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SEQUENCES OF SERVICE IMPLEMENTATION IN IMPROVING THE SERVICE QUALITY AT LOBBY LOUNGE BAR AND RESTAURANT JW MARRIOTT HOTEL SURABAYA

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Abstract

The purpose of this study was to analyze the implementation of the Sequence of Service and the impact of implementing the Sequence of Service in improving service quality at the Lobby Lounge & Bar Restaurant JW Marriott Hotel Surabaya. This research is qualitative research with data collection through observation, documentation, and interviews. Data were analyzed using descriptive analysis method with reference to the Sequence of Service theory and Service Quality theory. The implementation of the Sequence of Service carried out at the Lobby Lounge Bar & Restaurant consists of, namely Greet and Show Interest in the Guest, Take Cocktail Orders, Order and Deliver Drinks, Service at the table, Tabletop Maintenance & Guest Service, and the last is Close Open Checks & Farewell. It shows that the Implementation of Sequence of Service can improve the Quality of Service at the Lobby Lounge Bar & Restaurant. The impact of implementing the Sequence of Service can have a positive or negative impact. The positive impact is that guests will be satisfied and provide positive feedback/reviews for the services provided. The negative impact is that guests feel dissatisfied with the services provided and have an impact on service quality, guest reviews, and restaurant ratings.

Keywords: Implementation, Sequence of Service, Service Quality

1. INTRODUCTION

Lobby Lounge Bar & Restaurant is one of the restaurants at JW Marriott Surabaya with a European luxury and elegant concept. Lobby Lounge Bar & Restaurant is a restaurant with the concept of a la carte service and by using the American service system in its operational activities. Based on the concept and type of service being carried out, to improve service quality, waiters/waitresses must implement a sequence of services in accordance with the regulations and operational standards set by JW Marriott Surabaya. Starting with greeting and showing interest in the guest, taking cocktail orders, ordering and delivering drinks, service at the table, tabletop maintenance and guest service, and finally closing open checks. This study used a literature study approach by involving relevant previous research. The theory used in this study was the Sequence of Service theory from Singarevelavan, (2011). This theory was applied in this study to determine

the order in providing good and correct service in the Food and Beverage Department in hotels. The order of service in the restaurant is carried out from the time the guest arrives until the guest leaves the restaurant. Another theory used in this study was the theory of Service Quality by Parasuraman to look at measurement indicators and dimensions of service quality. This research was conducted with a plot that was made in a frame of mind consisting of internal and external factors. The internal factors influencing this research were the JW Marriott Hotel Surabaya that is one of the five star hotels in Surabaya, the quality of service at the Lobby Lounge Bar & Restaurant at JW Marriott Hotel Surabaya, the implementation of the Sequence of Service at the Lobby Lounge Bar & Restaurant in which there were still obstacles causing complaints. External influencing this research were Surabaya is one of the cities with the most visited by tourists in Indonesia, the development of hotel accommodation in the city of Surabaya, the hotel industry strives to always improve the quality of its services.

Based on those two factors, a research entitled “The Implementation of Sequence of Service to Improve Service Quality in Lobby Lounge Bar & Restaurant JW Marriott Hotel Surabaya” was conducted. The research implemented literature study approach by applying qualitative method. The literature study was carried out by using relevant previous research and theory of Sequence of Service and theory of Quality of Service. Qualitative Data used in this research were in the form of general information about research setting, implementation of Sequence of Service to improve service quality in Lobby Lounge Bar & Restaurant JW Marriott Hotel Surabaya, and the effects of implementation of implementation of Sequence of Service in Lobby Lounge Bar & Restaurant JW Marriott Hotel Surabaya. Data were gained through observation, interviews, documentation, and literature study. Interview was done with some informants who were supervisor, staff, and trainees. Data were analyzed by data reduction, data analysis, and conclusions. Results of analysis were presented using tables and narratively. But, there were some indicators impacting on the low quality of service in that hotel. One of them was not all waiters/ waitress implemented sequence of service well caused by some reasons, such as high hotel occupancy, communication issue with food and beverage production department, and the lack of knowledge. Those things caused impacts on the service quality and the daily hotel operational bringing to the negative comments/ complaints from the guests directly or online media. It could be seen from the guests’ comments on TripAdvisor saying that

“I stayed for 1 week, the service was poor. Specially in the lobby in the evening. The staff were rude, all I’m asking just a glass of orange juice. Before my dinner and she was like ignore us. Don’t you have any rotation staff?? staff lobby in the evening was very rude. Well, it wasn’t what i expected. I memories the name, Diana & Vira. They were very unpolite, different with the morning staff. They were friendly”.

That shows that some staff were unfriendly, and they did not leave any good impression. Besides, there was a comment on the marriott website regarding to Empower/ Guest Experiences saying that the guests waited for too long for the food in the restaurant then supervisor provided fruit platter and two drinks as complimentary. Based on the phenomena and obstacles faced, this study aimed at finding out the implementation of sequence to improve the service quality in Lobby Lounge and Bar JW Marriott and analysing the impacts of implementation sequence of service in improving the service quality in Lobby Lounge and Bar JW Marriott Surabaya.

