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The Role of Front Office Staff in Providing Satisfaction and Comfort for Guests at Radisson Golf & Convention Center Batam

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Submission History:

Submitted: Month date, year

Revised: Month date, year

Accepted: Month date, year

Available Online: Month date, year



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Abstract

This study aims to analyze the role and contribution of Front Office staff at Radisson Golf & Convention Center Batam in creating a satisfying and comfortable guest experience. Front Office staff have the main responsibility in direct interaction with guests, such as reception, reservation handling, and check-in and check-out process. The research method used is descriptive method with quantitative and qualitative approaches, through questionnaire survey and in-depth interviews. The sample consisted of randomly selected Front Office employees and hotel guests. The results showed that although the contribution of Front Office employees has not reached the level of statistical significance ($p = 0.052$), there are positive indications that the improvement of their role has an impact on guest satisfaction. Factors such as communication skills, ability to handle complaints, and efficiency in service greatly influence guests' perception of hotel service quality. In addition, the findings also show that guests' personal preferences and the hotel's environmental conditions also influence the overall guest experience. Based on these findings, hotel management is advised to increase employee training in interpersonal skills and conflict handling, and improve internal communication systems between departments to enhance service coordination. This study provides important insights for hotel management in optimizing the role of the Front Office to improve guest experience.

Keywords: Front Office, kepuasan tamu, kualitas layanan, manajemen hotel, Radisson Golf & Convention Center Batam

INTRODUCTION

The hospitality industry in Indonesia has become one of the main motors of the country's economic growth, contributing significantly to the overall economy. Recent data shows that the tourism sector, which includes the hospitality industry, has contributed 5.3% to Indonesia's Gross Domestic Product (GDP) in 2019 (Atmanegara, Cahyono, Qomariah, & Sanosra, 2019). In addition, revenue from the hospitality services sector showed an impressive positive trend, with revenue jumping 138 percent from Rp18.49 billion to Rp44.04 billion in the first semester of 2022 (Atifah & Fatimah, 2022).

The role of front office staff in the hospitality industry is crucial. Not only do they spearhead the interaction between guests and the hotel, but they are also responsible for creating a memorable experience for every guest that comes through the door (Insani & Setiyariski, 2020). By being the first point of contact, they have the opportunity to provide a warm and friendly welcome, ensuring that every guest feels valued and cared for from the moment they arrive at the hotel. On top of that, they also have an important role in managing all processes related to reservation management, smooth check-in, and efficient check-out (Maulanasari & Asshofi, 2021). With good multitasking skills, they are able to answer guests' questions, provide information about hotel facilities, and handle various special requests with professionalism and accuracy.

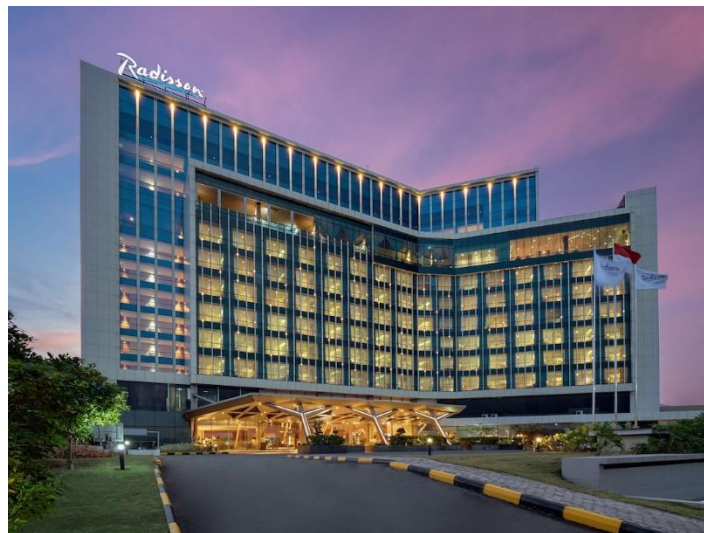


Figure 1. Front View of Radisson Golf & Convention Center Batam

Source: (Radisson Hotel Group, 2000)

Radisson Golf & Convention Center Batam has a strong commitment to provide the best service to each of its guests. With luxurious facilities and services, as well as high quality standards, the hotel is determined to become one of the best 5-star hotels in Indonesia (Putra

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7 & Aprilson, 2022). Its significant contribution to the country's hospitality industry is undeniable, as Radisson Golf & Convention Center Batam has not only become the preferred stay destination for travelers seeking an exceptional experience, but also one of the pillars in enriching Indonesia's tourism industry as a whole. With an unwavering commitment to provide an unforgettable stay and continuously strive to improve service standards in accordance with the prevailing SOPs, Radisson Golf & Convention Center Batam is one of the best places to stay in the country (Suwitra Wirya, 2023), Radisson Golf & Convention Center Batam sets an example for the hospitality industry in making a positive contribution to the country's tourism and economic growth.

