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## Enhancing Waiter Teamwork: Supervisory Strategies at Bhira Restaurant, Quest San Hotel Denpasar, Bali

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### ABSTRACT

This study investigates the efforts of supervisors to enhance teamwork among waitstaff at Bhira Restaurant, Quest San Hotel Denpasar, Bali. The research aims to identify the strategies employed by supervisors and the challenges they face in fostering effective teamwork. A qualitative descriptive approach was adopted, utilizing interviews, observations, and documentation as data collection methods. The data were analysed and categorized based on the research objectives. The findings reveal that supervisors employ several strategies to improve teamwork, including conducting training sessions, clarifying shared goals, boosting employee motivation, fostering a cooperative work environment, and providing regular briefings. However, these efforts are met with challenges such as employees' fear of conflict, lack of team commitment, avoidance of accountability, and indifference toward team outcomes. This study highlights the critical role of supervisory efforts in overcoming these obstacles to create a cohesive and productive team environment.

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## 1. Introduction

The tourism industry is a resilient business sector that continues to evolve and grow. Indonesia is an archipelagic nation with a rich cultural heritage and a diverse range of natural attractions, which have contributed to its long-standing reputation as a global destination. In addition to being recognised as an archipelago, Additionally, Indonesia is renowned for its rich natural beauty, diverse customs, and tropical climate. The ongoing global pandemic has had a detrimental impact on the world economy, with significant ramifications across various sectors. Among these, the tourism sector has been particularly vulnerable to the effects of the pandemic. The imposition of travel restrictions by numerous countries has led to a decline in revenue from tourism, a major source of income for many regions. In Indonesia, the island of Bali has been particularly affected by the decline in tourism, which has resulted in a significant economic downturn.

The impact is that most hotel businesses in Bali have closed since early April 2020. The closure of hundreds of hotels in Bali has certainly had an impact on the lives of thousands of employees who have been working in the Tourism sector along with the development of science and technology and coupled with the development of tourism in Indonesia and Bali in particular, offset by the emergence of businesses engaged in tourism such as: hotels, travel agents, art shops, money change, restaurants, villas, various transportation and tourist objects, all of which will support the development of tourism in Bali (Subadra & Hughes, 2021; Subadra, 2021). Bali is a tourist destination in Indonesia which is famous for its fertile land

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and a variety of cultures rooted in Hindu religious culture has its own charm for foreign tourists. Among these hotels is Quest San Hotel Denpasar Bali, which is located in the West Denpasar area. This hotel has several departments that work together between one department and another for the smooth operation of the hotel on a daily basis.

The impact of the Covid-19 pandemic on hotel operations is the reduction in the level of tourist visits because very few guests come to stay at Quest San Hotel Denpasar Bali. One of the three-star hotels that are still able to compete in this modern era is Quest San Hotel Denpasar Bali. Quest San Hotel Denpasar Bali is a hotel that has its own characteristics by using a modern classic style as a style that is prioritised but also has good service and quality. When in handling guests, and at Quest San Hotel Denpasar Bali has 1 restaurant called Bhira Restaurant is a type of restaurant that offers a beautiful pool view. Bhira Restaurant is open from 06.00 am to 11.00 pm serving breakfast, lunch, and dinner with a capacity of 200 people for breakfast as a certain event such as wedding, birthday party. Waiters at Bhira Restaurant still need to improve teamwork. Such as working together in preparing breakfast, lunch and dinner supervisors divide tasks to waiters and training to prepare cutlery such as cutleries, chinaware and others, and when closing the supervisor reminds waiters and training to clean tables and chairs from food crumbs dry all the tools that are washed such as cutleries, chinaware and return to their respective places. There are several problem factors that often occur in Food & Beverage service, including the first, lack of cooperation to help each other between employees despite having different job descriptions. For example, when the restaurant is in a chaotic situation, waitresses who handle taking orders and clear up are already overwhelmed to handle many guests, then employees who are in other sections and are not working a lot can occasionally help handle taking orders and clear up. Then, the second problem often occurs when changing work shifts between employees. Due to a lack of communication and co-operation, employees from the morning shift do not inform important things that the next shift needs to know, which will have an impact on guests who complain because it does not match their requests. In every shift change it is important to co-operate in over-handling jobs from the morning shift to the next shift.

