and needs to improve the quality of service of workers at local restaurants.

Result from Interview

Information was collected from several interviewees who had eaten at the culinary site. They were chosen because they were able to explain about the services gained during a local culinary experience. In-depth interviews were conducted with 5 individuals with a snowball technique. At the time of the interview, transcription was made and coded based on research objectives and interview questions. Quotations (translated into English by the author) "written in italics surrounded by double quotes" to indicate that these are the words of the informant.

The participants strongly support the development of tourism in the city of Manado with various facilities and infrastructure of tourism supporters, but they are also concerned with the readiness of local workers who work in the Tourism Industry. The informant was worried and hoped that the workers in the Culinary Industry should be trained for improving the behavior, knowledge, and skills of those who work in culinary. The participant also sincerely hopes for the industry not to fire their employees but continue to train. Local governments and culinary industries should

work with training providers for employees. The demand to provide the best service is needed to sustain guests or tourists:

"As a resident of Manado, I highly appreciate the local government and the private sector have built various tourism facilities and infrastructure, in Manado city, ... but I also need to express my concerns about the workers in the local Industry who need to improve their knowledge and skills... I expect the government and the private sector to work with educational institutions that provide culinary training services to train the attitudes, knowledge, and skills of local workers working in local restaurants."(local community)

Other informants also provide reinforcement that the waiter who works the local culinary industry on average do not have the competence of working as a waiter. They are recruited by relatives or close relatives, with no background in tourism education graduates. So to improve the image of Manado as a culinary destination, informants advise local government and local restaurant or culinary owners to train these waiters by entrusting to a certain institution that is competent in hospitality training. They also reminded that hospitality is very important for the development of tourist destinations.

So the quality of service of workers who work in the local restaurant needs to be improved. The academic participant also highlights the same thing that local workers are very far from the standard of service as expected in the hospitality industry. In addition, they highlighted the training methods to employees in the hospitality industry, including the culinary field. It disclosed that the training provided remained the same and there was no improvement in training methods, resulting in saturation. According to informants, the training did not pay attention to the method, and the background of the trainees:

"I know that the servants generally work under the quality of service standards, it is also often found by me several times that I have eaten at local restaurants, but I have also asked them if they have ever been given training, ... they answered yes but the presentation of the material is always the same. Boring and besides we have been given the same material beforehand getting more training, we are reunited with new participants with the material we've got before, ... we are bored sir ... I agree with their opinion that surely each of us who is given any briefing of any given period with the same materials and methods will surely be bored ... (Academics)

A criticism of the quality of service of waitress working in local restaurants and the monotonous training materials providers as well as non-development of training methods. However, this has become an appropriate input for the improvement of generally accepted learning and training model.

Result from Observation

As a region designated as a culinary tourist attraction, Mega Mas and Sabua Bulu Malalayang areas become the main focus for tourists who will visit Manado City. Located in downtown Manado and adjacent to National Bunaken National Park this area has a strategic value for the

development of culinary tourism. But the readiness of human resources as a front-runner is needed even to be balanced with the development of infrastructure of tourism infrastructure facilities. In relation to the readiness of local workers involved in the culinary industry, the results of observations indicate that: Workers do not have basic skills in service, have less of product knowledge, and have disrespectful behavior against the interests of guests (Hsiao, Y. H. et al., 2016). Here is a graph (figure 1.3) that illustrates the percentage of observation results of workers at local restaurants in the culinary area (figure 1.3).

Figure 1.3. Result of Observation (source by research 2016)

The basic things that are categorized in low skills for example: when guests visiting, they are not addressed, not invited to come in and sit not offered menus, and the workers are not interactive in talking with guests, communication is not polite, then to knowledge of the product, When guests ask about the menu: ingredients of their food products, the workers do not know, even until the menu is sold out sometimes the waiter had to ask first to the kitchen. As for the bad behavioral categories, the things that are encountered when the guests need help, they tend to be apathetic and even guests are left to take their own, even the guest complaint is ignored (Siu, N et al., 2013). So the results of these observations indicate that the skills, knowledge, and behavior of waiters in local restaurants need to be trained to improve employee competency.

Integrated training Model

The poor quality of service of workers in local restaurants is caused by the imbalance of tourism development which is only focused on one aspect of the development of tourist attraction infrastructure with everything in it. Tourism development should be balanced between attractiveness and human resources. Currently, tourism is the largest industry and has been established as a leading sector in Indonesia. As an industry, tourism involves many supporting components in it, such as 1) accommodation, (2) catering or restaurant, (3) transportation or transportation facilities, (4) money changer, (5) attractions, (6) souvenirs, 7) travel agency. (Endar and Sulartiningrum, 2001).