Understanding and monitoring the indicators of guest satisfaction and comfort is an important step for Radisson Golf & Convention Center Batam in maintaining their reputation and business growth in the competitive hospitality industry. Measuring business growth can be done effectively by applying SWOT analysis (Kristin & Lubis, 2023), that helps identify strengths, weaknesses, opportunities, and threats to formulate appropriate development strategies (Simbolon, Lubis, & Wibowo, 2023). Therefore, it is necessary to analyze guest characteristics in depth so that the services provided can be tailored to their needs and preferences, creating a more personalized and satisfying experience (Safira, Wibowo, & Lubis, 2023). By prioritizing product quality, friendly and responsive service, and offering value for money, the hotel is able to ensure that every guest feels valued and satisfied during their stay. Effective marketing strategies that focus on the overall guest experience are also key in creating strong customer relationships and gaining high loyalty. As such, Radisson Golf & Convention Center Batam can continue to innovate and improve their services, making guest satisfaction and comfort a top priority in every aspect of hotel operations.

29 Regarding the indicators of guest satisfaction and comfort, Radisson Golf & Convention Center Batam has a focused and comprehensive strategy. From the quality of the products served to the services provided, every aspect is carefully monitored to ensure that every guest has a satisfying and memorable experience during their stay at the hotel. Strong internal team collaboration and open communication allow the hotel to continuously evaluate and improve their services, in accordance with feedback and the latest industry trends. As such, Radisson Golf & Convention Center Batam is able to adapt quickly to the changing needs and preferences of guests, making the hotel a relevant and attractive choice for a diverse range of market segments.

Google review summary ⓘ

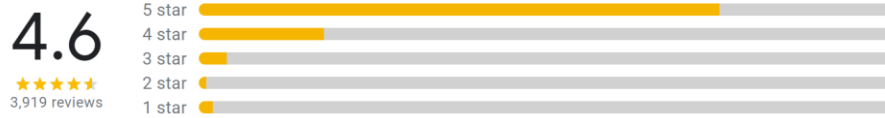


Figure 1. Overall Service Review at Radisson Golf & Convention Center Batam

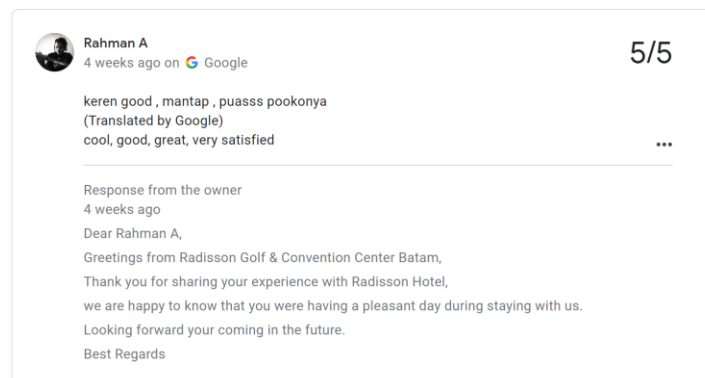


Figure 2. Review on Aspects of Customer Satisfaction at Radisson Golf & Convention Center Batam

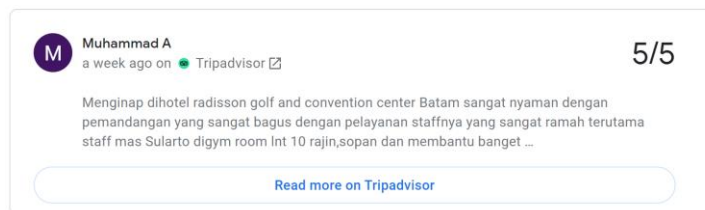


Figure 3. Review of Comfort at Radisson Golf & Convention Center Batam

In addition, the hotel also adopts a proactive approach in dealing with issues that may arise during a guest's stay. With a responsive and flexible management system, any complaints or requests from guests are addressed quickly and efficiently, ensuring that every guest feels valued and heard. Prompt, problem-solving responses can turn a negative experience into a positive impression, strengthening guest loyalty and adding significant value to the hotel's reputation. As such, Radisson Golf & Convention Center Batam continues to be committed to providing the best service for their guests, making guest satisfaction and comfort a top priority in every step of their operations.