2. LITERATURE REVIEW

Sequence of service in restaurant is sequence in providing good service in Food and Beverage Department in hotel. Sequence of service is done since guests' arrivals until guests' departures. This service is started by greeting/ welcoming guests until farewell. The sequence of service used in this research was theory of sequence of service proposed by Singaravelavan (Singaravelavan, 2011, chap. 3, p. 198). The sequence of service in restaurant is *Greeting and seating Guest, Unfolding Napkins, Pouring Water, Serving Bread & Butter, Presenting the Menu, Taking Order, Serving Appetizer, Clear up Appetizer, Serving Soup, Clear up Soup, Serving Main Course, Clear up Main Course, Crumbing the Table, Adjusting Dessert Cutlery, Serve Dessert, Offering Coffee/Tea, Ferewell*.

Some previous research that is considered relevant to this research is research from Mahtumah (2018) with the title Application of Sequence of Service at Breakfast by Waiters and Waitresses at Androwino Bistro Restaurant at Sheraton Mustika Resort and Spa Yogyakarta. The purpose of this study was to determine the application of sequence of service at breakfast by waiters and waitresses at Androwino Bistro Restaurant at the Sheraton Mustika Resort and Spa Yogyakarta. This research used a qualitative descriptive method that implements descriptive analysis and SWOT analysis. Data collection techniques used were interview techniques, observation methods, and library methods. The results of the study showed a discrepancy between the existing sequence of service and the implementation by waiters and waitresses which can lead to complaints. So far the breakfast buffet service has been running well, but there are several indicators that hinder its operation such as a lack of staff which makes the sequence of service not work well. Another relevant research is BR Darmaista's research (2018) entitled Application of Sequence of Service in Minimizing Complaints that Occur at Kangkung Pratama Hotel & Convention Restaurant. The purpose of this research was to find out how the application of sequence of service in minimizing complaints that occurred at Kangkung Restaurant Pratama Hotel & Convention. The method used was descriptive analysis. The theory used was the Sequence of Service theory. The results of the study showed that complaints could be minimized through the application of a sequence of service performed by the waiter/waitress. The difference is in the location and time of the study.

The third relevant research to this research is research from Sinnarong (2021), entitled The Sequence of Strategies when establishing a Taiwanese restaurant in Thailand. The differences are in the method, location, and time of research. The purpose of this study was to investigate the problems faced by many Taiwanese restaurants trying to set up shops or restaurants in Thailand. The method used was descriptive quantitative by distributing the instrument (questionnaire) to the respondents. The theory used was inventive problem solving. The results of the study indicated three phases that needed to be considered before a restaurateur can set up shop overseas. The three phases were the construction, operation and competition phases. Based on the previous research mentioned above where this research was used as a reference in making this research, however there were differences between previous research and this research, especially from the object and purpose of this research. This research focused on the implementation of sequences of service carried out by the Lobby Lounge and Bar where they have their own SOP related to the service system carried out which is an amalgamation of existing theory. They have 7 stages of service that are lived out of 17 stages in theory. From this application it is analyzed regarding the impact felt by the bar related to the service system being carried out.

3. METHODS

This study used a qualitative method producing descriptive data in the form of written or spoken words from observed people, behavior or phenomena. Methods of data collection in this study were observation techniques, interviews with research subjects who were in accordance with the specified criteria, and documentation. The data obtained in this study were analyzed using descriptive analysis methods and study documents or studying SOPs from JW Marriott, especially the Lobby Lounge Bar & Restaurant. The aim was to provide a systematic, actual, and accurate description of the characteristics, facts, and relationships between the phenomena studied. Primary data was obtained from observations, both observations, measurements, direct documentation in the field and data from interviews with informants to obtain information that supports research results.

Informants in this study were employees who were directly involved in the service system that implements service steps that refer to the service standards they have and also some questions that lead to supervisor who monitor the service standards provided to guests. The informants who were interviewed to obtain data in this study were 6 people consisting of: 1 Supervisor, 3 waiters/waitresses, and 2 trainees Lobby Lounge Bar & Restaurant JW Marriot Hotel Surabaya to obtain data and an overview of the Sequence of Service in improving service quality and the impact of its application in the Lobby Lounge Bar & Restaurant. The interview process was carried out when the researchers conducted training at the hotel. Data analysis according to Sugiyono (2018) is the process of systematically searching for and compiling data obtained from interviews, field notes, and documentation by organizing data into categories, describing them into units, synthesizing them, compiling them into patterns, selecting which ones are important and what will be learned, and draw conclusions so that they are easily understood by themselves and others. This study used three techniques in analyzing data, namely:

1. Data reduction: Data reduction was done by summarizing data from interviews and field observations.
2. Data analysis: The results of further data reduction were related to each other according to the theoretical basis and data in the field used.
3. Drawing conclusions: Researchers in this regard sharpened the conclusions that have been made to arrive at a final conclusion.

4. RESULTS AND DISCUSSION

4.1 An Overview of Research Setting

JW Marriott is a company founded by John Willard Marriott. JW Marriott is now known as one of the largest international hotel chains in the world. The John Willard Marriott really did a great job. John Willard Marriott started the business from a root beer shop in Washington DC which was developed through several steps until the hotel became as big as it is now. Marriott International has opened 3 JW Marriott hotel branches in Indonesia. The first hotel is in Jakarta, the second is in Surabaya and the third is in Medan. JW Marriott Surabaya was previously Westin Hotel Surabaya and has changed to JW Marriott Hotel. On June 10, 2002 announced the takeover of The Westin Hotel Surabaya to become JW Marriott Surabaya. JW Marriott Surabaya is owned or developed by PT. Ramasari Surya Persada. The building was designed by Wong & Ouyang Ltd (Building Service), and the interior design itself was created by Bent Severin and Employees. This hotel sets its target for entrepreneurs. The location of this hotel is very strategically located in the city center, Jl. Embong Malang 85-89 which is close to the business center.



