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Strategic Approaches for Elevating Room Service Quality at Hotel Asa Larantuka, East Flores Regency

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ABSTRACT

Room service quality improvement strategy is one of the strategies applied by a hotel to increase the number of guests. The purpose of this research is to find out the quality of room service that has been done and the right strategy used to improve the quality of room service at Hotel Asa Larantuka. This research uses a descriptive qualitative approach with observation, interview and documentation techniques. The quality of room service at Hotel Asa Larantuka can be known through interviews with parties such as: hotel employees, guests and government. Interview indicators with reference to the five dimensions of service quality. The results of this study obtained the strategy used to improve the quality of room service is SWOT matrix analysis, among others: 1) Strategy (SO), which is a strategy carried out by the hotel by maintaining all facilities and maintaining the cleanliness of the hotel and providing a good appearance of the employees, 2) Strategy (WO), by improving employee skills in service 3) Strategy (ST) is a strategy to respond quickly to guest complaints and 4) Strategy (WT) is a strategy by always communicating with guests. Suggestions for managers are to maximise the quality of services that have been carried out and improve the shortcomings that are owned in accordance with the strategies that have been prepared. This is expected to improve the quality of service provided and provide satisfaction to tourists who stay overnight so that they make return visits in the future.

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1. Introduction

East Flores Regency is one of the regencies located on the island of Flores in the province of East Nusa Tenggara. In this district, we can find interesting tourist attractions such as natural beauty, cultural wealth and religious tourism. The charm of tourist attractions in this area needs to be managed properly considering the number of tourists that increases every year. One of the facilities that support the development of tourism in East Flores is a decent and pleasant hotel business for tourists. This is because hotels are a place of rest for tourists. Hughes and Kapoor (2010) stated that business means an organised individual business activity to produce and sell goods and services for profit in meeting the needs of society. In East Flores Regency, precisely in Larantuka city, there are several hotels with jasmine status and also several homestays. There are no villas or bungalows in this city. Several hotels in the city of Larantuka are an option for guests or visitors to stay. All of these hotels provide maximum service for customer satisfaction.

Hotel Asa Larantuka is the best hotel in the city of Larantuka, East Flores Regency, East Nusa Tenggara Province. Located on the outskirts of Larantuka city and away from the crowded settlements, Hotel Asa Larantuka guarantees a pleasant atmosphere. Guests can rest comfortably without any noise. The beauty of the beach behind the hotel presents a very attractive view. Adonara Island, which is located across the city of Larantuka, adds to the natural charm that soothes the heart. In addition, Hotel Asa Larantuka is equipped with facilities such as a restaurant and swimming pool. Among the many hotels in Larantuka, only Hotel Asa Larantuka has these two facilities. This makes Hotel Asa Larantuka a very pleasant hotel.

Although only a two-star hotel, Hotel Asa Larantuka is a hotel that is in great demand by guests. Not only local people who use the services of this hotel but also domestic and foreign guests, both who come for holidays and business affairs. The increase in the number of guests each year can be seen in the following (table 1):

Table 1. Number of Tourist Visits to Hotel Asa Larantuka

No.	Year	Number of Guest	
		Domestic	International
1	2021	12.492 102	12.594
2	2022	12.810 72	12.882
3	2023	13.403 42	13.445

The number of guests as shown in the table above shows an increase every year. This proves that the interest of visitors staying at Hotel Asa Larantuka is increasing. The number of guests, especially foreign guests, decreased in 2022 and this number continued to decline in 2023. As we know that in those days we faced the covid-19 pandemic. The World Bank (2020) in research (Widyaningsih, 2024) noted the impact of the Covid-19 disaster across the tourism industry value chain including airlines, bus and train companies, cruise lines, hotels, restaurants, attractions, travel agents, tour operators, online travel entities and others. Not only in Indonesia but in all parts of the world also felt the impact. But this has no effect on the number of guest admissions at Hotel Asa. Larantuka. Overall the number of guests continues to grow every year.

As a company, the hotel must certainly maintain the quality of service to customers. Service quality is an action taken by the company that is felt by customers. A hotel must pay attention to service quality to meet the expectations of consumers or guests. Thus, the company or hotel can compete in the market because it provides quality services. Good service will motivate customers to always use the hotel's services. Service quality is one of the keys to winning market competition. When a hotel is able to provide quality service products, it has built one of the foundations for creating customer satisfaction. According to Lewis and Booms (1983 in Mentari 2017), service quality is a measure of how good the level of service provided is in accordance with customer expectations.

In an effort to improve service quality, the hotel needs to pay attention to several things such as responding quickly to consumer needs, being able to provide solutions to any problems faced by consumers and being open to all suggestions and criticisms. This will create a good relationship between the hotel and the customer. Customers or guests will feel at home. An atmosphere like this is a memorable and unforgettable experience for guests. Good service quality will have an impact on consumer or guest satisfaction which will then tell their experiences to other customers. According to Tjiptono (2014) in Yulianti (2016), service quality is defined as the level of excellence expected and control over that level of excellence to fulfil customer desires. Service quality is not seen from the point of view of the organiser or service provider but based on the perception of the community (customer) receiving the service. It is the customer who consumes and feels the service provided, so they are the ones who should assess and determine the quality of service.