Therefore, this research becomes very important in exploring the role played by front office staff in providing satisfaction and comfort for guests at Radisson Golf & Convention Center Batam. Nonetheless, it should be kept in mind that hotel guest satisfaction is not only determined by front office performance, but also influenced by the important contribution of room attendant (As Shiddiqi, Supardi, & Lubis, 2023) (Jefri, Supardi, & Lubis, 2023) and

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room supervisors (S. P. A. Putri, Wibowo, & Lubis, 2023) in maintaining room comfort and cleanliness (Fakhri, Supardi, & Lubis, 2024). With an in-depth understanding of their roles and responsibilities, we can uncover in more detail how interactions between front office staff and guests take place, as well as how these interactions affect the overall guest experience during a hotel stay. Through this research, we can identify factors that support or hinder the achievement of guest satisfaction, as well as provide valuable insights for hotel management in improving their service quality. Thus, this research is not only beneficial to the theoretical understanding of the hospitality industry, but also has significant practical implications in improving the operational performance and reputation of Radisson Golf & Convention Center Batam in an increasingly competitive market.

This research focuses on the role and contribution of front office staff at Radisson Golf & Convention Center Batam in creating a satisfying and comfortable guest experience. The main factors analyzed include employee interactions with guests, services provided, and interpersonal communication in the hotel environment. By focusing on the guest reception process, reservation handling, check-in/check-out, and complaint handling, this study aims to understand how front office staff can influence the overall guest experience (Batista, Couto, Botelho, & Faias, 2014).

The limitation of this research lies in focusing on one hotel, namely Radisson Golf & Convention Center Batam, without involving other hotels in Batam or in other regions. The research is also limited to the guest experience during a specific period, taking into account seasonal variations in hotel activities. This restriction is intended to allow the research to provide a more in-depth picture of (Al Ikhlas, Kustati, & Sepriyanti, 2023) and specific about the contribution of front office staff in creating guest satisfaction and comfort.

The main objective of this study was to evaluate how front office staff interactions and services affect guest satisfaction (Nugraha, Ananda, & Djandri, 2022). Specifically, this research will examine the guest reception process, the effectiveness of reservation handling, as well as the ability of employees to manage complaints and create good interpersonal communication. It is hoped that the results of this study can provide a more complete understanding of the important role of the front office in creating a positive guest experience.

The benefits of this research fall into two main categories: academic and practical. From an academic perspective, this research will provide new insights into how front office staff can improve service quality in the hospitality industry. From a practical perspective,

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1 this research will help the management of Radisson Golf & Convention Center Batam in
15 understanding the areas that need to be improved to enhance service quality. In addition,
front office staff can use the results of this study as a guideline to improve their
performance, thereby increasing guest satisfaction (Giovani, Wibowo, & Lubis, 2023), guest
comfort (Selamet, Satya Wira, & Sawokupu, 2023) and strengthen the hotel's reputation.

30 The results of this study are also expected to benefit other hotels, both in Batam and outside
the region, by providing practical guidance to improve service quality. In addition,
improved service quality and guest satisfaction will strengthen the image of Radisson Golf
& Convention Center Batam as a professional, friendly, and high-quality hotel, thus
potentially increasing the number of visits and the sustainability of the hotel's business in
the long run.

9 METHOD

1 According to (Sugiyono, 2019), Research design is a systematic plan that includes the
45 steps of collecting, processing, analyzing, and interpreting data to achieve research
objectives. In this research on the role of Front Office staff at Radisson Golf & Convention
Center Batam, a descriptive approach was used as it allows researchers to gain an in-depth
understanding of staff and guest interactions. This method includes observations,
interviews, and document analysis to identify the duties, responsibilities, and strategies used
by Front Office staff in creating a satisfying guest experience. The descriptive approach, as
stated (Nazir, 2009), helps uncover current dynamics, which will provide insights for
management to improve service and overall guest satisfaction.

1 The population in this study includes two main groups, namely Front Office staff and
11 guests at Radisson Golf & Convention Center Batam. The Front Office employee population
includes all staff working in the Front Office department, including receptionists, check-
in/check-out officers, and Front Office managers, who are directly involved in interactions
with guests. Meanwhile, the guest population includes all guests staying at the hotel during
37 the research period, who have direct experience related to the services provided by Front
Office employees.

32 Sample selection is done using a random method to ensure that the sample is
representative of the larger population. For Front Office employees, the sample will be
selected from different roles in the department, so as to include a variety of experience and
responsibilities. This is important so that the data obtained reflects the diverse perspectives
within the department. Meanwhile, the guest sample will be drawn from a list of guests

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staying at the hotel during the research period or through direct meetings with guests who are willing to participate. The guest sample was selected to cover a wide range of backgrounds and preferences, allowing the research to gain diverse perspectives on their experiences in interacting with the Front Office. By using a random sample of these two groups, the research is expected to generate representative data regarding the experiences and perceptions of employees as well as guests, so that patterns in Front Office services that impact guest satisfaction can be identified.