Figure 1. Logo of JW Marriott Hotel Surabaya
Source: Wikipedia.com

Restaurant in JW Marriot Hotel Surabaya

a. Pavilion *Restaurant*

The Pavilion Restaurant caters to all tastes with an abundant and quality buffet and à la carte menu. The stylish design of the restaurant is decorated with high glass-covered windows, and can feast your eyes on views of the well-maintained tropical gardens. The focal point of this design is the lofty pillared pavilion, inspired by a 19th century greenhouse. The operating hours of this restaurant are for breakfast from 6.00 am – 11.00 am, lunch from 11.00 am – 3 pm, while for dinner it is 6.00 pm – 10 pm.



Figure 2. Pavilion *Restaurant*
Source: www.marriott.com

b. Imari *Japanese Restaurant*

Imari Restaurant is a premium Japanese restaurant under the auspices of JW Marriott Surabaya. The Imari restaurant features a relaxed, upscale atmosphere, as well as a dining area, with a wide selection of fresh sushi, sashimi and other beef and seafood dishes. The timeless Japanese restaurant also offers live teppanyaki dishes. The restaurant's operating hours are for lunch from 12.00 pm – 3.00 pm, and dinner from 06.00 pm – 11.00 pm.



Figure 3. Imari Japanese Restaurant

Source: www.marriott.com

c. Tang Palace Chinese Restaurant

Tang Palace is an authentic Wonton and Dim Sum restaurant in a Chinese-inspired setting. With warm lighting and distinctive interior design, the atmosphere of Tang Palace is perfect for quality dining with family or friends. This restaurant serves signature dishes such as Peking duck, pokcay shimeji tofu, and honey sauce gindara. As a tribute to Chef Affat, the dim sum specialist, the daily and weekend dim sum offers are not to be missed. The restaurant's operating hours are for lunch from 11.00 am – 3.00 pm, and dinner 6.00 pm – 10.30 pm. Open every Monday to Sunday.



Figure 4. Tang Palace Chinese Restoran

Source: www.marriott.com

d. Uppercut Steakhouse

The restaurant is designed in a chic, monochromatic brasserie, and features a sophisticated yet relaxed atmosphere like a modern steakhouse. The delectable menu features premium quality meats, and chef-recommended desserts using only the finest ingredients. The Bar section provides a selection of wines, cocktails and liquors. This restaurant's operating hours are for lunch from 12.00 pm – 03.00 pm, and dinner from 04.00 pm – 11.00 pm. Open every Tuesday to Sunday.



Figure 5. *Uppercut Steakhouse*
Source: www.marriott.com

e. *Lobby Lounge Bar & Restaurant*

The lobby lounge at JW Marriott is a place that has new comfort as the best hangout place in Surabaya with a luxurious and elegant concept. The lobby lounge has facilities such as live music performances every Monday to Saturday night, Cable TV to watch together, an open bar, selling alcoholic drinks such as wine, cocktails and also available non-alcoholic drinks such as soft drinks and mocktails. Hours of operation are 07.00 am to 11.00 pm.



Figure 6. *Lobby Lounge Bar & Restaurant*
Source: www.marriott.com

f. *SBCO (Surabaya Baking Company)*

SBCO sells various kinds of bakery products, cakes, candies, as well as birthday cakes. Operational hours are 08.00 am to 10.00 pm.



Figure 7. SBCO
Source: www.marriott.com

g. *Wine & Co*

Wine & Co is a new outlet that sells various types of wine from around the world. Open every day from 12.00 pm - 15.00 pm and evenings 18.00 pm - 22.00 pm.



Figure 8. Wine & Co
Sumber: www.marriott.com

4.2 Implementation of Sequence of Service to Improve the Service Quality in Lobby Lounge Bar & Restaurant JW Marriott Hotel Surabaya

The SOP implemented at the JW Marriott Hotel Surabaya Lobby Lounge Bar & Restaurant is based on the Guest Service Sequence of Service-Server Handbook made by Marriott International which is then used as the SOP Sequence of Service at the Lobby Lounge Bar & Restaurant. In the Guest Service Sequence of Service-Server Handbook, there are 7 SOPs for sequence of service stages which can be seen in the following table:

Table 1. The Differences of SOP on *Sequence of Service Lobby Lounge Bar & Restaurant*

No.	Old SOP	No.	New SOP
1.	Greet and Show Interest in the Guest	1.	Greet and Show Interest in the Guest
2.	Take Cocktail Order	2.	Take Cocktail Order
3.	Order and Deliver Drinks	3.	Order and Deliver Drinks
4.	Cash Out or Start a Tab	4.	Service at the table
5.	Service at the table	5.	Tabletop Maintenance & Guest Service
6.	Tabletop maintenance & Guest Service	6.	Close Open Checks & Farewell
7.	Close Open Checks & Farewell		