Based on the above problems, the Supervisor of Bhira restaurant always tries to coordinate and motivate his waiters, so that the problems faced can be resolved. Supervisor's efforts here are very important to be able to improve cooperation with the team such as through giving briefings, then giving reprimands and suggestions to waiters to be able to correct their mistakes in work operations as well as not forgetting as a supervisor should give appreciation in the form of praise to wait staff if they are good at carrying out their work and can motivate to be able to improve cooperation between teams. This study aims to explore the efforts made by supervisors to enhance the performance and teamwork of the waiter team at Quest San Hotel Denpasar, Bali. Additionally, it seeks to identify the challenges supervisors encounter in their attempts to foster effective collaboration and cohesion among the waitstaff.

## **2. Literature Review**

The hospitality industry is a dynamic sector comprising various interrelated businesses, each playing a critical role in creating memorable guest experiences. Sulastiyono (2006) defines a hotel as a business entity that offers accommodation services for travelers, combining lodging with food, beverage, and other amenities. This transactional model highlights the hotel industry's structured approach, where guests access a comprehensive package of services by paying a predetermined rate. Hotels thus serve as multifaceted enterprises that integrate comfort, convenience, and hospitality into a single offering, reflecting their business-oriented nature.

Within the broader hospitality framework, restaurants play a pivotal role as key profit-generating establishments (Subadra, 2024). Nemeier and Hayes (2006) describe restaurants as commercial enterprises focused on providing food and beverages to individuals or small groups of guests. Their operational model emphasizes quality service and an enjoyable dining experience while ensuring

financial sustainability. Restaurants are not only critical for generating revenue but also serve as cultural and social hubs that reflect local traditions and culinary excellence, further enriching the guest experience. By catering to diverse customer preferences through personalized service, they contribute significantly to the overall success of the hospitality sector, fostering customer loyalty and satisfaction (Subadra, 2024).

Moreover, restaurants often serve as gateways to cultural exploration for travellers, offering authentic culinary experiences that enhance a destination's appeal. They act as intermediaries between tourists and local communities, promoting regional cuisine and supporting local producers. In the modern hospitality industry, restaurants are also leveraging technology to enhance efficiency and customer engagement. From digital menus and online reservations to personalized dining recommendations driven by data analytics, innovation is reshaping how restaurants interact with their guests. Subadra (2024) claimed the role of restaurants extends beyond just customer satisfaction; they are instrumental in creating employment opportunities and driving economic growth within the hospitality sector. Additionally, sustainability practices, such as sourcing ingredients locally, reducing food waste, and implementing eco-friendly operations, are increasingly becoming integral to restaurant management. These efforts align with the broader goals of sustainable tourism and hospitality, ensuring that the positive impacts of restaurant operations extend to the environment and local communities. Consequently, restaurants not only enhance the profitability of the hospitality sector but also contribute to its cultural, social, and environmental dimensions, making them indispensable in shaping memorable guest experiences.

To ensure seamless operations in such environments, effective leadership is essential. Raphael and Ninemeier (2001) emphasize the crucial role of supervisors in managing employees and maintaining workplace efficiency. Supervisors are responsible for coordinating tasks, guiding employee behavior, and fostering collaboration within teams. Their leadership prevents disorganization by aligning individual efforts with organizational goals, thereby cultivating a cohesive and productive work environment. Supervisors serve as the backbone of any hospitality business, ensuring that operations run smoothly and team objectives are met.

At the front line of service delivery are waiters, whose roles are critical in shaping the dining experience. Oktama (2012) highlights that the primary duty of a waiter is to provide exceptional service by meeting guests' food and beverage needs with professionalism and care. Beyond serving meals, waiters represent the establishment's values, as their attentiveness and ability to anticipate guests' needs significantly impact customer satisfaction. By fostering positive guest interactions, waiters contribute to the restaurant's reputation and long-term success, embodying the essence of personalized hospitality. These elements illustrate the interconnected nature of the hospitality industry, where hotels, restaurants, supervisors, and waitstaff work in harmony to deliver seamless and memorable experiences to guests. The interconnected nature of the hospitality industry is evident in the way hotels, restaurants, supervisors, and waitstaff collaborate to create a unified and exceptional guest experience. Each element plays a vital role in contributing to the overall success of the service provided, and their interactions are essential for maintaining the quality and consistency expected by guests.