This local wisdom-based hotel prioritises hospitality in service to customers. Guests are well served by hotel employees in the culture of Lamaholot cultural politeness which is a characteristic of the East Flores

community. Customer satisfaction is a person's feeling of pleasure or disappointment that arises after comparing the performance (results) of a product that is thought against the expected performance (Kotler et al, 2021). Customers are conceptually dissatisfied when performance is far from expectations. However, if performance exceeds expectations, customers are very happy and satisfied.

Located on the outskirts of the city of Larantuka which is not yet densely populated, making the atmosphere of the hotel feel comfortable and peaceful for guests. There is no noise that disturbs the peace of all hotel occupants. Guests can enjoy a comfortable rest, relax while enjoying the sea view, because the hotel is located right on the beach. The hotel is only 3 km away from Gewayan Tana Airport and guests can use the airport's transport services such as minivans and motorbike taxis.

Hotel Asa Larantuka has several room division departments. One of them is the Housekeeping Department (HK) which is in charge of providing services to guests in a professional manner by paying attention to all aspects including cleanliness and comfort and appropriateness of the room. Thus, good or bad room service is a measure of the extent of the performance of the House Keeping. The important role of House Keeping will affect the popularity of the hotel, revenue, number of guests and hotel image. According to Bagyono in (Putri, 2015) the housekeeping department is a part of the hotel that is responsible for cleanliness, tidiness, completeness, and security both in the room and all areas of the hotel, with good quality service to guests staying at the hotel. Housekeeping services must keep up with the current development of the hospitality industry. This has been explained in previous research on room service analysis at Mercure Sanur Hotel, where services are carried out such as the efficient use of guest supplies such as soap, shampoo and body lotion using liquid ones, as well as services using barcodes for access. (Suriyani et al, 2023).

From the results of the author's search on Google Reviews, it turns out that there are several complaints from guests who have stayed at Hotel Asa Larantuka. Margarettha Toulasik, a guest from Solo, complained about the hotel's lack of responsiveness to reports of leaking sink pipes. This illustrates that the hotel does not have a good response to guest complaints. The resolution to the problem faced by the guest is not done until the guest checks out of the hotel. This incident will cause disappointment on the part of the guest. In addition, guests leave the hotel with a bad impression. Another complaint came from Eko Prasetyo which is about the cleanliness and professionalism of hotel employees, especially front office officers who are not always on the spot. Hotel cleanliness is an important factor to create a sense of comfort for guests. The unpleasant smell of leftover food that is not cleaned will affect the atmosphere in the hotel area. In addition, front office staff who are always not in place illustrate that the hotel is not alert to the problems experienced by guests.

The hotel is expected to immediately respond to complaints submitted by guests. Taking into account the number of guests that is increasing every year, the hotel needs to pay attention to the quality of room service in order to increase guest satisfaction. According to Aria and Atik (2018: 16), service quality is an important component that must be considered in providing excellent service quality. Service quality is a central point for the company because it affects customer satisfaction and satisfaction will arise if the quality of service is provided properly. The research conducted by the author is to analyse strategies in improving the quality of room service at Hotel Asa Larantuka. Based on this background, the author formulates the research title, namely 'Strategy for Improving Room Service Quality at Hotel Asa Larantuka, East Flores Regency, East Nusa Tenggara'. The research objectives are to determine the quality of room service, and analyse strategies to improve the quality of room service at Hotel Asa Larantuka, East Flores Regency, East Nusa Tenggara.

2. Literature Review

2.1. Service Quality and its Significance to Hospitality Business

Service quality is a cornerstone of customer satisfaction in the hospitality industry. Subadra (2024) defines service quality as the extent to which a service meets or exceeds customer expectations, while Kotler &

Armstrong (2016) emphasise the concept of customer value as the difference between the benefits a customer gains and the costs incurred in obtaining those benefits. Together, these perspectives underline that service quality not only drives satisfaction but also creates value, fostering loyalty and enhancing a business's competitive advantage.

In hospitality, customers assess value through the lens of both tangible and intangible benefits. For Asa Hotel Larantuka, the tangible elements—such as the hotel's well-maintained facilities, cleanliness, and elegant staff appearance—combine with intangible factors like friendly service, responsiveness to complaints, and employees' empathy to shape the overall perception of value. When these dimensions align with or exceed guest expectations, they lead to heightened satisfaction and a stronger emotional connection with the brand. According to Kotler & Armstrong (2016), tangible aspects of a product or service significantly influence perceived value. At Asa Hotel Larantuka, elements such as clean surroundings, appealing interiors, and adequate facilities directly contribute to guests' satisfaction. These physical attributes reduce costs associated with discomfort or dissatisfaction and amplify perceived benefits, creating a positive overall experience. Dzikra (2020) outlines five key dimensions for evaluating service quality perceptions, which are highly relevant to hospitality settings:

1. **Tangibles**, this dimension pertains to the physical evidence of service, including facilities, equipment, employee appearance, and informational or communication tools. In hospitality, examples include the cleanliness and design of hotel rooms, the quality of restaurant furnishings, and the availability of up-to-date and accessible digital tools for guests.
2. **Reliability**, is the ability to deliver promised services promptly, accurately, and satisfactorily. For instance, a hotel must ensure seamless check-in processes, accurate billing, and reliable housekeeping to uphold this aspect of service quality.
3. **Responsiveness**, involves employees' willingness to assist guests, address concerns, and respond quickly to needs or complaints. In the hospitality sector, this is exemplified by attentive staff who swiftly resolve issues, offer recommendations, or provide solutions to enhance guest experiences.
4. **Assurance**, reflects the competence, courtesy, and trustworthiness of employees, which create a sense of security for customers. In a hotel or restaurant, this might involve well-trained staff who demonstrate professionalism, knowledge of services, and a courteous attitude that instills confidence in guests.
5. **Empathy**, refers to the ability to provide personalised attention, ensure ease of communication, and understand individual customer needs. In hospitality, this can mean tailoring services to special requests, remembering repeat customers' preferences, or creating a warm and welcoming atmosphere.