Source: JW Marriott Hotel Surabaya, 2023

Based on table data and the results of interviews with Lobby Lounge Bar & Restaurant Supervisors, it was explained that there were updates to the SOP in 2023, namely not carrying out the Cash Out or Start a Tab stage. The stage is integrated into SOP 3, namely Order and Deliver Drinks so that there are only 6 stages. Six SOP Sequences of Service carried out in the Lobby Lounge Bar & Restaurant starting from Greet and Show Interest in the Guest, Take Cocktail Order, Order and Deliver Drinks, Service at the table, Tabletop Maintenance & Guest Service, and the last is Close Open Checks & Farewell. The explanation is as follows:

a. *Greet and Show Interest in the Guest*

The first step carried out by the waiter/ess when guests come to the restaurant is to greet guests. All employees must greet guests first before guests greet employees. Waiters/waitresses get to know and carry on conversations with guests by making eye contact, smiling, and being enthusiastic and friendly. Then the waiter/waitress serves the menu to all guests.

b. *Take Cocktail Order*

The second step carried out by the waiter/waitress when guests come to the restaurant is taking orders. When taking orders, waiters/waitresses must master the entire menu and upsell for premium brands, signature cocktails, and food. When finished taking an order, the waiter/waitress must repeat the order to ensure that there is no mistake in taking the order. The results of the interview with Yudhistira Rediandika Supervisor Lobby Lounge Bar & Restaurant stated:

“In the order taking stage, waiters/waitresses, bartenders, to trainees must be knowledgeable of the entire menu, starting from snacks, main courses, desserts, all drinks, both alcoholic and non-alcoholic. If not, it can cause complaints. Repeat orders are also carried out especially when taking wine orders to ensure suitability and accuracy” (Yudhis, 18 January 2023).

Based on data from SOP 2 Lobby Lounge Bar & Restaurant JW Marriott Hotel Surabaya and interview results, it was explained that the stages of taking a cocktail order waiter/waitress must have skills, namely product knowledge of the entire menu as well as promotions in restaurants to support profits and minimize complaints.

c. *Order and Deliver Drinks*

The third step carried out by the waiter/waitress when guests come to the restaurant is to take orders. In this stage the waiter/waitress records orders into the micros system. After that, the waiter/waitress delivers drink orders with a duration of three and a half minutes after taking the order. Before serving to guests, you must make sure to use the correct glass, pay attention to garnishes, and more. When serving, the waiter/waitress confirms the drink order by mentioning the name of the drink that has been ordered. The results of the interview with Yudhistira Rediandika Supervisor Lobby Lounge Bar & Restaurant stated:

“After taking the order, the server immediately records the order into the micros system and then prepares the coster, straws, and snacks. The standard for making drinks after taking an order is 3 minutes. When delivering orders, the waiter/waitress must state the name of the order to ensure the order is correct, and also offer if there are additional orders” (Yudhis, 18 January 2023).

Based on data from SOP 3 Lobby Lounge Bar & Restaurant JW Marriott Hotel Surabaya, it is explained that Order and Deliver Drinks are carried out by the waiter/waitress, immediately all guest orders are entered into the micros system. After making sure all orders have been entered, the waiter//waitress must also immediately prepare all the required cutlery and condiments.

d. *Service at the table*

The fourth stage that is carried out by the waiter/waitress when guests come to the restaurant is serving at the table. All drinks are served using a tray except for guests who sit in front of the bar. All drinks served to guests must use a coaster bearing the JW Marriott logo and must be replaced with each reorder. If there are men and women at the table, the women must be served first. For ordering beer and mineral water, the waiter//waitress must immediately pour it into a glass in front of the guests, while every order of sparkling water and carbonated drinks must be accompanied by ice and lemon wedges. The results of the interview with Yudhistira Rediandika Supervisor Lobby Lounge Bar & Restaurant stated:

“Waiters/waitresses must always use a tray when delivering guest orders to the table, if guests sit in front of the bar they can go straight without using a tray. All drinks must be served using a coaster bearing the JW Marriott logo. Beer, mineral water and wine must be poured directly by the server to guests. Every order of soft drinks and sparkling water must contain ice cubes and lemon wedges in the glass” (Yudhis, 18 January 2023).

Based on SOP 4 Lobby Lounge Bar & Restaurant JW Marriott Hotel Surabaya data, it is explained that Service at the table is a service performed to guests when bringing food and drinks must use a tray and all cutlery and condiments served must comply with the standard SOP in the restaurant.

e. *Tabletop Maintenance & Guest Service*

The fifth stage that is carried out by the waiter/ess when guests come to the restaurant is tabletop maintenance and guest service. At this stage the waiter/waitress must always check and pay attention to the guest's table, if it is two minutes after the guest has tasted the food and drink the waiter/waitress can approach and ask for the taste and satisfaction of the guest (satisfaction). If 2/3 of the guest's drink is left in the glass, the waiter/waitress must immediately approach the guest table and offer if the

guest wants to add another drink, the waiter/waitress can also take the snacks that have run out and replace them with new ones. The results of the interview with Yudhistira Rediandika Supervisor Lobby Lounge Bar & Restaurant stated:

“All waiters/waitresses must be on standby and pay attention to all existing tables to see if the guests' drinks/snacks have run out or not. If the guest's drink has 2/3 of the glass remaining, the waiter/waitress must immediately ask whether the guest wants to add another drink or not. Waiters/waitresses must also ensure guest satisfaction with orders after 2 minutes of guests tasting” (Yudhis, January 18, 2023).