Hotels and restaurants serve as the backbone of the hospitality industry, offering core services that cater to guest needs, such as accommodation and dining. However, these physical services are only one part of the equation. Supervisors and waitstaff act as key enablers of these services, ensuring that operations run smoothly and that guests receive personalized attention. Supervisors ensure that teams are well-coordinated, employees are motivated, and that service delivery aligns with organizational goals. Without strong leadership, service standards may falter, leading to inefficiency and customer

dissatisfaction. In turn, waitstaff, as the frontline of service, directly impact the guest experience by providing the personalized, attentive service that guests expect.

The harmony between these elements: hotels, restaurants, supervisors, and waitstaff demonstrates the complexity of the hospitality industry. While guests may primarily interact with waitstaff or enjoy the services provided by a hotel or restaurant, it is the synergy between all these components that ensures a seamless experience. A guest's positive experience is not solely dependent on the quality of the food or accommodation but also on the professionalism and efficiency of the staff. The leadership provided by supervisors fosters an environment where collaboration and teamwork thrive, which ultimately enhances the guest experience. In this way, the success of one element supports and strengthens the others, creating a holistic service experience that is greater than the sum of its parts.

### ***2.1. Integrating Planning, Organizing, Actuating, and Controlling in Food and Beverage Management***

The literature discussed will be incorporated with the POAC (Planning, Organizing, Actuating, and Controlling) management approach to provide a comprehensive framework for understanding and improving the operations within the hospitality industry, particularly in hotels and restaurants.

### ***2.2. Planning***

The insights from Sulastiyono (2006) and Ninemeier and Hayes (2006) on the hotel and restaurant sectors can be linked to the Planning phase of POAC. Effective planning is crucial for setting clear objectives, such as defining the range of services offered (lodging, food, and beverages) and determining how to meet customer expectations. This involves strategic decisions about service offerings, pricing, and market positioning, ensuring that the hotel or restaurant can attract and retain guests. Additionally, planning ensures that both supervisors and waitstaff are aligned in delivering a seamless customer experience, with a focus on customer satisfaction and operational efficiency.

### ***2.3. Organizing***

The role of supervisors, as discussed by Raphael and Ninemeier (2001), is central to the Organizing phase. Supervisors help to structure and organize the workforce, ensuring that tasks are delegated efficiently and that the team works in sync toward common goals. This phase involves ensuring that the right number of waitstaff are scheduled, proper training is provided, and roles are clearly defined. Supervisors also ensure that resources (such as food supplies, equipment, and staff) are organized and available for smooth operations. By organizing people and resources effectively, supervisors help create an environment where the hotel or restaurant can deliver high-quality service.

### ***2.4. Actuating***

The Actuating phase focuses on leading and motivating employees to achieve organizational goals, which ties directly into the role of waitstaff and supervisors. As Oktama (2012) emphasizes, waiters play a crucial role in the customer experience, and their performance is heavily influenced by the leadership and motivation provided by supervisors. Supervisors must motivate waitstaff to deliver high-quality service, maintain a positive attitude, and anticipate guests' needs. They also ensure that waitstaff are engaged, contributing to a cooperative and dynamic work environment. This phase is about translating plans into action and ensuring that staff members execute tasks efficiently while maintaining high standards of service.

## **2.5. Controlling**

The Controlling phase involves monitoring performance, assessing whether goals are being met, and making adjustments as necessary. This is where supervisors play a critical role, as they are responsible for evaluating staff performance, identifying areas for improvement, and ensuring that the service provided meets the set standards. Monitoring customer feedback and operational efficiency also helps to identify problems and implement corrective actions. By controlling processes and ensuring that performance aligns with goals, supervisors ensure continuous improvement in service quality, fostering an environment where teamwork and organizational objectives can thrive.

By integrating the literature with the POAC approach, this research underscores the importance of a structured management process that aligns planning, organizing, motivating, and controlling to enhance the teamwork and overall performance of hotel and restaurant staff. This management framework helps create a systematic approach to addressing the challenges in the hospitality industry, ensuring that guest experiences are consistently high-quality and that business operations run smoothly.