The integration of the five dimensions of service quality tangibles, reliability, responsiveness, assurance, and empathy into the daily operations of hospitality businesses transforms service delivery into a proactive and strategic approach. By addressing these dimensions comprehensively, hospitality providers not only meet but exceed customer expectations, fostering satisfaction, loyalty, and emotional connections with guests. This alignment enhances the guest experience, builds long-term relationships, and contributes to the sustainability of the business by encouraging repeat visits and positive word-of-mouth. Furthermore, leveraging innovation and technology amplifies the effectiveness of these dimensions, ensuring consistent and personalised service in a dynamic, competitive industry. Ultimately, prioritising service quality positions hospitality businesses to thrive, creating meaningful guest experiences and securing a strong reputation for excellence.

2.2. The Concept of Guest Satisfaction

According to Kotler and Keller (2021), satisfaction is a person's feeling of pleasure or disappointment that arises from comparing the perceived performance of a product (or outcome) with their expectations. Ika Dwi and Edriana (2019) explain that customer satisfaction or dissatisfaction is the customer's response to

the perceived disconfirmation between prior expectations and the actual performance of a product, particularly in an increasingly competitive market. Similarly, Asya Hanif (2016) defines tourist satisfaction as an overall measure of tourists' opinions regarding the quality of a destination.

These perspectives collectively highlight that satisfaction is not merely determined by the inherent quality of a product or service but is deeply rooted in the alignment or misalignment between what customers anticipate and what they actually experience. Kotler and Keller emphasise satisfaction as a comparative emotional response, suggesting that managing customer perceptions prior to delivery is as critical as the product or service itself. Ika Dwi and Edriana's focus on "disconfirmation" underscores that satisfaction depends on how closely actual performance matches, exceeds, or falls short of expectations. Asya Hanif brings this concept into the tourism context, indicating that tourist satisfaction is a holistic evaluation of a destination's quality, emphasising the need for destinations to meet or surpass visitor expectations.

Based on these expert perspectives, tourist satisfaction can be concluded as the fulfillment of expectations regarding the attractions visited. Customers are considered satisfied when the products and services provided exceed their expectations. This underscores the importance of aligning service quality and offerings with customer anticipations to foster positive experiences, build loyalty, and ensure a competitive advantage in the industry.

This suggests that satisfaction is shown to be a dynamic interplay between expectation-setting and performance delivery. For tourism stakeholders, this means understanding visitor expectations, maintaining quality, and continuously exceeding benchmarks to secure customer loyalty and positive destination reputation (Subadra, 2024). Satisfaction serves as a key metric of success, signalling whether a business or destination is effectively meeting the needs of its audience in a competitive environment.

2.3. Defining the Tourist

A tourist is broadly defined as an individual or group travelling outside their usual environment for leisure, exploration, relaxation, or other purposes. Pendit (as cited in Suryani, 2017) emphasises that tourists often travel to satisfy curiosity, reduce mental tension, and rejuvenate in an unfamiliar setting, highlighting the psychological and experiential motivations of tourism. Kustini (2015) further defines tourists as temporary visitors, distinct from migrants or residents, who focus on experiencing a destination rather than forming permanent connections. Additionally, the World Tourism Organization (WTO, 2009) categorises tourists into three groups: visitors, who may not stay overnight; tourists, who stay at least one night; and excursionists, who visit for a day without staying overnight. These distinctions showcase the diverse nature of tourism, encompassing everything from brief day trips to extended stays.

Beyond physical travel, tourism has socio-cultural, economic, and environmental dimensions, making it a multifaceted phenomenon. Tourists are motivated by various factors, including leisure, cultural enrichment, health and well-being, and professional purposes (Subadra, 2019). Their temporary engagement with destinations creates unique "tourist spaces" tailored to meet their needs and expectations. Economically, tourism generates income, supports businesses, and creates jobs, while culturally, it facilitates cross-cultural exchanges and fosters mutual understanding. However, challenges such as overtourism, environmental degradation, and cultural commodification necessitate sustainable practices to protect destinations and maintain their appeal for future generations (Subadra, 2024).

In the modern era, technology has revolutionised the way tourists plan and experience travel. Online platforms and mobile apps offer seamless booking, personalised recommendations, and real-time navigation, enhancing convenience and satisfaction. Social media amplifies destination visibility and shapes travel trends, influencing tourists' choices and promoting destinations globally. Ultimately, tourists play a vital role as participants in the cultural and economic fabric of the places they visit, underscoring the importance of balancing their expectations with sustainable practices to ensure the long-term integrity of tourism destinations.

2.4. Defining the Tourist

A hotel is a business establishment that provides accommodation, food and beverages, and other services for rent to individuals or guests who seek temporary stays. According to the American Hotel and Motel Association (AHMA) (as cited in Soewarno, Hudiyani & Sugiarti, 2021), a hotel's primary function is to cater to the needs of short-term travellers or guests by offering a combination of lodging and supplementary services. This definition highlights the dual purpose of hotels: providing essential amenities while creating a comfortable and welcoming environment for temporary visitors. Expanding on this, Smaradhana and Lutfie (as cited in Nur & Fadili, 2021) emphasise that hotels operate within the service industry, integrating products with services to deliver a comprehensive experience to guests. Hotels differentiate themselves not only through their physical offerings but also by the quality of their service. Key elements include architectural design, interior and exterior aesthetics, room and restaurant ambiance, catering facilities, and additional amenities tailored to guest preferences. These components reflect the diverse nature of hotels as spaces designed to meet both functional and experiential needs.