Based on data from SOP 5 Lobby Lounge Bar & Restaurant JW Marriott Hotel Surabaya, it is explained that Tabletop Maintenance & Guest Service Waiters/waitresses are always on standby paying attention to guest tables to ensure guests are satisfied with the food or drinks they ordered. In addition, the waiter/waitress must also pay attention that if a guest's order is almost finished, the waiter/waitress can immediately return to offer drinks to guests.

f. *Close Open Checks & Farewell*

The last step carried out by the waiter/ess when guests come to the restaurant is close open check and farewell. At this stage the cashier must ensure that all orders are correct and entered into the micros system. For payments using a credit/debit card, the waiter/waitress can bring it directly to the guest using a bill holder bearing the JW Marriott logo and bringing an EDC machine, or guests can also pay directly at the cashier. For cash payments, the cashier must make sure to state the correct nominal and give the correct change to the guest. For payments with a room charge, the cashier must ensure that guests sign along with their name and room number on the paper bill. After the guest has made a payment, all employees do farewell to the guest, say thank you and don't forget to invite the guest to come back. The results of the interview with Yudhistira Rediandika Supervisor Lobby Lounge Bar & Restaurant stated:

“The cashier must ensure that all guest orders are correct and are listed on the micros system. Bills must always be brought to guests using a bill holder bearing the JW Marriott logo. Payment using a debit/credit card can be made directly at the cashier or the waiter/ess can bring the EDC machine directly to the guests at the table. Cash payments must state the nominal in front of the guest and ensure that the change is correct. To pay for the room charge, you must ensure that the guest signs the signature along with the room number. Always say thank you and invite guests to come back for farewell” (Yudhis, January 18, 2023).

Based on data from SOP 6 Lobby Lounge Bar & Restaurant JW Marriott Hotel Surabaya, it is explained that Close Open Checks & Farewell is to do a closing open check or print a bill, the cashier must ensure that all guest orders have been inputted into the micros system. Existing payment methods must be carried out in accordance with the SOP provisions in the Lobby Lounge Bar & Restaurant. When doing farewell, all employees must greet and invite guests to come back to the restaurant.

4.3 The Differences of SOPs and Sequence of Service at Lobby Lounge Bar & Restaurant from the Theory of Sequence of Service

Based on the Sequence of Service theory (Singaravelavan, 2011, chap. 3, p. 198), the sequence of services performed from the time the guest arrives to leaving the restaurant is Greeting and seating Guest, Unfolding Napkins, Pouring Water, Serving Bread & Butter, Presenting the Menu, Taking Order, Serving Appetizer, Clear up Appetizer, Serving Soup, Clear up Soup, Serving Main Course, Crumbing the table, Adjusting Dessert Cutlery, Serving Dessert, Offering Coffee or Tea, Settle the Bill, and the last one is farewell. While the SOP Sequence of Service carried out at the Lobby Lounge Bar & Restaurant starts from Greet and Show Interest in the Guest, Take Cocktail Orders, Order and Deliver Drinks, Service at the table, Tabletop Maintenance & Guest Service, and the last is Close Open Checks & Farewell. The SOP implemented at the JW Marriott Hotel Surabaya Lobby Lounge Bar & Restaurant is based on the Guest Service Sequence of Service-Waiter/ess Handbook made by Marriott International which is then used as the SOP Sequence of Service at the Lobby Lounge Bar & Restaurant.

The difference between the Sequence of Service performed at the Lobby Lounge Bar & Restaurant and the Sequence of Service theory (Singaravelavan, 2011, chap. 3, p. 198) lies in the completeness of the service stages performed. This is because the Lobby Lounge Bar & Restaurant is a restaurant with an a la carte menu concept where menus can be ordered per item and served according to the guest's order. Meanwhile, in the Sequence of Service theory put forward by Singaravelavan (2011, chap. 3, p. 198) states that the service stage uses the table d'hote menu concept or set menu where the serving of food consists of appetizer, soup, entree, sorbet, main course, dessert, and closed with coffee & tea and served sequentially with pauses. The results of the interview with Yudhistira Rediandika Supervisor Lobby Lounge Bar & Restaurant stated:

“The difference between the SOP Sequence of Service conducted at the Lobby Lounge Bar & Restaurant and the theory previously described lies in the type of restaurant and menu offered. Lobby Lounge Bar & Restaurant is a type of casual dining restaurant where the menu offered is a la carte where each food and drink is sold per item and has a price for each. So the service stages that are carried out are not as complete as the existing theory which is a set menu that is usually served in fine dining restaurants and has many service stages because the food is served in stages” (Yudhis, January 18, 2023).

Based on interview data, it was explained that the difference between the SOP for the sequence of service stages in the Lobby Lounge Bar & Restaurant and the theory of sequence of service lies in the completeness of the service stages carried out which is influenced by differences in the type of restaurant and the type of menu used.

4.4 The Analysis of Implementation of Sequence of Service in Lobby Lounge Bar & Restaurant JW Marriott Hotel Surabaya from the Perspective of Service Quality Theory

Service Quality as measured by the theoretical indicators of Service Quality by (Tjiptono, 2011). The explanation is as follows:

a. Reliability

The implementation of the Sequence of Service carried out at the Lobby Lounge & Bar Restaurant of the JW Marriott Hotel Surabaya in providing reliable and trustworthy service is during the Tabletop Maintenance & Guest Service stage. In

this stage the waiter/ess must ensure that guests are satisfied with existing orders as well as the services provided to guests. Thus there will be a sense of guest confidence in the quality of existing services. The results of the interview with Yudhistira Rediandika Supervisor Lobby Lounge Bar & Restaurant stated:

“The Sequence of Service stages that are carried out in providing reliable and trustworthy services are when the waiter/ess performs the Tabletop Maintenance & Guest Service stages. At this stage the waiter/ess must ensure satisfaction with the services provided to guests or commonly known as guest satisfaction” (Yudhis, January 18, 2023).