The data collection method in this study is conducted through a combination of questionnaire surveys and in-depth interviews. Questionnaires will be administered to hotel guests to measure their level of satisfaction with Front Office services, using a Likert scale to assess various aspects of the service such as guest reception, reservation handling, and check-in/check-out process. Meanwhile, in-depth interviews will be conducted with Front Office employees to understand more about their strategies in providing services as well as the constraints faced. Additional data will also be collected through analysis of the hotel's internal documents relating to Front Office staff performance evaluation and previous guest satisfaction reports. This approach is expected to provide a comprehensive view of the role of Front Office employees in creating guest satisfaction.

Data analysis techniques in this research are conducted through quantitative and qualitative approaches. Quantitative data obtained from questionnaires will be analyzed using descriptive statistics to measure frequency, average, and percentage, so as to describe the level of guest satisfaction with Front Office services. In addition, correlation tests will be used to see the relationship between variables, such as employee skills and guest satisfaction levels. Qualitative data obtained from in-depth interviews with Front Office employees will be thematically analyzed to identify patterns, strategies, and constraints in the Front Office.

Statistical methods used in quantitative data analysis include descriptive statistics to describe data distribution, such as means, frequencies and percentages. In addition, the Pearson correlation test is used to measure the strength and direction of the relationship between variables, for example between Front Office staff skills and guest satisfaction levels. If required, linear regression can also be used to see how much the independent variable (such as service quality) affects the dependent variable (guest satisfaction). For qualitative data, thematic analysis was used to identify key patterns and themes from the interviews, thus supporting the quantitative findings.

Limitations in the chosen method include several aspects. The use of questionnaires for quantitative data can lead to social bias, where respondents give answers that are more socially acceptable than answers that reflect their real experiences. In addition, in-depth interviews are prone to subjectivity from both the interviewer and respondent, which can affect the accuracy of the data. Statistical analysis, while effective for showing relationships between variables, cannot prove causality directly. Furthermore, sampling limited to a single hotel limits the generalizability of the findings, while data collection over a period of time provides only a snapshot without reflecting long-term dynamics in service and guest satisfaction.

FINDING AND DISCUSSION

Radisson Golf & Convention Center Batam is a five-star hotel located in Batam, Indonesia, offering luxurious facilities and high quality services. The hotel is located at Jl. Jenderal Sudirman, Sukajadi, Batam Center, which is strategically located in the city center and close to various business and tourist destinations. With 300 spacious rooms and suites, the hotel provides modern facilities such as free Wi-Fi access, an outdoor swimming pool, fitness center, spa, as well as various restaurants and bars to pamper guests with international culinary options. Radisson Golf & Convention Center Batam is also known for its spacious meeting and conference rooms, suitable for business and social events, as well as offering 24-hour room service and additional facilities such as shuttle service and childcare. The availability of quality facilities will significantly increase guest satisfaction (Morysa & Lubis, 2023) and play an important role in influencing their decision to choose to stay again in the future (Setiawan, Lubis, & Supardi, 2023). With a focus on guest comfort and satisfaction, the hotel is committed to providing a memorable stay for both business and leisure travelers.

Table 1. Descriptive Statistics of Respondents

Umur					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<21 tahun	8	40.0	40.0	40.0
	>21 tahun	12	60.0	60.0	100.0
	Total	20	100.0	100.0	

Based on the descriptive data of the respondents, the majority of customers (60%) are above 21 years old, while the rest (40%) are below 21 years old. This shows that the hotel attracts a wide range of age groups, with a predominance of mature customers. Front

office staff need to understand and adapt their approach to the needs and expectations of both age groups to ensure the satisfaction of all guests. By providing friendly, responsive, and professional service, they can improve the quality of guests' stay at the hotel. To become a professional front office or hotelier, it requires a deep and skillful mastery of hospitality knowledge, in order to provide quality and memorable services to every guest (Lubis, Supardi, Fatimah, & Wibowo, 2024).