Furthermore, hotels also contribute significantly to the tourism and hospitality industry by providing a variety of tailored accommodations, ranging from budget-friendly options to luxury stays. They play a crucial role in supporting travel by ensuring comfort, convenience, and satisfaction for a wide range of guests, including business travellers, tourists, and families. Additionally, the integration of personalised services, such as concierge assistance, event hosting, and wellness facilities, further enhances their value proposition. The unique blend of tangible products and intangible services in hotels sets them apart in the service industry. While the architectural design and physical facilities cater to guests' practical needs, the quality of service defines the overall guest experience, influencing customer satisfaction and loyalty. This dual emphasis on product and service underscores the importance of strategic management in the hotel industry, ensuring that both physical and experiential elements are continuously optimised.

Moreover, hotels contribute to the broader economy by generating employment, supporting local suppliers, and attracting tourism. As consumer expectations evolve, hotels must innovate by adopting sustainable practices, incorporating modern technology, and offering customised experiences to remain competitive. For instance, trends such as eco-friendly accommodations, smart-room technologies, and culturally immersive services are redefining what it means to provide exemplary hospitality. In other words, a hotel is more than just a place for temporary lodging; it is a dynamic entity that combines products and services to deliver comfort, convenience, and memorable experiences.

3. Methodology

The research was conducted at Asa Hotel, located on Jl. Soekarno Hatta, Weri, Larantuka District, East Flores Regency. Asa Hotel Larantuka is considered one of the best hotels in East Flores, making it a suitable subject for this study. Its location, away from the bustling city center, is a key factor that attracts guests seeking a quiet and peaceful stay compared to hotels in downtown Larantuka. Guests often prefer accommodations that offer tranquility and freedom from noise. The research was carried out over six months, from January to June 2024, using observation and interview techniques with tools such as observation checklists and interview guides.

This study employed a qualitative descriptive approach to explain the phenomena observed, focusing on three key hospitality concepts: hotel management, service quality, and tourist satisfaction. The primary objective was to assess the quality of room service at Asa Hotel Larantuka and to identify effective strategies for its improvement. Descriptive qualitative research, as described by Sugiyono (2016:9), is rooted in post-positivist philosophy, designed to investigate natural conditions with the researcher serving as the key instrument. Data collection was conducted through triangulation - a combination of techniques with inductive or qualitative data analysis, prioritising meaning over generalisation.

Additionally, the study utilised SWOT analysis to evaluate the strengths, weaknesses, opportunities, and threats associated with Asa Hotel Larantuka. SWOT analysis provided a comprehensive

understanding of internal and external factors influencing the hotel's service quality. This dual approach of qualitative description and SWOT analysis allowed for a thorough exploration of room service performance and actionable strategies to enhance guest satisfaction, thereby ensuring the continued success of Asa Hotel in East Flores.

4. Discussion

Analysis of Room Service Quality at Asa Hotel Larantuka Based on Service Quality Dimensions

Service quality is fundamentally composed of several elements that contribute to customer satisfaction, eventually forming distinct dimensions. Several theories address service quality and customer satisfaction, including the SERVQUAL model proposed by Parasuraman et al. (1988). This model identifies five dimensions for assessing service quality: tangibles (physical evidence), reliability, responsiveness, assurance, and empathy.

4.1. Tangibles (Physical Evidence)

The tangibles dimension refers to the ability of a company to provide superior service that is directly observable and measurable by customers. This includes aspects such as the physical condition of the hotel, its interior design, cleanliness, and the appearance of its staff. According to Gaudensia Florida Raya, an official from the East Flores Regency Tourism Office:

"The physical condition and interior design of Asa Hotel Larantuka are excellent and well-maintained, supported by a clean environment. The hotel provides facilities that enhance the service experience. The staff's appearance leaves a positive impression on guests." (Interview, 10 June 2024).

The physical condition, interior design, and cleanliness of a hotel are critical tangible elements that influence guests' perceptions of quality and satisfaction. Asa Hotel Larantuka demonstrates excellence in these aspects, with well-maintained facilities and an aesthetically pleasing interior that enhance the overall guest experience. A clean environment not only reflects professionalism but also contributes to a sense of comfort and safety for visitors. The presentation and appearance of staff further reinforce this positive impression, as they serve as visible representatives of the hotel's commitment to service quality. Guests often form their initial judgments based on these observable factors, and Asa Hotel's attention to such details positions it favourably in a competitive market.

John Wilbert's confirmation of the hotel's high standards in its physical and service presentation underscores the importance of aligning tangible qualities with guest expectations. This alignment fosters trust and loyalty among customers, making the hotel a preferred choice for travellers seeking reliable and high-quality accommodation. By prioritising these tangible elements, Asa Hotel Larantuka creates a strong foundation for enhancing overall guest satisfaction and maintaining its reputation as one of the best hotels in East Flores.:

"The well-maintained building with appealing interiors provides a satisfying experience for guests. The clean surroundings and the neat, elegant appearance of the staff create a good impression when leaving the hotel. Furthermore, the facilities meet the standards of a two-star hotel." (Interview, 11 June 2024).