Meanwhile, as a new region that promotes tourism as a leading sector, basically Manado requires a competent workforce through labor recruitment process that has an educational background appropriate to the work and training required in the culinary industry. In relation to services involving human resources working in local restaurants, the current workforce at local restaurants is far behind the national and international franchise operations system. During this time the model of recruitment of workers in local restaurants is based on the recommendation of family and relatives, although the prospective worker does not have the educational background that is relevant to the work and sufficient training experience suitable to his job (Liwan, C 2015). This process, in the long run, will weaken the regional culinary tourism industry. The solution

for local restaurant owners is to train employees in the restaurant. If there is any recruitment of new workers who have good skills in accordance with the needs of the restaurant, certainly it is a bit difficult to consider the availability of educational institutions that work to provide labor in the sector is still lacking, where until now educational institutions engaged in tourism in the city of Manado are only 11 institutions divided into various elements of competence that exist in the tourism industry. Outside labor recruitment methods are highly unlikely, this is confronted with the ability of local restaurant owners to pay employees, provide lodging facilities even in the face of regulations that require industries in the area to use local labor.

Training for employees at local restaurants is mandatory considering the quality of service that will affect the tourism industry in the region. What kind of training model suits the needs of the industry and can accommodate all the backgrounds of employees working in local restaurants? Based on the observation that the pattern of training approach for employees in the hospitality industry including culinary is general, where the training service provider institution places trainees who already have a skill education background and the participants who do not have the skills and educational background and who have experience in their work are placed on the same training session. Then the coach presented the same method of the training method to all the trainees. The results of the training for all participants are given the same award without any different disagreement. Models like this that are always valid today, the result is that participants who have education and work experience tend to be apathetic, due to the application of materials and methods that are the same. Below in Figure 1.4, a model of training approach generally applies.

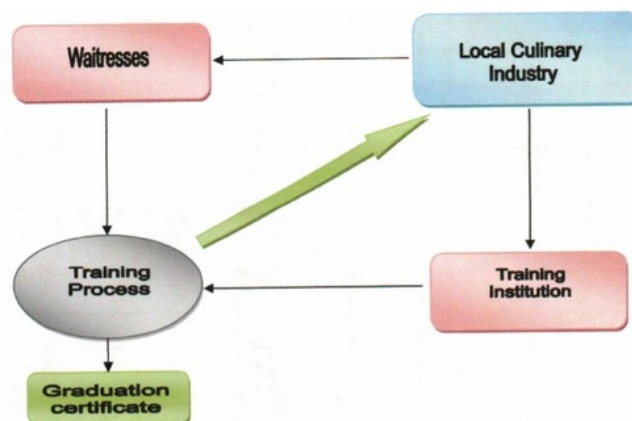
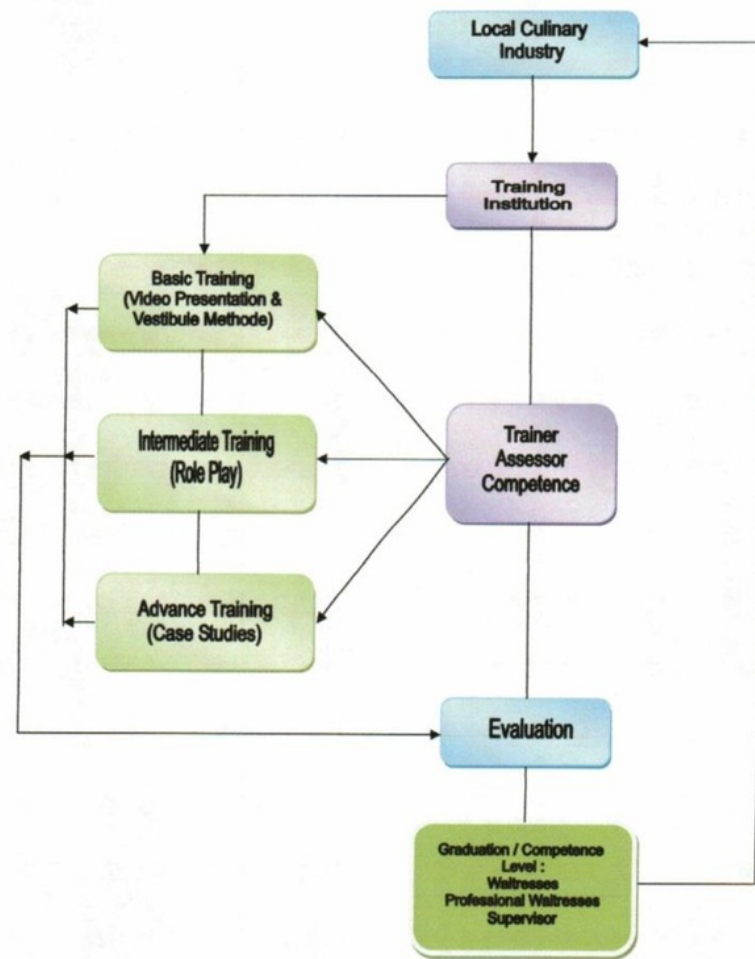