Based on the data and interview results, it was explained that the implementation of the Sequence of Service carried out at the Lobby Lounge & Bar Restaurant JW Marriott Hotel Surabaya in providing reliable and trustworthy service was during the Tabletop Maintenance & Guest Service stage. Because the waiter/ess has to make sure guests are satisfied with the existing orders as well as the services provided to guests.

b. *Responsiveness*

The application of the Sequence of Service in the Lobby Lounge & Bar Restaurant of the JW Marriott Hotel Surabaya in providing fast and accurate service to guests is during the Order and Deliver Drinks stages. In this stage the server must ensure that the guest's food and drink orders are appropriate and properly served to the guest in accordance with the existing SOP provisions. The results of the interview with Yudhistira Rediandika Supervisor Lobby Lounge Bar & Restaurant stated:

“The Sequence of Service stages that are carried out in providing fast and precise service to guests are when the waiter/ess orders and delivers drinks. When carrying out this stage, the waiter/ess must be able to ensure that the orders ordered are correct and correct, also serve orders to guests according to the time provisions for each food and drink so as to avoid guest complaints” (Yudhis, January 18, 2023).

Based on the data and interview results, it was explained that the implementation of the Sequence of Service carried out at the Lobby Lounge & Bar Restaurant JW Marriott Hotel Surabaya in providing fast and accurate service to guests is during the Order and Deliver Drinks stages. Because the waiter / waitress must be able to ensure that the orders ordered are correct and correct.

c. *Assurance*

The application of the Sequence of Service carried out at the Lobby Lounge & Bar Restaurant JW Marriott Hotel Surabaya in terms of the knowledge of the services provided to guests is when carrying out the Taking Cocktail Order stage. At this stage the waiter/ess must be able to provide services to the best of his ability to guests. The waiter/ess must have product knowledge regarding the entire menu and also general information related to the hotel. The results of the interview with Yudhistira Rediandika Supervisor Lobby Lounge Bar & Restaurant stated:

“The Sequence of Service stages carried out in terms of knowledge of the services provided to guests are when the waiter/ess performs the Taking Cocktail Order stage, because at this stage each waiter/ess must perform services with the product knowledge they have to guests to be able to recommend menus or promotions that are There is. From there, the waiter/ess

can give a good impression to guests and minimize complaints” (Yudhis, 18 January 2023).

Based on interview data, it was explained that the implementation of the Sequence of Service carried out at the Lobby Lounge & Bar Restaurant JW Marriott Hotel Surabaya in terms of knowledge of the services provided to guests is when carrying out the Taking Cocktail Order stage. Because the waiter/ess has to provide services with the product knowledge they have to guests to be able to recommend menus, promotions, to general information about the hotel.

d. *Emphaty*

The implementation of the Sequence of Service carried out at the JW Marriott Hotel Lobby Lounge & Bar Restaurant in providing sincere and individual service to guests is when doing Greet and Show Interest in the Guest and also Farewell. In this stage, all associates, especially the hostess, must give warm and friendly greetings to guests so as to create a positive impression on guests while in the restaurant. The results of the interview with Yudhistira Rediandika Supervisor Lobby Lounge Bar & Restaurant stated:

“The Sequence of Service stages carried out in providing sincere and individual service to guests are when greeting and farewell to guests. Hostesses as well as all employees are required to give a positive impression to guests through sincere and friendly greetings to guests. From there, guests will usually give positive feedback about the restaurant, either directly or through the rating on TripAdvisor” (Yudhis, January 18, 2023).

Based on interview data, it was explained that the implementation of the Sequence of Service carried out at the JW Marriott Hotel Lobby Lounge & Bar Restaurant in providing sincere and individual service to guests is when doing Greet and Show Interest in the Guest and also Farewell. Because the hostess must give warm and friendly greetings to guests so as to create a positive impression on guests while in the restaurant.

e. *Tangibles*

The application of the Sequence of Service carried out at the Lobby Lounge & Bar Restaurant of the JW Marriott Hotel in providing concrete evidence of service to guests is when doing Service at the table. In this stage the restaurant is expected to provide the best service and show the appearance and capabilities of the company's physical facilities and infrastructure and the condition of the surrounding environment as tangible evidence to guests. The results of the interview with Yudhistira Rediandika Supervisor Lobby Lounge Bar & Restaurant stated:

“The Sequence of Service stages that are carried out in providing concrete evidence of service to guests are when doing Service at the table. In this stage the restaurant must be able to show concrete evidence of the best service to guests even if guests have complaints about the service in the restaurant” (Yudhis, 18 January 2023).

This statement is supported by one of the guest complaints on the Marriott website, namely Empower / Guest Experiences, which wrote that guests waited for food service for a very long time at the restaurant, then the supervisor gave a complimentary fruit platter and two drinks as an apology. This proves that the services

provided to guests in restaurants must be in the form of concrete evidence so that guests are satisfied with the services provided.