Table 2. Descriptive Statistics of Statement

Statistics			
		X	Y
Valid	Valid	20	20
	Missing	0	0
Mean		4.5889	4.6000
Median		4.5556	5.0000
Std. Deviation		.27478	.59824
Skewness		.058	-1.245
Std. Error of Skewness		.512	.512
Kurtosis		-.153	.783
Std. Error of Kurtosis		.992	.992

The results of the descriptive statistics show that the mean value for variable X (Role and Contribution of Front Office Employees) is 4.5889, which is close to the highest scale (5), indicating a positive assessment from respondents. Meanwhile, variable Y (Satisfying and Comfortable Experience) has a mean value of 4.6000, which is also very positive. The median for variable X is 4.5556, while the median for variable Y is 5.0000, indicating that most respondents gave a perfect rating for a satisfying and comfortable experience. The standard deviation of variable X of 0.27478 indicates a relatively low variation in assessment compared to variable Y which has a standard deviation of 0.59824, indicating a greater variation in assessment. The skewness and kurtosis of variable X are close to zero, indicating a near-normal distribution of the data, whereas variable Y has a considerable negative skewness (-1.245), indicating that many respondents gave ratings at the higher end of the scale.

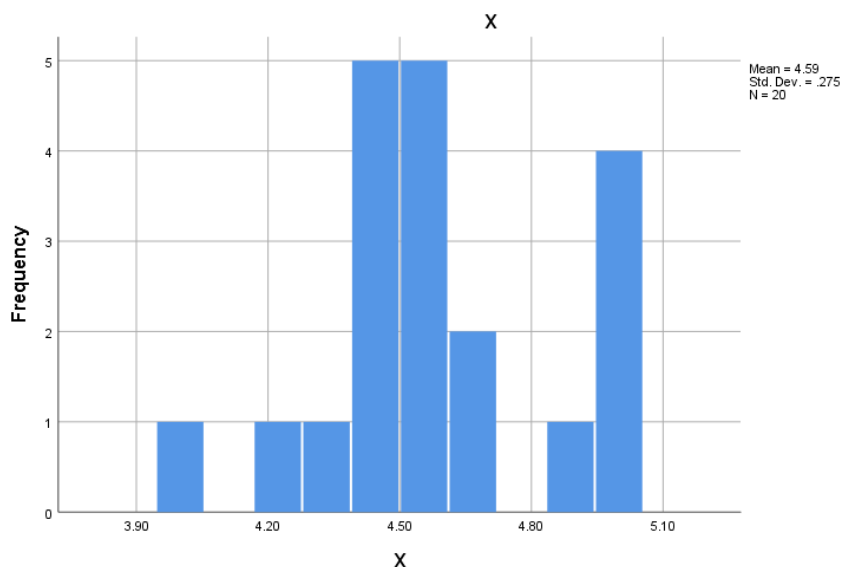


Figure 1. Histogram of Independent Variable Statements

Table 3. Histogram of Independent Variable Statements

		X			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.00	1	5.0	5.0	5.0
	4.22	1	5.0	5.0	10.0
	4.33	1	5.0	5.0	15.0
	4.44	5	25.0	25.0	40.0
	4.56	5	25.0	25.0	65.0
	4.67	2	10.0	10.0	75.0
	4.89	1	5.0	5.0	80.0
	5.00	4	20.0	20.0	100.0
Total		20	100.0	100.0	

The results of the data analysis show that the role and contribution of front office staff is highly valued by respondents, with the majority giving ratings above 4.44 on a 5.0 scale. A total of 25% of respondents gave scores of 4.44 and 4.56, indicating that a third of the total respondents highly value the performance of front office staff. The highest score of 5.00 was given by 20% of respondents, indicating maximum satisfaction with the role of these employees. Only 20% of respondents gave a score below 4.44, but still in the good category. Overall, these ratings reflect that the contribution of front office staff plays an important role in creating a satisfying and comfortable experience for customers.

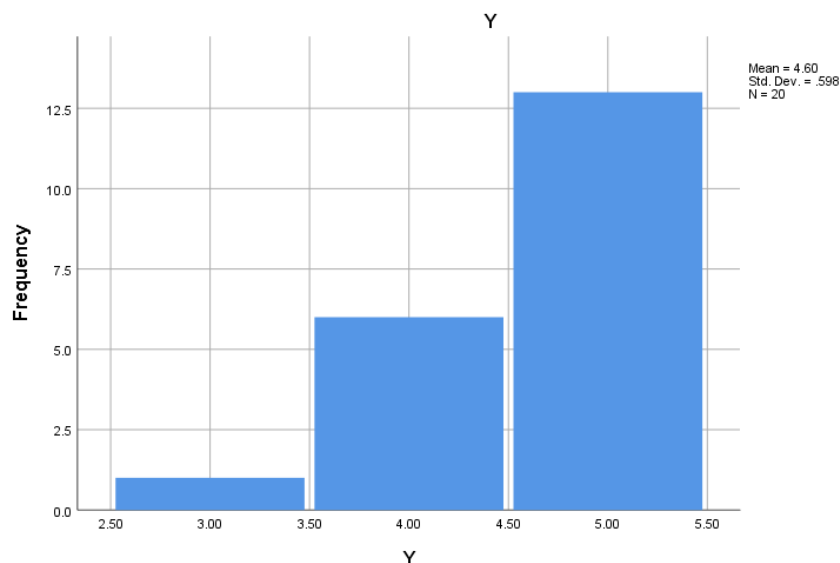


Figure 2. Histogram of Dependent Variable Statements

Table 4. Frequency Distribution Table of Dependent Variable Statements

Y					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	1	5.0	5.0	5.0
	4.00	6	30.0	30.0	35.0
	5.00	13	65.0	65.0	100.0
	Total	20	100.0	100.0	