"We strive to maintain cleanliness and presentable appearances. However, the supporting facilities are not yet fully compliant with two-star standards. Efforts are underway to address these gaps." (Interview, 12 June 2024).

The well-maintained building and appealing interior design of Asa Hotel Larantuka significantly enhance the guest experience, reflecting the hotel's dedication to quality and attention to detail. The clean

and well-organised environment fosters a sense of comfort and trust, while the neat and elegant appearance of the staff leaves a lasting positive impression on guests, even as they depart. These tangible elements align with the expectations of a two-star hotel, offering a solid foundation for guest satisfaction.

However, while the hotel meets many key standards, there are acknowledged gaps in its supporting facilities that fall short of complete compliance with two-star requirements. Staff efforts to maintain cleanliness and professional appearances reflect a commitment to quality, but the hotel recognises the importance of addressing these facility limitations. Steps are actively being taken to bridge these gaps, ensuring that Asa Hotel Larantuka continues to improve and uphold its reputation as a reliable and satisfying accommodation choice for its guests.

"We strive to maintain cleanliness and presentable appearances. However, the supporting facilities are not yet fully compliant with two-star standards. Efforts are underway to address these gaps." (Interview, 12 June 2024).

The tangible aspects of Asa Hotel Larantuka, such as cleanliness, interior design, and staff presentation, serve as critical elements in shaping the overall guest experience. The neat and elegant appearance of the staff and the hotel's well-maintained and aesthetically pleasing environment create a positive first impression, setting the stage for a satisfying stay. These elements align with the expectations of a two-star hotel, demonstrating the establishment's efforts to deliver quality accommodations. However, as noted in the interview, the supporting facilities currently do not fully meet the prescribed standards for a two-star hotel. While cleanliness and staff presentation are commendable, the gaps in infrastructure and additional services highlight areas requiring attention. This discrepancy underscores the significance of the tangibles dimension in not only forming initial perceptions but also contributing to the overall service quality and guest satisfaction.

4.2. Reliability

Reliability in service quality is a fundamental dimension that directly impacts guest satisfaction and loyalty. It reflects the ability of a hotel's staff to consistently deliver promised services accurately and dependably, fulfilling guest expectations and building trust. Guests value reliability as it ensures their needs are met efficiently and without unnecessary delays, contributing to a whole and enjoyable stay. John Wilbert shared his positive experience at Asa Hotel Larantuka, highlighting the staff's readiness and capability to deliver services as expected. He stated:

"The service provided at Asa Hotel Larantuka meets guest expectations. Hotel staff offer satisfying service that resonates well with the guests. They are always ready and willing to assist whenever needed." (Interview, 11 June 2024).

The interview feedback highlights that reliable service is a cornerstone of guest satisfaction in the hospitality industry. The readiness and willingness of staff at Asa Hotel Larantuka to assist guests as needed exemplify a commitment to fulfilling guest expectations. This proactive approach not only ensures that services are delivered as promised but also conveys a sense of professionalism and attentiveness that resonates positively with guests.

The ability to respond promptly and consistently to guest requests is critical in creating a seamless experience. When hotel staff demonstrate reliability through accurate and timely service, they foster trust and satisfaction among guests. This reliability reinforces the perception that the hotel values its patrons and is dedicated to meeting their needs, which in turn enhances the guest experience and contributes to their overall impression of the property. Moreover, the interviewee's remark about staff providing "satisfying service that resonates well with the guests" reflects the deeper emotional connection that reliable service can establish. Beyond the transactional aspect of fulfilling requests, dependable service creates a sense of care and reassurance for guests, positioning the hotel as a trustworthy and guest-

centric establishment. This reliability not only encourages repeat visits but also strengthens the hotel's reputation in a competitive market, making it a preferred choice for travellers seeking consistent and dependable hospitality.

Conversely, Regina Emilia, another guest, pointed out areas where reliability could be improved. She noted:

"The reliability of service quality at Asa Hotel Larantuka still falls short. Not all services provided are satisfactory to the guests. This is due to a lack of timeliness in service delivery. However, the staff strive to do their best to serve the guests." (Interview, 15 June 2024).

Regina's perspective underscores the intricate balance required to achieve reliable service in the hospitality industry. While the staff at Asa Hotel Larantuka demonstrate a commendable dedication to serving guests, the noted lack of timeliness in service delivery points to an operational gap that can undermine guest satisfaction. Reliability in service quality is not solely about fulfilling promises but also about doing so within an expected timeframe. Delays or inconsistencies, as highlighted, can erode the trust and positive perception that guests hold toward the hotel.

Timeliness is a critical dimension of reliability, as it directly affects how guests experience their stay. In the competitive hospitality landscape, where every interaction contributes to the overall guest experience, delayed responses or inconsistent service delivery can create a negative impression, overshadowing other positive attributes of the hotel. This highlights the importance of integrating efficiency into operational workflows to ensure that guest expectations are consistently met without undue delays. However, Regina also acknowledges the staff's efforts to provide their best despite challenges, suggesting an opportunity for improvement rather than a failure of intent. Addressing the timeliness issue requires a proactive approach that includes staff training, optimising internal processes, and implementing systems to track and improve response times. By doing so, Asa Hotel Larantuka can enhance its reliability, aligning its service quality more closely with guest expectations. This not only boosts satisfaction but also strengthens the hotel's reputation as a dependable and guest-focused establishment.