Based on the results of the interview data, it was explained that the six SOP Sequences of Service carried out at the Lobby Lounge Bar & Restaurant had been carried out based on the five theoretical indicators of service quality. Then guest satisfaction can be understood and used as a good result for the benefit of improving the quality of services provided to guests.

4.5 Problems Faced in Implementing Sequence of Service in Lobby Lounge Bar & Restaurant at JW Marriott Hotel Surabaya

Some of the obstacles in implementing sequences of service experienced by the Lobby Lounge Bar & Restaurant during operational activities include high hotel occupancy which makes the restaurant crowded where guests who stay/in house guest come and visit the Lobby Lounge Bar & Restaurant so that the course of operations becomes disrupted. Implementation of SOP from owned sequences of service cannot be carried out optimally. In addition to this, communication problems with the food & beverage product department are also an obstacle faced in implementing sequences of service where communication is carried out between each department which is still lacking which often results in miss communication which can lead to complaints from guests. Another obstacle faced when implementing sequences of service at the Lobby Lounge Bar & Restaurant is the lack of mastery of product knowledge from employees in providing services, especially in explaining the menu they have and also the waiters who lack mastery of the menu, especially for guests who have special requests such as gluten free, nut free, vegan and Lactos intolerances. This statement is supported by the high occupancy rate at JW Marriott Hotel Surabaya. The high level of guest arrivals that causes hotels to be crowded in the following table:

Table 2. *Occupancy dan Forecast JW Marriott Hotel Surabaya 2020-2022*

Month	2020			2021			2022		
	Occupancy Rate (%)	Room Sold	Room Available	Occupancy Rate (%)	Room Sold	Room Available	Occupancy Rate (%)	Room Sold	Room Available
Jan	36.86	4500	12210	27.43	2880	10500	72.97	8910	12210
Feb	24.82	3030	12210	26.29	2760	10500	77.15	9420	12210
Mar	19.66	2400	12210	26.00	2730	10500	69.53	8490	12210
Apr	10.00	900	9000	31.43	3300	10500	65.60	8010	12210
Mei	8.00	720	9000	32.57	3420	10500	77.15	9420	12210
Jun	5.33	480	9000	32.00	3360	10500	91.15	11130	12210
Jul	21.67	1950	9000	31.74	3333	10500	83.78	10230	12210
Ags	8.67	780	9000	60.29	6330	10500	77.40	9450	12210
Sept	9.67	870	9000	64.00	6720	10500	75.76	9250	12210
Okt	11.00	990	9000	47.91	5850	12210	71.74	8760	12210
Nov	13.33	1200	9000	45.21	5520	12210	69.94	8540	12210
Des	21.43	2250	10500	50.61	6180	12210	92.14	11250	12210
Total	16.85	20070	119130	39.95	52383	131130	77.03	112860	146520

Source: JW Marriott Hotel Surabaya 2020-2022

Based on table 2 data, it is explained that the occupancy rate or guest visits at the JW Marriott Hotel Surabaya has increased by 20.23% in the last 3 years. This causes the implementation of the Sequence of Service to experience a few obstacles which are also influenced by the level of guest visits at the Lobby Lounge Bar & Restaurant as follows:

Table 3. Number of Visitors in *Lobby Lounge Bar & Restaurant* 2020-2022

Year	Number of visitors	Average room sold
2020	2680	20070
2021	3680	52383
2022	8590	112860
Total	14950	138213
10.81 %		

Source: JW Marriott Hotel Surabaya 2020-2022

Based on the data above, it is explained that there has been an increase of 10.81% in the number of guests coming to the Lobby Lounge Bar & Restaurant in the last 3 years. This also affects the constraints experienced in implementing the sequence of service caused by the high number of visitors.

4.6 The Positive and Negative Impacts of the Implementation of Sequence of Service in Lobby Lounge and Bar Restaurant at JW Marriott Hotel Surabaya to Improve the Service Quality

The implementation of the Sequence of Service in restaurant operations certainly has various impacts ranging from positive impacts to negative ones. Reporting from the TripAdvisor website, there are a total of 87 reviews from 2020-2022. The amounts are as follows:

Table 4. Numbers of *Review Lobby Lounge Bar & Restaurant* di TripAdvisor 2020-2022

Year	Positive review	Negative review
2020	11	1
2021	42	1
2022	32	0
Total	97.70%	2.30%

Source: TripAdvisor.com tahun 2020-2022

Based on the data provided, it appears that the number of positive reviews for the Lobby Lounge & Bar Restaurant at JW Marriott Hotel Surabaya has increased in 2021, but then decreased in 2022. To explain this phenomenon, there are several factors that can influence visitor reviews. The factor of implementing the Sequence of Service in restaurant operations such as the Lobby Lounge & Bar Restaurant has a positive impact that can improve service quality. Sequence of Service is a series of procedures designed to provide guests with a consistent and satisfying experience, from initial greeting to closing of food or drink. By implementing an organized and consistent sequence of service standards, customers can feel valued and well served. This can lead to an increase in the number of positive reviews.

The increase in the number of positive reviews in 2021 can be due to several factors. One of them is increasing awareness of the importance of quality service during this period. Restaurant management and staff have implemented changes or updates in the implementation of the Sequence of Service, which improve the overall customer experience. In addition, effective promotional efforts or marketing campaigns can also have a positive impact on the number of positive reviews.