Based on the data, a satisfying and comfortable experience (Y) is mostly experienced by respondents with the highest scores. A total of 65% of respondents gave a score of 5.00, indicating that the majority felt very satisfied and comfortable. Meanwhile, 30% of respondents gave a score of 4.00, indicating a fairly high level of satisfaction but not maximized. Only 5% of respondents gave a score of 3.00, indicating a moderate level of satisfaction. Overall, this data shows that the role and contribution of front office staff tends to provide a very positive experience to customers.

Table 5. Correlation Matrix between Independent Variables and Dependent Variables

Correlations			
		X	Y
X	Pearson Correlation	1	.441
	Sig. (2-tailed)		.052
	N	20	20
Y	Pearson Correlation	.441	1
	Sig. (2-tailed)	.052	
	N	20	20

The correlation analysis between the role and contribution of front office employees (X) with a satisfying and comfortable experience (Y) shows a moderate positive correlation with a Pearson value of 0.441. This means that the better the role and contribution of front office employees, the higher the satisfying and comfortable experience felt by customers. Previous research has shown that customer service quality can be significantly improved through training (Lubis, Supardi, Fatimah, & Rajin, 2024) and continuous employee capacity building (Supardi, Lubis, Fatimah, & Muhammad Haikal, 2024). However, the significance level of 0.052 indicates that this correlation is at the threshold of significance, which is slightly above the general significance level of 0.05. As such, this relationship is not strong enough to be statistically concluded as significant at the 5% level, but it still shows a positive trend that is worth considering. The sample size of 20 respondents is also worth noting, as a larger sample would probably provide more conclusive results.

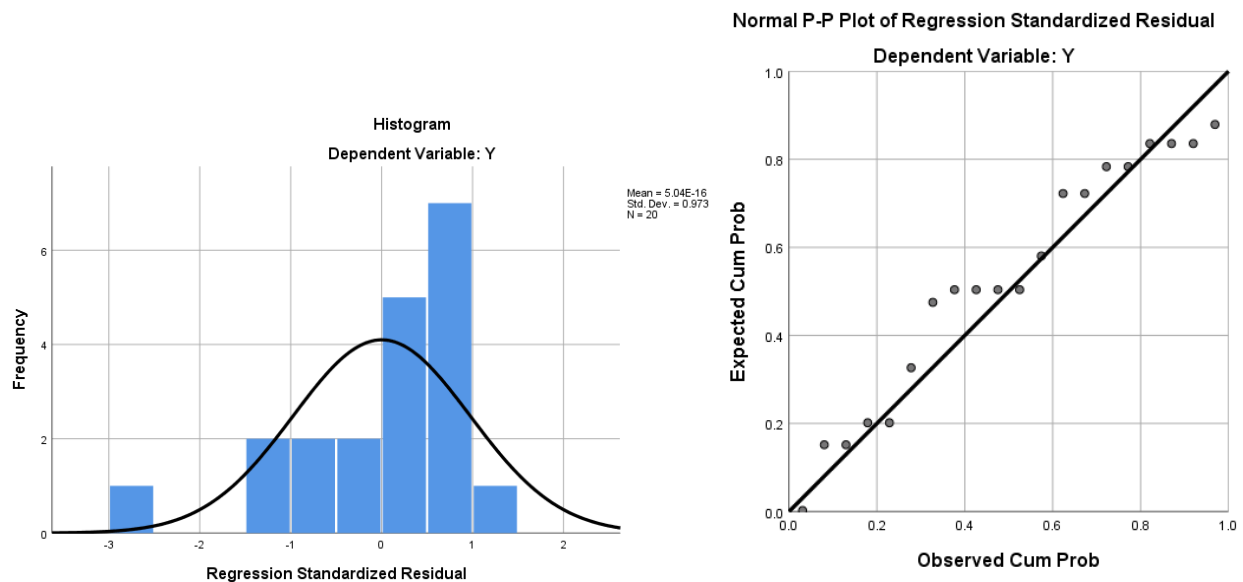


Figure 3. Histogram of Residuals and P-P Plot of Residuals

Table 6. Residual Normality Test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.193	2.117		
	X	.960	.461	.441	.091
a. Dependent Variable: Y					