## **3. Methodology**

This research was conducted at Quest San Hotel Denpasar, located at Jl. Mahendradatta No.93, Denpasar City, Bali 80117. The study aimed to explore the supervisor's efforts in improving the cooperation of the waiter team at Bhira Restaurant within the hotel. The research employed a qualitative approach, which focuses on gathering non-numerical data that provides an in-depth understanding of the research problem (Subadra, 2019). According to Sugiyono (2018), qualitative data is typically descriptive and relates to understanding the context, structure, and actions involved. In this study, qualitative data included information such as the hotel's history, the organizational structure of the department, the duties within the organizational structure, and the specific efforts made by the supervisor to improve the cooperation of the waiter team at Bhira Restaurant.

Data collection was conducted through three primary methods: observation, interviews, and documentation. The researcher directly observed the activities of the waitstaff at Bhira Restaurant, from opening to closing hours. This provided insight into the daily operations and the dynamics of teamwork, as well as how supervisor interventions influenced cooperation among the waitstaff. Additionally, interviews were conducted with the supervisor at Bhira Restaurant to gather detailed information regarding their efforts to improve waiter team cooperation. The interview questions were structured to explore the supervisor's strategies, challenges, and the actions taken to foster teamwork. Data was recorded using a mobile phone tape recorder to ensure accurate capture of responses. In addition, the researcher collected secondary data from various documents and records available at Quest San Hotel Denpasar, such as the hotel's history and food and beverage menus. This data, as described by Sugiyono (2018), is already in finished form and did not require further processing.

The collected data were analysed using qualitative descriptive analysis techniques that involves describing the observed data and organizing it into themes related to the research questions. The analysis focused on understanding the supervisor's strategies, the challenges encountered, and the impact of their efforts on waiter team cooperation. The qualitative descriptive approach provided a rich and comprehensive understanding of the subject matter by interpreting the experiences and insights shared by the supervisor and observed in the restaurant. Through these techniques, the study sought to provide a detailed and nuanced answer to the research questions, offering a clear understanding of the supervisor's role in enhancing teamwork at Bhira Restaurant.

## **4. Discussion**

### ***Supervisor's Efforts in Improving Waiter Team Cooperation at Bhira Restaurant in Quest San Hotel Denpasar, Bali***

The efforts made by supervisors at Bhira Restaurant in Quest San Hotel Denpasar Bali to improve waiter team cooperation are shaped by a structured approach that aligns with the principles of management, including planning, organizing, actuating, and controlling (POAC). These four key management functions are vital in fostering a cohesive and effective team, which ultimately enhances the overall guest experience at the restaurant. The following sections outline the supervisor's strategies in each phase.

#### ***4.1. Planning***

Effective planning is the cornerstone of fostering teamwork among waiters at Bhira Restaurant, laying the groundwork for improved operational efficiency and enhanced guest experiences. Insights from interviews with supervisors reveal that establishing a clear and comprehensive work plan is pivotal to achieving these objectives. This involves creating structured work schedules and distributing tasks in a manner that aligns with the restaurant's needs. Supervisors highlight that a well-defined plan reduces confusion, prevents task overlaps, and ensures that all operational areas are adequately covered during service hours. A central aspect of this planning process is departmentalization, which involves grouping similar tasks and activities into categories, allowing for better coordination among team members. By categorizing roles—such as table service, order taking, and beverage preparation—supervisors can ensure that waiters understand their specific responsibilities while promoting a sense of accountability. Departmentalization not only streamlines operations but also fosters specialization, enabling team members to excel in their designated roles and contribute to the overall efficiency of the restaurant.

Complementing departmentalization is the principle of division of labour, which assigns specific duties to each waiter. This approach ensures that every team member has a clear understanding of their tasks, minimizing redundancy and enhancing productivity. For instance, while one waiter might focus on greeting guests and taking orders, another may be responsible for serving food or managing beverage requests. Such a division not only optimizes resource use but also reduces the cognitive load on individual team members, enabling them to perform their roles with greater focus and precision. Moreover, effective planning involves anticipating challenges and addressing potential bottlenecks that could disrupt service delivery. Supervisors at Bhira Restaurant emphasize the importance of preparing contingency plans to handle peak hours, staff shortages, or unexpected customer demands. This proactive approach builds resilience within the team and ensures that service standards are maintained even under pressure. In addition to operational benefits, structured planning fosters a collaborative team culture. When waiters see their tasks organized and their contributions clearly defined, they are more likely to feel valued and motivated. This, in turn, enhances teamwork, as each member understands how their role supports the collective goal of delivering exceptional service. Supervisors also use the planning phase to set expectations and communicate performance benchmarks, aligning individual efforts with the restaurant's broader objectives.