Figure 1.4. Previously model training
Source: research observe

Image visualization is based on qualitative analysis conducted by researcher through observation approach in recent years, training institute conducting training and competency test in the hospitality industry where competency testing and training cover food and

beverage product, food and beverage, front office, and household. The model approach can be described as follows; (Figure 1.1), contact the culinary industry training institute, and the training institute asks participants of the data to be trained regardless of the educational background and work experience of the participants gathered in a certain place to be trained after the trainees are given graduation training certificates. The disadvantages of the model training approach are, (1) the generalized method of training provided, may be lectures, video presentations, role-plays or simulations, (2) participants are placed in the same class exercises regardless of educational background or work experience. Of the participants, (3) the likelihood of participants who have the experience to be saturated with training, (4) a training completion certificate only mentions one word "pass". The virtues of this model are practical, do not require much time and effort, and participants may be in large numbers. Based on the model of the previous approach, then we propose a model of an integrated approach to development based on observations supported by various theories of training and human resource development. Figure 15. the following describes a model of integrated waiter training, where the following explanation is given:



Culinary industry contacts the training institute and test competencies, then the training implementing agency will ask the data of participant who will follow the training. Next, training institutions will examine the data of participants who will be trained, educational background, and work experience which are the data needed by the institution. After that, the institution will submit to the coach who already has a certificate of assessors to divide the class based on the data received by the participants. Institutions through competency assessors inspect files at once divided the participants based on the biographical data of participants who have appropriate educational background or work that is not appropriate, then who already have work experience or new ones to come to work. Then the class will be divided based on the biographical data that have been checked to be trained or tested the ability of the participants. Participants who have never received training and have no education that supports them will occupy the classes Basic Training and get training methods such as video presentation or vestibule, for those who have the educational background but do not have work experience or who first entered industry occupy Intermediate class training and receive training methods role play or simulation. Lastly, those who have experience would occupy advanced training classes, and receive training solving cases that occur in the industry as well as ways of handling managerial approach.

The process continues to the level of training when taken it up to 2 to 3 days depending on the needs of training and competence of the class that will be achieved. After the last day, they will be evaluated to get a certificate of graduation. In the graduation status that will be given by training institutes, each different grade of graduation with the last statement "passed" as a waitress, graduated as a professional waiter and also graduated as a supervisor. Once the evaluation process is completed and the participants have received their certificates, the participants will be returned to the culinary industry.

CONCLUSION

From the previous discussion, it can be concluded that the quality of service of waitresses who worked at a local restaurant in the city of Manado is low as evidenced by average ratings between expectations and performance figures at the level-1.14. That means that overall, guests are not satisfied with their service. Thus, there is a need to restore the service of waitresses in a local restaurant, considering that tourism is an important point in which there is hospitality service. The local government needs to suggest the culinary industry entrepreneur to immediately upgrade them. An easy way to be taken is to work together with tourism

competence training institution. Integrated service training model is a solution for service improvement of the local culinary industry because this model would explore every basic capability of the waiters at the same time giving recognition of the basic competencies that are already owned by waitresses.