The classical assumption test of normality aims to evaluate whether the residual data of the regression model is normally distributed. In the table presented, the $t(B)$ value for the constant is 0.193 with a p value of 0.928, indicating that there is no significant evidence that the constant is different from zero. The $t(B)$ coefficient for variable X is 0.960 with a p value of 0.052, which is close to the significant threshold of 0.05, indicating that the role and contribution of front office employees have a positive and almost significant influence on a satisfying and comfortable experience. Thus, these values indicate an almost significant relationship between the independent and dependent variables, but to specifically check the normality of the residuals, we need to use additional statistical tests such as the Kolmogorov-Smirnov or Shapiro-Wilk test. The normality of the residuals being met will support the validity of the regression model used, thus ensuring that the results obtained can be trusted and used for more accurate predictions.

Table 7. ANOVA Table of Residuals

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Y X	Between Groups	(Combined)	2.800	7	.400	1.200	.372
		Linearity	1.323	1	1.323	3.970	.070
		Deviation from Linearity	1.477	6	.246	.738	.629
	Within Groups		4.000	12	.333		
	Total		6.800	19			

Based on the ANOVA table presented, it can be interpreted that the linearity test between variables X (Role and Contribution of Front Office Employees) and Y (Satisfying and Comfortable Experience) shows results that are close to significance in the linearity value with an F value of 3.970 and a p value of 0.070. This indicates that the linear relationship between the two variables is not fully significant at the 0.05 level of significance, but is close to the limit of significance. Furthermore, the deviation from linearity shows an F value of 0.738 with a p value of 0.629, which means that the deviation from linearity is not significant and the assumption of linearity is acceptable. The total variation explained by the model was 6,800 with 19 degrees of freedom, and the within-group variation was 4,000 with 12 degrees of freedom. Thus, although the main linear relationship between variables X and Y is close to significance, the model can still be considered to fulfill the overall assumption of linearity.

Table 8. Breusch-Pagan Table Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.119	1	.119	.407	.532b
	Residual	5.247	18	.292		
	Total	5.366	19			
a. Dependent Variable: Error_Quadratic						
b. Predictors: (Constant), X						

The Breusch-Pagan test is used to test the homoscedasticity assumption in regression. The test results show that the p-value ($p = 0.532$) is greater than the generally used significance level (e.g. $\alpha = 0.05$), which indicates there is insufficient evidence to reject the assumption of homoscedasticity. This means that the variation of the error (residuals) does not significantly depend on the values of the independent variable (X). This indicates that the assumption that the error variance is constant for all values of the independent variables in the regression model is acceptable. However, this interpretation must be carried out taking into account the specific context of the regression model used, as well as other aspects such as visual interpretation of residual plots and other tests to ensure the validity of the regression analysis results.

Table 9. Regression Analysis Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.193	2.117		.091	.928
	X	.960	.461	.441	2.085	.052
a. Dependent Variable: Y						

In this regression model, the dependent variable Y (Satisfying and Comfortable Experience) is explained by the independent variable X (Role and Contribution of Front Office Employees). The results of the analysis show that the regression coefficient for X is 0.960 with a standard error of 0.461. So the mathematical formulation is $\hat{Y} = 0.19 + 0.96X_1$

with, Y: A Satisfying and Comfortable Experience

X₁: Role and Contribution of Front Office Employees

This standardized coefficient shows that each unit increase in variable This suggests that there is a strong positive tendency that the better the role and contribution of front

office employees, the more satisfying and comfortable the guest experience at the hotel will be.

The partial t test is used to evaluate the significance of the relative contribution of the independent variable (X, Role and Contribution of Front Office Employees) to the dependent variable (Y, Satisfying and Comfortable Experience) in the regression model. The test results show that the regression coefficient for variable Although the p value is slightly above the generally established level of significance (for example, $\alpha = 0.05$), we can conclude that there is a strong indication that variable tends to increase the guest's Satisfying and Comfortable Experience, although further assessment needs to be done to consider contextual factors and the potential influence of other variables in the model. In conclusion, the results of this partial t test provide initial evidence that supports the important role of front office employees in improving the quality of the guest experience at the Radisson Golf & Convention Center Batam, and suggests considering efforts to strengthen their contribution in service to guests.