#### ***4.2. Organizing***

The organizing phase at Bhira Restaurant plays a crucial role in shaping a structured and efficient workforce, ensuring that team cooperation is optimized to meet both operational needs and the restaurant's overarching goals. Supervisors focus on developing an organizational structure that not only reflects the objectives of the restaurant but also capitalizes on the unique skills and abilities of the waitstaff. By aligning individual strengths with specific roles, the organizing process enhances productivity, job satisfaction, and overall service quality.

A key element of this phase is departmentalization, where tasks and responsibilities are grouped based on similarities, enabling a more focused and coordinated approach to service delivery. This systematic grouping allows the restaurant to allocate resources more effectively and ensures that each team member operates within their area of expertise. For instance, waiters proficient in foreign languages are strategically assigned to sections frequented by international guests, enhancing communication and creating a welcoming environment. Similarly, those with expertise in mixology are positioned in the bar area, where their specialized skills directly contribute to elevating the guest experience. Such strategic placement not only maximizes individual contributions but also improves the overall efficiency of the team. The division of labour further strengthens the organizing process by clarifying roles and responsibilities for each team member. This clarity eliminates ambiguity, reduces redundancies, and fosters a sense of accountability among staff. For example, specific waiters may focus on welcoming guests and taking orders, while others concentrate on food delivery or table clearing. This delineation ensures that each aspect of service is attended to without overlap, leading to smoother operations and a more seamless dining experience for guests. Furthermore, when employees understand their specific responsibilities, they are better equipped to perform their duties effectively, contributing to higher morale and reduced workplace stress.

An essential aspect of organizing is its ability to facilitate adaptability and responsiveness. Bhira Restaurant's supervisors recognize that the hospitality environment is dynamic, with fluctuating customer demands and unexpected challenges. A well-organized team is better prepared to adapt to these changes, as the structure allows for quick reallocation of tasks or reassignment of roles when necessary. For instance, during peak hours, waiters can be temporarily shifted to busier sections, ensuring that service standards are maintained despite increased pressure. Additionally, organizing fosters collaboration and cohesion within the team. When responsibilities are clearly defined and aligned with individual strengths, team members are more likely to work harmoniously, as they understand how their contributions fit into the larger organizational goals. This alignment not only improves operational efficiency but also cultivates a positive work environment where employees feel valued and supported.

### **4.3. Actuating**

The actuating phase is a critical stage where supervisors at Bhira Restaurant actively lead and motivate their team to ensure optimal performance and alignment with the restaurant's goals. Supervisors adopt a hands-on approach by carefully selecting waitstaff for specific sections based on their individual skills and expertise. This strategic allocation ensures that each waiter operates in a role that maximizes their abilities, such as assigning those proficient in foreign languages to areas with international guests or placing individuals with strong drink knowledge in the bar section. This thoughtful placement not only enhances operational efficiency but also boosts employee confidence and satisfaction, as team members feel their unique skills are valued and utilized effectively. By leveraging the strengths of their workforce, supervisors contribute to a more seamless and personalized dining experience for guests, which is crucial in the competitive hospitality industry.

Beyond task allocation, supervisors focus heavily on team motivation and collaboration. Regular coaching sessions and one-on-one guidance are integral to helping waitstaff understand their roles and responsibilities. Supervisors emphasize the importance of teamwork, highlighting how each individual's performance contributes to the overall success of the team. By fostering a cooperative work environment, they ensure that employees are not only fulfilling their individual duties but also supporting their colleagues to achieve shared goals. A critical aspect of this phase is the transparent handling of tips, where supervisors require tips to be collected by the cashier and distributed equitably among team members. This approach prevents conflicts, ensures fairness, and reinforces trust within the team. Such practices not only enhance morale but also create a positive workplace culture where employees feel motivated to perform at their best, knowing their contributions are fairly recognized and rewarded. This combination of

skill-based task allocation and proactive team management ensures that the actuating phase drives both individual and collective success at Bhira Restaurant.