The decline in Positive Reviews in 2022 is due to several factors. One of them is the discrepancy between customer expectations and the services provided. If there is a change in service policy or there is a failure in implementing the Sequence of Service, it can reduce customer satisfaction and result in a decrease in the number of positive reviews. In addition, changes in management or internal policies, changes in untrained

staff or food or beverage quality issues can also contribute to a decrease in the number of positive reviews. Therefore, it is important for management to continuously monitor and evaluate service quality and identify factors that may influence customer reviews.

In the literature, there are several factors that can affect the rate of positive customer reviews, such as quality of service: Good and consistent service is the main factor that can increase the number of positive reviews. Factors such as speed of service, warmth of staff, responsiveness to customer needs, and the ability to solve problems quickly and effectively can create a positive experience. Apart from service, the quality of the food and drinks served also plays an important role in increasing the number of positive reviews. Taste, presentation, menu variety, and kitchen cleanliness can influence customer perceptions of a restaurant. The results of the interview with Yudhistira Rediandika Supervisor Lobby Lounge Bar & Restaurant stated:

“The impact of the implementation of the sequence of service in the Lobby Lounge Bar & Restaurant is the smooth running of services in operations so as to minimize complaints from guests. Apart from that, there will also be an impression of satisfaction from guests as well as positive feedback which will increase the rating of the restaurant. However, if the sequence of service is not carried out in accordance with the existing SOP, it will have a negative impact on the restaurant caused by guest complaints about the quality of the restaurant” (Yudis, January 18, 2023).

Based on the data and interview results above, it is explained that the implementation of the Sequence of Service can have a positive or negative impact. If the Sequence of Service is implemented properly, guests will be satisfied and give positive feedback on the services provided. If the Sequence of Service is not implemented properly, it will have a negative impact, namely guests will feel dissatisfied with the services provided and will have an impact on the quality and rating of the restaurant.

5. CONCLUSION

Based on the results of the data analysis that has been done, the following conclusions are drawn:

- a. JW Marriott Hotel Surabaya is a five-star hotel located in the center of Surabaya, Indonesia. This hotel was formerly known as Westin Hotel Surabaya before being taken over by Marriott International in 2002. This hotel has several restaurants serving a variety of food and a different atmosphere.
- b. Implementation of the Sequence of Service carried out at the Lobby Lounge Bar & Restaurant, there are 6 stages, namely Greet and Show Interest in the Guest, Take Cocktail Order, Order and Deliver Drinks, Service at the table, Tabletop Maintenance & Guest Service, and the last is Close Open Checks & Farewell. Based on data analysis, it was concluded that the high number of positive reviews/feedback from guests visiting the Lobby Lounge Bar & Restaurant indicates that the Implementation of Sequence of Service can improve Service Quality at the Lobby Lounge Bar & Restaurant. In 2023, there will be an update to the SOP Sequence of Service in the Lobby Lounge Bar & Restaurant, where the "Cash Out or Start a Tab" stage is combined with the "Order and Deliver Drinks" stage, bringing the total number of stages to six.
- c. The difference in SOP Sequence of Service in the Lobby Lounge Bar & Restaurant occurs because the Lobby Lounge Bar & Restaurant has different concepts and characteristics from fine dining restaurants which form the basis of the Sequence of Service theory. The SOP Sequence of Service in the Lobby Lounge Bar & Restaurant

is adjusted to the type of restaurant and the menu offered, which is more in line with a relaxed and casual dining experience.

- d. By implementing this Sequence of Service and paying attention to the theoretical indicators of service quality, the Lobby Lounge & Bar Restaurant at JW Marriott Hotel Surabaya can increase guest satisfaction and the quality of service provided. This is important for creating a positive guest experience and enhancing a restaurant's reputation.
- e. The implementation of the Sequence of Service at the Lobby Lounge Bar & Restaurant JW Marriott Hotel Surabaya faces obstacles such as high hotel occupancy rates, communication problems between departments, lack of mastery of employee product knowledge, and an increase in the number of guest visits. To overcome these obstacles, it is necessary to make efforts to improve communication between departments, train employees in mastering product knowledge, and organize effective operational strategies in dealing with high levels of guest visits.
- f. The implementation of the Sequence of Service at the Lobby Lounge & Bar Restaurant JW Marriott Hotel Surabaya has the potential for positive and negative impacts on service quality. Positive impacts include an increase in customer experience and the number of positive reviews, while negative impacts include a decrease in the number of positive reviews and potential customer complaints. Management needs to monitor and evaluate the implementation of the Sequence of Service, as well as improve and improve services according to customer expectations in order to achieve higher satisfaction and better overall service quality.

Recommendations that can be given to Lobby Lounge Bar & Restaurant operational parties are to be able to better ensure the implementation/sequence of service stages carried out in restaurants are carried out properly so as to avoid negative feedback and complaints from guests. Apart from that, the Food & Beverage Service department is also expected to be able to establish better relations with Food & Beverage Products in the future so as to minimize the occurrence of miscommunication which can lead to complaints from guests.

For further research, research on the Application of Sequence of Service in Improving Service Quality at the Lobby Lounge Bar & Restaurant is still far from perfect. The implementation of the Sequence of Service in restaurants really needs to be considered for smooth operations, it is hoped that in the future more comprehensive research can be carried out on the Implementation of the Sequence of Service to provide an overview of what the SOP Sequence of Service is like in restaurants in an effort to improve service quality.

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