To meet the expectations associated with reliability, Asa Hotel Larantuka must prioritise consistency in its service delivery processes. Ensuring that services are performed accurately and within the expected timeframe not only enhances the overall guest experience but also strengthens the hotel's reputation. By addressing challenges such as timeliness and investing in staff training, the hotel can build greater reliability, fulfilling its commitment to providing dependable service and fostering long-term guest loyalty.

"The service at Asa Hotel Larantuka meets guest expectations. The staff provide satisfactory service and are always ready and willing to assist when needed." (Interview, 11 June 2024).

"The reliability of service at Asa Hotel Larantuka is not consistent. Some services fail to meet guest expectations due to delays in service delivery. Nonetheless, staff make efforts to provide the best service possible." (Interview, 15 June 2024).

"During my stay at Asa Hotel Larantuka, I received timely and satisfactory service. The staff were always ready to serve guests and fulfilled requests promptly." (Interview, 10 June 2024).

The feedback provided by guests about the reliability of service at Asa Hotel Larantuka highlights both strengths and areas for improvement. Most guests agree that the staff are dependable, attentive, and willing to assist, as reflected in statements about their readiness to serve and prompt responses to requests. For instance, Gaudensia Florida praised the staff's ability to deliver timely and satisfactory service, meeting her expectations during her stay. Such positive feedback reinforces the importance of reliability as a core dimension of service quality, directly influencing guest satisfaction and loyalty. However, Regina Emilia's experience shows an inconsistency in service delivery, particularly in terms of timeliness. While the

staff strive to meet guest needs, delays in some services reveal an operational gap that can undermine the overall perception of reliability. Timeliness is a critical component of service quality; guests expect not only accurate and dependable service but also responsiveness that aligns with their immediate needs. Any deviation from these expectations, such as delays, can significantly impact the guest experience and overall satisfaction.

These contrasting perspectives highlight the dual challenge faced by the hotel: maintaining the positive elements of its service reliability while addressing areas that need improvement. Enhancing operational processes, providing targeted training for staff, and implementing monitoring systems to track service performance are vital steps in bridging these gaps. By achieving greater consistency and ensuring that timeliness is prioritised in all service interactions, Asa Hotel Larantuka can strengthen its reputation for reliability, creating a more cohesive and satisfactory experience for all guests.

4.3. Responsiveness

Responsiveness is the willingness to help and provide fast (responsive) and precise service to customers with clear information delivery, not letting customers wait so long for no apparent reason so that it can provide a negative perception in service quality. Regarding the dimension of responsiveness in service at Hotel Asa Larantuka, Gaudensia argues:

'The employees always respond to complaints from guests and are quick to resolve problems faced by guests. This makes me feel at home and want to return to Hotel Asa Larantuka.' (Interview, 10 June 2024).

'To guest complaints, the hotel (employees) are very responsive. Yes, gercep (fast motion). The employees are always ready when there are complaints from guests' (Interview, 11 June 2024).

'Quickly responding to hotel guest complaints is something that must be done by the hotel (employees). We also try to solve problems faced by customers as quickly as possible in order to realise guest satisfaction' (Interview, 12 June 2024).

The responsiveness dimension of service quality is crucial for ensuring guest satisfaction and building loyalty. The feedback from various interviews illustrates that Asa Hotel Larantuka demonstrates a commendable level of responsiveness to guest complaints, addressing concerns promptly and effectively. One guest noted feeling "at home and wanting to return" due to the staff's quick resolution of issues, underscoring how responsiveness fosters positive emotional connections with the hotel. Another guest highlighted the hotel staff's "gercep" (fast motion) approach, appreciating their readiness to address complaints efficiently. This immediate and proactive response not only resolves issues but also reassures guests that their concerns are valued and taken seriously.

Moreover, a staff member emphasised that resolving guest complaints swiftly is a fundamental responsibility of the hotel. By prioritising quick problem-solving, the staff aim to fulfil their commitment to guest satisfaction. This perspective reflects a service-oriented mindset where responsiveness is seen not just as a duty but as an opportunity to enhance the guest experience. The collective insights reveal that Asa Hotel Larantuka has cultivated a responsive service culture. Quick and effective complaint handling not only resolves immediate issues but also contributes to a positive perception of the hotel, reinforcing guest trust and loyalty. By consistently delivering responsive service, the hotel can position itself as a reliable choice for travellers, strengthening its reputation in the hospitality industry. This responsiveness serves as a cornerstone of service quality, directly impacting guest satisfaction and their likelihood of returning.

4.4. Assurance

The assurance dimension is one of the dimensions of service quality that maintains the certainty or guarantee of a situation to increase trust. This includes the knowledge, politeness and trustworthiness of each employee. Ester Lawing argues:

'In providing services to guests, every employee must have professional skills and attitudes. We (employees) must serve guests according to our competence with a friendly and welcoming attitude. That is a professional employee professional.' (Interview, 12 June 2024)

'Friendliness and courtesy and politeness as a characteristic of the local community need to be included in service service to guests. Being polite to guests will give a good impression of the hotel and lift the cultural image of East Flores'. hotel and lift the cultural image of East Flores'. (Interview, 15 June 2024).

The assurance dimension of service quality emphasises the importance of fostering trust and confidence among guests through the professionalism, knowledge, courtesy, and reliability of staff. Ester Lawing highlights that every employee should possess the necessary skills and adopt a professional attitude when interacting with guests. Professionalism, according to her, involves not only demonstrating competence but also maintaining a friendly and approachable demeanour. This combination creates a positive and lasting impression on guests, reinforcing their trust in the service provided.