#### **4.4. Controlling**

The controlling phase is essential for maintaining high standards of service at Bhira Restaurant, as it centers on evaluating the performance of the waiter team and fostering continuous improvement. Supervisors play a pivotal role in monitoring team dynamics, particularly during shift changes when operational handovers can present challenges. By closely observing how tasks were executed and conducting brief performance evaluations, supervisors can identify areas that need improvement. For instance, they may assess whether waitstaff adhered to service protocols, maintained efficiency during peak hours, or handled guest interactions professionally. Through these evaluations, supervisors gain insights into both individual and team performance, enabling them to address any inefficiencies or gaps promptly. This proactive approach helps prevent small issues from escalating into larger problems, ensuring smooth daily operations and consistently high-quality service delivery.

An important component of the controlling phase is fostering open communication between supervisors and waitstaff. By encouraging employees to share their concerns or challenges, supervisors create an environment of trust and collaboration. For example, waitstaff might highlight difficulties in managing large tables or coordinating with kitchen staff during busy periods. These insights allow supervisors to implement targeted solutions, such as providing additional training, adjusting task allocations, or introducing new processes to streamline operations. Regular feedback sessions also contribute to building team morale, as employees feel heard and supported in their roles. Moreover, the controlling phase is not solely about identifying problems but also about recognizing successes. Supervisors who acknowledge strong performance and celebrate achievements reinforce positive behaviors, motivating the team to maintain or improve their standards. This balanced approach to control and feedback ultimately promotes a culture of excellence and continuous learning within the restaurant.

#### **4.5. Strengths-Threat Strategy**

The Strength-Threats strategy for inclusive sustainable tourism development on Sumba Island can be done by utilising Sumba Island's cultural and natural strengths to face the threats of competition and natural disasters. Sumba Island can highlight its unique cultural wealth, such as traditional weaving art and traditional ceremonies, as the main attraction that distinguishes it from other tourist destinations. In addition, the promotion of preserved natural tourism, such as exotic beaches, mountains, and tropical forests, can be used as an advantage in a global market that is increasingly interested in environmentally friendly tourism. To address the threat of natural disasters, the development of infrastructure that is more disaster-resistant and based on sustainability principles can be introduced, such as eco-resorts equipped with disaster management systems. Given Sumba Island's dependence on the tourism sector, a strategy of diversifying tourism products by involving other economic sectors, such as handicrafts, sustainable agriculture, and ecotourism, can reduce the impact of global market fluctuations and create economic resilience. Meanwhile, to address the threat of competition, tourism promotion that focuses on authentic experiences and sustainability can attract travellers who are increasingly concerned with the environmental and social impacts of their visit. By involving local communities in every aspect of tourism management, Sumba Island can create an inclusive and sustainable tourism model, which not only improves community welfare, but also preserves the environment and culture.

The Strength-Threats strategy proposed for sustainable tourism development on Sumba Island is very much in line with the concepts outlined in the theoretical study. For example, Sumba Island's cultural richness, such as the traditional art of weaving, strongly supports the findings of Killa & Tawa (2024) who emphasised the importance of adapting the local craft industry to climate change to increase competitiveness in tourism, as well as the use of cultural potential to support economic sustainability. In

addition, the promotion of sustainable nature tourism reflects the principles of sustainable tourism described by Zheng et al. (2023) and Arida (2016), which prioritise a balance between economic benefits, social sustainability and environmental preservation. Disaster-friendly and sustainability-based infrastructure development also refers to the concept of wise management of natural resources in the context of tourism, as expressed by Scuttari et al. (2023) and Setyanti et al. (2021), which emphasises the importance of conservation and management that involves local communities in ecosystem preservation. Thus, this strategy not only enhances tourism attractiveness, but also strengthens economic and social sustainability for local communities through active participation in tourism management.