Table 10. Regression Analysis Coefficients

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.441a	.195	.150	.55160
a. Predictors: (Constant), X				
b. Dependent Variable: Y				

Evaluation of the accuracy of the regression model shows that the model used can explain around 19.5% of the variability in the Satisfying and Comfortable Experience (Y) variable, as reflected by the coefficient of determination (R-squared) of 0.195. The Adjusted R Square value, which considers the number of independent variables in the model, reduces the value to 0.150, indicating that a small portion of the variation in Y can be explained by the independent variable X (Role and Contribution of Front Office Employees). However, the low R-squared value indicates that there are many other factors outside the X variable that influence the Satisfying and Comfortable Experience of guests at the Radisson Golf & Convention Center Batam. Standard Error of the Estimate (0.55160) indicates how far the observation data is spread from the resulting regression line, indicating the level of accuracy of the model's predictions on empirical data. Although this model provides an initial understanding of the relationship between variables X and Y, further interpretation may be

required through additional analysis or use of more complex models to improve the accuracy of predictions of the desired guest experience.

Based on the findings above, it can be concluded that this research focuses on the contribution of Front Office employees at the Radisson Golf & Convention Center Batam to a satisfying and comfortable guest experience. Even though the partial test results show that the contribution is not yet statistically significant ($p = 0.052$), the positive regression coefficient of 0.960 shows a tendency that increasing the performance of Front Office employees can have a positive impact on guests' perceptions of hotel service quality. These findings indicate the importance of employees' proactive role in meeting guests' needs and expectations, especially through friendly interactions and clear communication (Wulanda, Wibowo, Lubis, & Fatimah, 2023). Even though the statistical results do not show strong significance, hotel management can utilize these insights to develop strategies to improve the interpersonal and professional skills of Front Office employees, which has the potential to increase guest satisfaction and loyalty, as well as strengthen the hotel's reputation as a destination with high-quality service. The use of appropriate technology plays an important role in increasing the response speed of a front office, so this aspect must be a main concern for the hotel to ensure efficient and satisfying service (Shin, Perdue, & Kang, 2019).

Contextual factors that influence the relationship between the role and contribution of Front Office employees (variabel X) and a satisfying guest experience (variabel Y) includes elements not included in the regression model, such as previous experience, guest personal preferences, and hotel environment. A guest's past experiences can influence their perception of the service they receive, while personal preferences, such as the type of service or preferred communication style, also play a role in shaping satisfaction levels. In addition, environmental factors such as interior design, cleanliness and hotel atmosphere can strengthen guests' positive perceptions while influencing the performance of front office employees (Sagala, Lubis, & Supardi, 2023). Staff attunement to guest preferences and needs and their involvement in creating a comfortable environment can have a significant impact on the overall guest experience. To understand more deeply the interaction of these variables, further research using a qualitative approach is needed.

The results of this research have important implications for the operational management of the Radisson Golf & Convention Center Batam in improving service quality through Front Office employees. Given the major contribution Front Office employees make to the guest experience, management can implement human resource development programs that focus on interpersonal skills, conflict handling, and effective communication.

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In addition, improving the internal communication system between departments will strengthen service coordination that is more consistent and responsive to guest needs. Management can also actively involve Front Office employees in strategic planning and performance evaluation, giving them space to contribute directly to service improvements. These steps are expected to increase employee engagement, strengthen motivation, and create service innovations that meet and exceed guest expectations, strengthening the hotel's competitive position in the hospitality industry.

CONCLUSION

This research reveals the important role of Front Office employees in creating a satisfying guest experience at the Radisson Golf & Convention Center Batam. These findings are relevant for readers and hotel industry players because they show that the quality of interaction, service and communication from Front Office employees significantly influences guests' perceptions of hotel services. Although the statistical results show a trend that has not yet reached the full level of significance, the positive indications from these findings suggest that improving employee skills and professionalism can have a real impact on the guest experience. This conclusion also supports previous literature regarding the important role of the Front Office in forming guest loyalty and improving hotel image. Thus, the findings of this research provide practical implications that can be used by hotel management to improve employee training (M. Putri, Wibowo, & Lubis, 2024), improve communication systems, and strengthen internal coordination to meet and exceed guest expectations.

Suggestions for this research include several important aspects that can be improved. First, data collection methods can be expanded by adding in-depth interviews or direct observation to capture guest experiences more comprehensively. Additionally, this research should consider additional variables, such as the quality of hotel facilities and housekeeping services, which also influence overall guest satisfaction. The use of a wider sample involving more hotels or respondents is also recommended to increase the validity of the results and broaden the generalizability of the findings.

ACKNOWLEDGMENTS

I would like to thank the management team of the Journal of Hotel Service Management, Mr. Haufi Sukmamedian as supervisor lecturer for his direction and guidance, as well as Mrs. Arina Luthfini Lubis, lecturer who teaches Research Methods, for her very significant support and assistance in the process of writing this scientific paper.

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