Furthermore, Ester underscores the significance of incorporating the local values of hospitality into service delivery. She points out that the innate friendliness and politeness characteristic of the local community should be reflected in the interactions between staff and guests. This culturally rooted courtesy not only enhances the guest experience but also elevates the hotel's image by showcasing the unique cultural essence of East Flores. A polite and respectful attitude leaves a strong impression, connecting guests with the warmth and hospitality of the region. Regina's perspective supports this view, emphasising that the attitudes and behaviours of employees are pivotal in building guest trust and satisfaction. When staff exhibit friendliness and professionalism, guests are more likely to feel confident in the services offered, alleviating any doubts about their stay. This trust is essential for encouraging repeat visits and fostering positive word-of-mouth, both of which are crucial for the hotel's long-term success. Therefore, investing in staff training that balances technical skills with cultural and interpersonal attributes is critical to strengthening the assurance dimension of service quality at Asa Hotel Larantuka.

4.5. Assurance

The empathy dimension in service quality underscores the ability of hotel staff to understand and meet the specific needs of guests, fostering genuine connections through effective communication and personalised attention. This quality enhances the overall guest experience and contributes significantly to building lasting relationships.

John Wilbert noted that during his stay at Asa Hotel Larantuka, he observed that the staff demonstrated a deep understanding of guest needs. Their efforts to engage in conversations during downtime and create a harmonious rapport left a lasting impression. Remarkably, some staff even remembered the names of previous guests, which added a personal touch to their service (Interview, 11 June 2024). This approach not only enhances the guest experience during their stay but also establishes a sense of continuity and connection that extends beyond the hotel environment. Such lasting relationships can positively impact future guest retention and overall customer loyalty.

'During my stay at Hotel Asa Larantuka, I got the impression that the employees are very understanding of guests' needs. They always build communication with guests in their free time and create a harmonious

intimacy. There are even employees who still remember the names of guests who have stayed in the past.' (Interview, 11 June 2024).

'Getting to know the staff of Hotel Asa Larantuka in a few days, it's as if we've been acquainted for years. This makes hotel Asa a decent place to stay for guests'. (Interview, 10 June 2024).

Similarly, Gaudensia shared that interacting with the staff at Asa Hotel Larantuka felt like knowing them for years, despite only staying for a few days. This sentiment reflects the staff's ability to create a welcoming and familial atmosphere, making the hotel an appealing choice for accommodation (Interview, 10 June 2024). The harmonious relationships cultivated by the staff leave a profound impression on guests, significantly enhancing their satisfaction.

These insights illustrate that empathy is not just about addressing guest needs but also about creating meaningful and lasting connections. The ability of Asa Hotel Larantuka's staff to personalise interactions and foster a sense of familiarity and comfort distinguishes their service quality. This empathetic approach enhances guest satisfaction and positions the hotel as a preferred destination, strengthening its competitive advantage in the hospitality industry. By continuously fostering empathetic practices, the hotel can reinforce its reputation as a service-oriented establishment, ensuring long-term success.

Internal Factor Analysis at Hotel Asa Larantuka

4.6. Strength

According to David and R. (2005), a company's strength lies in its resources, abilities, or skills, which serve as competitive advantages in relation to its competitors. In the context of Asa Hotel Larantuka, its strengths are evident in several key areas that collectively position it favourably in the market and contribute to its competitive edge. The hotel boasts a well-maintained building with an aesthetically pleasing and functional interior. This tangible aspect enhances the overall guest experience, creating a sense of satisfaction and comfort. A solid physical state not only reflects the management's commitment to quality but also attracts guests seeking accommodation that aligns with their expectations for modern and appealing facilities. Additionally, the clean and comfortable environment of the hotel plays a pivotal role in shaping the perceptions of guests. Cleanliness is often cited as a critical factor influencing guest satisfaction, as it reassures them about the hygiene and maintenance standards of the establishment. Combined with comfort, this aspect of the hotel makes it a preferred choice for travellers seeking peace of mind during their stay.

Furthermore, the professional and impressive appearance of Asa Hotel Larantuka's employees significantly enhances the hotel's image. It reflects a well-trained workforce that takes pride in their roles and responsibilities. Professional presentation, coupled with friendly and courteous service, fosters trust and confidence among guests, encouraging repeat visits and positive word-of-mouth referrals. In addition, the hotel's proactive approach to addressing guest complaints is another critical strength. By providing a dedicated guest complaint service, the management demonstrates responsiveness and a commitment to ensuring customer satisfaction. This capability not only mitigates potential dissatisfaction but also enhances the hotel's reputation as an organisation that values guest feedback and prioritises their needs. At last, but not least, these strengths collectively offer Asa Hotel Larantuka a significant competitive advantage. By excelling in physical infrastructure, cleanliness, employee professionalism, and responsive service, the hotel is well-positioned to stand out among competitors. These attributes also align with the increasing expectations of modern travellers, who prioritise quality and reliability in their choice of accommodation. This suggests that Asa Hotel Larantuka leverages its resources and capabilities to create a superior guest experience, fostering satisfaction and loyalty. By continuing to build on these strengths and addressing any areas of improvement, the hotel can maintain its competitive advantage and strengthen its position in the hospitality market.