#### **4.6. Weakness-Opportunities Strategy**

To overcome Sumba Island's weaknesses and take advantage of existing opportunities, the "Weakness-Opportunities" strategy can focus on improving infrastructure by prioritising the construction of environmentally friendly facilities and better transport accessibility. The government and private sector can work together to build accommodation that complies with sustainability principles, as well as improve sanitation facilities in key tourist areas. Capacity building of human resources through managerial and service skills training focusing on sustainable tourism is also crucial to provide quality tourism experiences. In addition, to address the lack of integrated natural resource management, it is possible to involve local communities in destination management programmes that involve their active participation, so that they directly experience the economic and social benefits of tourism. Harnessing tourists' interest in authentic experiences can be encouraged by exploring the untapped potential of local cultures and natural ecosystems, and introducing community-based tourism products that respect biodiversity. With government support in sustainable development policies and cooperation with international institutions, Sumba Island can develop tourism that focuses not only on economic aspects but also on environmental preservation and empowerment of local communities. Overall, addressing these weaknesses by capitalising on existing opportunities will create a solid foundation for inclusive sustainable tourism development on Sumba Island.

The "Weakness-Opportunities" strategy proposed for Sumba Island, which involves improving sustainable infrastructure and actively engaging local communities, is in line with the principles of sustainable tourism emphasised by experts such as Zheng et al. (2023) and Arida (2016), which highlight the importance of a balance between economic benefits, social sustainability and environmental preservation. The human resource capacity building described in this strategy also supports the findings of Timuneno et al. (2024), which emphasised the importance of training to support ecotourism based on creative economy and local community engagement. In addition, wise management of natural resources, as suggested by Scuttari et al. (2023), is relevant to tourism destination management efforts that involve local community participation and preserve nature. This strategy serves to address Sumba Island's weaknesses, while capitalising on existing opportunities to develop inclusive sustainable tourism and strengthen local economic resilience.

#### **4.7. Weakness-Threat Strategy**

To address the weaknesses and threats faced by Sumba Island in inclusive sustainable tourism development, strategies that can be applied involve improvements and innovations to basic infrastructure as well as more effective natural resource management. First, it is necessary to improve transport accessibility, such as the construction and improvement of roads, ports, as well as the development of more modern airports, which can connect Sumba Island with other tourist destinations efficiently. In addition, the development of environmentally friendly and sustainable accommodation facilities should be encouraged by involving the private sector and local communities to create jobs and improve managerial capacity in the tourism sector. Increasing the capacity of human resources, especially in service skills and tourism management, is essential so that tourists can enjoy a quality experience and

meet international standards. In the face of external threats such as natural disasters, the management of Sumba Island's natural ecosystems should involve climate change mitigation approaches, such as coastal and forest conservation and the development of tourist destinations based on nature conservation. In addition, cooperation with the government to create policies that support sustainability and investment in the environmentally friendly tourism sector must be strengthened, so that Sumba Island can compete with other more developed tourist destinations. By involving local communities in the management and benefits of tourism, the threat of dependence on one sector can be minimised, creating a more inclusive and sustainable economy.

The strategies proposed to address weaknesses and threats in sustainable tourism development on Sumba Island, such as infrastructure improvements and more effective natural resource management, are very much in line with the theoretical studies put forward by several researchers. For example, research by Timuneno et al. (2024) that emphasises the importance of managing natural resources wisely and involving local communities in tourism management, in accordance with the strategy of increasing human resource capacity and community involvement in the management of tourist destinations. In addition, research by Ngongo & Ngongo (2021) that underlines the integration of local traditions with market demands is also relevant to the strategy to develop eco-friendly and sustainable accommodation facilities involving the private sector and communities. The focus on climate change mitigation and ecosystem preservation, as suggested in the strategy, is also supported by the concept of environmentally friendly natural resource management, as discussed in studies by Bausch et al. (2019) and Setyanti et al. (2021), which emphasises reducing negative environmental impacts and empowering local communities in sustainable tourism planning.

### ***Obstacles Faced by Supervisors in Improving Teamwork of Waiters at Bhira Restaurant at Quest San Hotel Denpasar Bali***

Improving teamwork within a restaurant environment is a complex challenge that requires overcoming various obstacles. At Bhira Restaurant in Quest San Hotel Denpasar Bali, supervisors face several barriers that hinder the development of effective cooperation among waitstaff. These obstacles, as identified through interviews with the supervisors, include a lack of trust between team members, fear of conflict, lack of commitment, avoidance of accountability, and indifference to team results.