REFERENCES

- Antara, M. (2009). *Metodologi Penelitian Pariwisata Bali*. Denpasar: Program Pascasarjana Universitas Udayana.
- Canny, I. U. (2013). The role of food quality, service quality, and physical environment on customer satisfaction and future behavioral intentions in casual dining restaurant.
- Cushway, Barry. (2002). *Human Resources Management*. Jakarta: PT. Gramedia Pustaka Umum.
- Dajan Anto. (1996). *Pengantar Metode Statistik*. Jakarta: LP3s.
- Dessler, Gary. (1997). *Manajemen Sumber Daya Manusia*. Jakarta: PT. Prenhallindo.
- Flippo, Edwin. B. (1995). *Manajemen Personalia*. Edisi Kelima. Jakarta: Erlangga.
- Fitzsimmons, James A. & Fitzsimmons Mona. (1997). *Service Management For Competitive Advantage*. USA: Mc Graw Hill Inc.
- Haryono. Ph. (2015). *Dasyatnya Pengelolaan Sumber Daya Manusia dalam Bisnis Perhotelan*. Jakarta: PT. Bhuana Ilmu Populer.
- Homburg, C., Koschate, N., & Hoyer, W. D. (2005). Do satisfied customers really pay more? A study of the relationship between customer satisfaction and willingness to pay. *Journal of Marketing*, 69(2), 84-96.
- Hsiao, Y. H., Chen, L. F., Chang, C. C., & Chiu, F. H. (2016). Configurational path to customer satisfaction and stickiness for a restaurant chain using fuzzy set qualitative comparative analysis. *Journal of Business Research*, 69(8), 2939-2949.
- Kotler & Keller. 2007. *Challenge and Relationship Marketing*. New York: The Free Press.
- Kotler, P dan Armstrong .G. (1997). *Prinsip-Prinsip Pemasaran*. Jilid 1. Jakarta. Erlangga
- (2000). *Marketing Management. The Millenium Edition*. New Jersey: Prentice Hall
- Kusmayadi. (2004). *Statistika Pariwisata Deskriptif*. Jakarta: PT. Gramedia Pustaka Umum.
- Kusherdiana.S.S. (2012). *Pengantar Statistika Pariwisata; Aplikasinya dalam Bidang: Pariwisata, Usaha Perjalanan dan Perhotelan*. Bandung: Alfabeta.
- Liwan, C. C. (2015). Pramusaji Di Kawasan Wisata Kuliner Wakeke Kota Manado. *Jurnal Holistik*.
- Markovic S, Raspor S and Šegaric K. 2010, Does Restaurant Performance Meet Customers'. *Journal of Tourism and Hospitality Management*. Vol. 16, No. 2, pp. 181-195.
- Nasution. M.N. (2004). *Manajemen Jasa Terpadu*. Bogor: Ghalia Indonesia.
- Olsen, Michael. D et.al. (1996). *Service Quality in Hospitality Organization*. Cassell, London, New York.
- Ramaswamy.R. 1996. Design and Management of Service Processes. Massachusetts P.14-17: Engineering Process Improvement Series.

- Rangkuti, Freddy. (1994). *Riset Pemasaran*. Jakarta: PT. Gramedia Pustaka Utama
- , (2003). *Measuring Costumer Satisfaction: Gaining Costumer Relationship Strategy*. Jakarta: PT Gramedia Pustaka Umum
- Riduwan. (2009). *Skala Pengukuran Variabel-Variabel Penelitian*. Bandung: Alfabeta
- Soekresno. (2001). *Manajemen Food and Beverage*. Edisi ke II. Jakarta: PT. Gramedia Pustaka Utama.
- SiHITE. Richard. (2000) *Hotel Management: Pengelolaan Hotel*. Surabaya: SIC.
- Sikula. F. Andrew. (1981). *Pelatihan dan Pengembangan Tenaga Kerja*. Jakarta: Pustaka Binaman.
- Simamora. Henry. (2006). *Manajemen Sumber Daya Manusia*, Edisi 2. Yogyakarta: STIE YKPN.
- Siu, N. Y. M., Zhang, T. J. F., & Yau, C. Y. J. (2013). The roles of justice and customer satisfaction in customer retention: A lesson from service recovery. *Journal of business ethics*, 114(4), 675-686.
- Sugiarto E. Sulartiningrum Sri. (2000). *Pengantar Akomodasi dan Restoran*. Jakarta PT Gramedia Pustaka Utama.
- Suparyadi. (2015). *Manajemen Sumber Daya Manusia Menciptakan Kunggulan Bersaing Berbasis Kompetensi SDM*. Yogyakarta: Andi.
- Supranto. J. (2007). *Pengukuran Tingkat Kepuasan Pelanggan*. Jakarta: PT Rineka Cipta
- Supoto. H.B.(2002). *Metodologi Penelitian Kualitatif Dasar Teori dan Terapannya Dalam Penelitian*. Surakarta: Universitas Sebelas Maret.
- Tan Q, Oriade A and Fallon P.2014, Service Quality And Customer Satisfaction In Chinese Fast Food Sector: A Proposal For CFFRSERV. *Journal of Advances in Hospitality and Tourism Research (AHTR)*. 2(1): 30-53
- Teare Richard, et al. (1994). *Marketing in Hospitality and Tourism a Consumer Focus*. London: Cassell
- Tjiptono. Fandy. (1997). *Prinsip – Prinsip Total Quality Service*. Yogyakarta: Andi.
- , 2004. *Service, Quality and Satisfaction*. Yogyakarta. Andi
- Towoliu, B. I., Sangari, F., & Permana, D. E. (2017). Questioning the Readiness of Manado as a Tourism Destination: Poor Service of Waitresses in the Local Restaurants. *Journal of Indonesian Tourism and Development Studies*, 5(1), 9-18.
- Widyaratna, T., Danny, D., & Chandra, F. (2004). Analisis Kepuasan dan Loyalitas Konsumen Terhadap Tingkat Penjualan di Warung Bu Kris (Studi Kasus Pada Ayam Penyet Sebagai Menu Unggulan Warung Bu Kris). *Jurnal Manajemen dan Kewirausahaan (Journal of Management and Entrepreneurship)*, 3(2), pp-85.
- Yang, F. X. (2017). Effects of restaurant satisfaction and knowledge sharing motivation on eWOM intentions: the moderating role of technology acceptance factors. *Journal of Hospitality & Tourism Research*, 41(1), 93-127.

Acknowledgements

The authors are deeply grateful to the Ministry of Research, Technology, and Higher Education via Research Institution in State Polytechnic of Manado which funded this research.

Benny Irwan Towoliu, (benny.tourism@gmail.com) is a lecturer in Tourism Department, Politeknik Negeri Manado. Address: Kampus Politeknik, JL. Raya Politeknik, Ds. Buha, Manado, Indonesia.

Fonny Sangari, (fonny.sangari@gmail.com) is a lecturer in Tourism Department, Politeknik Negeri Manado. Address: Kampus Politeknik, JL. Raya Politeknik, Ds. Buha, Manado, Indonesia.

Dimas Ero Permana, (dimasero01@gmail.com) is a lecturer in Tourism Department, Politeknik Negeri Manado. Address: Kampus Politeknik, JL. Raya Politeknik, Ds. Buha, Manado, Indonesia.

GUEST SERVICE TRAINING MODEL DEVELOPMENT THE CASE OF THE WAITRESSES LOCAL AT RESTAURANT IN MANADO, NORTH SULAWESI-INDONESIA

ORIGINALITY REPORT

25%

SIMILARITY INDEX

21%

INTERNET SOURCES

4%

PUBLICATIONS

3%

STUDENT PAPERS

PRIMARY SOURCES

1

www.scribd.com

Internet Source

19%

2

Lagarense, Bet El Silisna, and Agustinus Walansendow. "Exploring Residents' Perceptions and Participation on Tourism and Waterfront Development: The Case of Manado Waterfront Development in Indonesia", Asia Pacific Journal of Tourism Research, 2014.

Publication

1%

3

Submitted to President University

Student Paper

1%

4

Stephy B. Walukow, Salama Manjang, Zahir Zainuddin, Faizal Arya Samman. "Design analysis of ceramic and polymer 150 kV insulators for tropical condition using quickfield software", AIP Publishing, 2018

Publication

1%

5

Submitted to University of East London

1 %

6

Submitted to INTI International University

Student Paper

1 %

7

Suci, Rahayu Puji, and Mohamad Syafi'I Idrus.
"The Influence of Employee Training and
Discipline Work against Employee
Performance PT. Merpati Nusantara Airlines
(Persero)", Review of European Studies, 2015.

Publication

<1 %

8

umaine.edu

Internet Source

<1 %

9

almatourism.unibo.it

Internet Source

<1 %

10

Submitted to Bridgepoint Education

Student Paper

<1 %

11

pt.scribd.com

Internet Source

<1 %

12

www.afaanz.org

Internet Source

<1 %

13

Submitted to Binus University International

Student Paper

<1 %

14

www.emeraldinsight.com

Internet Source

<1 %

15

journals.sagepub.com

Internet Source

<1%

16

www.ecologyandsociety.org

Internet Source

<1%

Exclude quotes On

Exclude matches < 5 words

Exclude bibliography On

GUEST SERVICE TRAINING MODEL DEVELOPMENT THE CASE OF THE WAITRESSES LOCAL AT RESTAURANT IN MANADO, NORTH SULAWESI-INDONESIA

GRADEMARK REPORT

FINAL GRADE

/12

GENERAL COMMENTS

Instructor

PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8

PAGE 9

PAGE 10

PAGE 11

PAGE 12

PAGE 13

PAGE 14

PAGE 15