#### ***4.8. Lack of Trust Between Team Members***

One of the most prominent challenges identified by the supervisor is the lack of trust between team members. Trust is a fundamental element in building effective teamwork, and without it, collaboration becomes difficult. According to the supervisor, some employees are reluctant to be open about their weaknesses, mistakes, or areas where they need assistance. This lack of transparency creates an environment where team members are hesitant to rely on each other, impeding the flow of communication and support. Trust is essential not only for effective problem-solving but also for fostering a culture of mutual respect and understanding. Without this trust, it becomes challenging for the team to work together toward common goals, as individuals may prefer to work in isolation or avoid asking for help.

#### ***4.9. Fear of Conflict***

Another significant barrier to teamwork at Bhira Restaurant is the fear of conflict among employees. This fear is often rooted in a sense of seniority, with more experienced staff members believing they possess superior knowledge and authority over younger or less experienced colleagues. The perception of seniority can lead to power struggles, where senior employees may dismiss the opinions or contributions of newer staff members, thereby stifling open communication. Additionally, this fear of conflict may prevent employees from addressing issues directly or confronting problems that arise in the workplace. The result

is a workplace culture where unresolved tensions fester, reducing the overall effectiveness of the team and the quality of service provided to guests.

#### ***4.10. Lack of Commitment in the Team***

The lack of commitment within the team is another obstacle that supervisors face when trying to improve teamwork. According to the supervisor, some team members display a lack of responsibility when it comes to solving problems in restaurant operations. Rather than collaborating to address issues, some employees engage in a blame game, pointing fingers at one another instead of working together to find solutions. This behavior undermines the team's ability to resolve problems efficiently and negatively impacts the overall performance of the restaurant. A lack of commitment can also manifest in an unwillingness to help colleagues or support the team in achieving shared goals, further hindering the development of a cooperative work environment.

#### ***4.11. Avoiding Accountability***

The avoidance of accountability is another significant challenge faced by supervisors at Bhira Restaurant. Some employees are reluctant to take responsibility for their actions, particularly when it comes to mistakes or guest complaints. When a problem arises, whether it's a service issue or a guest dissatisfaction, some team members may deflect blame onto others or fail to acknowledge their role in the issue. This lack of accountability not only undermines trust within the team but also prevents the restaurant from addressing recurring issues effectively. Without a culture of accountability, it becomes difficult to learn from mistakes and implement corrective actions, ultimately hindering continuous improvement.

#### ***4.12. Indifference to the Results of the Team***

Finally, another significant obstacle to teamwork at Bhira Restaurant is the indifference displayed by some employees toward the outcomes achieved by the team. Certain waitstaff members are more focused on their personal goals or performance rather than the success of the team as a whole. This self-centred attitude creates division within the team, as individuals may prioritize their own recognition or success at the expense of collective objectives. When team members are indifferent to the results of the group, it leads to a lack of cooperation and reduces the overall effectiveness of the team. A successful team relies on the alignment of individual and collective goals, and when this alignment is lacking, teamwork suffers.

### **5. Conclusion**

The efforts of supervisors at Bhira Restaurant in Quest San Hotel Denpasar Bali are integral to improving waiter team cooperation. By applying the principles of planning, organizing, actuating, and controlling, supervisors create a structured and supportive environment where teamwork can thrive. Effective planning and organizing ensure that tasks are allocated efficiently, while coaching and motivation foster collaboration among the waitstaff. Through ongoing evaluation and open communication, supervisors provide the necessary support to resolve issues and enhance team dynamics. These efforts contribute to a more cohesive and productive team, ultimately leading to improved service quality and guest satisfaction.

The obstacles faced by supervisors in improving waiter team cooperation at Bhira Restaurant are multifaceted and deeply rooted in team dynamics and individual attitudes. Addressing these challenges requires a concerted effort to build trust, encourage open communication, foster a culture of accountability, and align individual and team goals. Supervisors must work to create an environment where employees feel comfortable expressing weaknesses, engaging in constructive conflict, and taking responsibility for their actions. By overcoming these obstacles, the team can improve collaboration, enhance service quality, and ultimately contribute to the overall success of Bhira Restaurant.

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