4.7. Weaknesses

In a SWOT analysis, weaknesses represent internal shortcomings that hinder an organisation's ability to achieve optimal performance. These gaps provide an opportunity for strategic improvements to enhance overall competitiveness. The identified weaknesses at Asa Hotel Larantuka, drawn from interviews and observations, highlight areas that require focused attention for development. A notable weakness is the inadequacy of service support facilities, which can limit the ability of the hotel to deliver a comprehensive guest experience. Modern travellers increasingly expect amenities that align with industry standards, and any shortfall in this regard may lead to dissatisfaction. Addressing this issue by upgrading or adding facilities can significantly enhance the hotel's value proposition. Additionally, the finding that not all services consistently please guests indicates a lack of uniformity in service delivery. This inconsistency can create mixed experiences for guests, which may impact the hotel's reputation and loyalty among its clientele. Establishing robust quality control mechanisms and regular training for employees could mitigate this issue, ensuring that service standards are consistently met or exceeded.

Furthermore, timeliness is a critical component of service quality, particularly in the hospitality industry, where guests value prompt responses to their needs. Instances of delayed service delivery reflect operational inefficiencies that can frustrate guests and tarnish their overall experience. Implementing streamlined workflows and performance monitoring systems can help address these delays and reinforce the hotel's commitment to guest satisfaction. Additionally, the occasional inability of employees to fully comprehend guests' wishes suggests a communication gap or insufficient training in customer engagement. This issue can lead to misaligned expectations and dissatisfaction. Providing targeted training in active listening, cultural sensitivity, and personalised service can empower employees to better understand and meet the diverse needs of guests.

Addressing these weaknesses is crucial for Asa Hotel Larantuka to maintain competitiveness in the hospitality sector. Proactively resolving these issues can enhance the guest experience, improve satisfaction, and foster loyalty. Moreover, taking corrective actions demonstrates a commitment to continuous improvement, which can strengthen the hotel's market position and reputation. By investing in service support infrastructure, enhancing staff training, and implementing operational improvements, Asa Hotel Larantuka can turn these weaknesses into opportunities for growth. Building a culture of excellence, where every interaction is tailored to meet guest expectations, will ensure a more consistent and satisfying experience for all patrons. In aother words, acknowledging and addressing these weaknesses provides Asa Hotel Larantuka with a clear roadmap for development. Strengthening these areas will not only enhance the quality of service but also solidify the hotel's standing as a trusted and reliable choice for accommodation.

Analysis of External Factors at Hotel Asa Larantuka

4.8. Opportunities

Opportunities are favourable situations in the company's environment. Important trends are one source of opportunities such as technological changes and the increasing relationship between the hotel and guests is a description of opportunities. The opportunities owned by Hotel Asa Larantuka are:

- a. The willingness of hotel employees to provide services to guests
- b. The employees provide services to guests in a friendly manner
- c. The employees have the knowledge and skills in serving guests
- d. The attitude and treatment of hotel employees provide a sense of comfort and trust from guests

Opportunities in the external environment represent favourable conditions that can propel an organisation toward greater success. For Asa Hotel Larantuka, the willingness, attitude, and professionalism of its employees constitute a substantial opportunity to strengthen its market position and guest satisfaction. Leveraging these positive traits can foster loyalty and enhance the hotel's reputation as a preferred destination for travellers. Additionally, the willingness of employees to provide dedicated

service to guests is a cornerstone of exceptional hospitality. This commitment demonstrates a proactive approach to guest engagement and creates a positive perception of the hotel. Building on this by recognising and incentivising employee efforts can further enhance morale and maintain a high standard of service delivery.

Moreover, the friendliness displayed by the hotel employees plays a significant role in creating memorable guest experiences. A warm and approachable demeanour fosters a welcoming atmosphere, encouraging guests to feel at ease and valued. Asa Hotel Larantuka can utilise this opportunity to differentiate itself by promoting its employees' interpersonal qualities as a unique selling point. In addition, the employees' knowledge and skills in serving guests represent a key strength that can be capitalised on. Competent staff who can efficiently address guest needs contribute to smooth operations and a high level of guest satisfaction. Regular training programs and skill enhancement workshops can ensure that employees remain adept at handling the dynamic requirements of the hospitality industry. Additionally, the attitude and treatment of hotel employees instil a sense of trust and comfort among guests, creating a foundation for long-term relationships. This trustworthiness encourages repeat visits and positive word-of-mouth promotion. Asa Hotel Larantuka can leverage this opportunity by building stronger guest relationships through personalised service and consistent delivery of high-quality experiences.

Furthermore, these opportunities present a pathway for Asa Hotel Larantuka to further align its operations with guest expectations. By nurturing its workforce's positive traits, the hotel can reinforce its brand identity as a hospitable and guest-focused establishment. This focus not only addresses current market demands but also positions the hotel to adapt to future trends in the hospitality industry. Additionally, to harness these opportunities, Asa Hotel Larantuka should prioritise employee engagement and training, highlight the importance of friendliness and professionalism in its marketing campaigns, and actively seek guest feedback to refine its services. Strengthening the alignment between employee behaviour and guest expectations will amplify the hotel's competitive advantage. This suggests that the opportunities identified underscore the potential of Asa Hotel Larantuka to excel in the hospitality sector. By leveraging its employees' willingness, friendliness, and competence, the hotel can enhance guest satisfaction, build trust, and secure a loyal customer base, ultimately driving its growth and sustainability.

4.9. Opportunities

Threats are conditions that threaten from outside. This threat can disrupt the organisation, project or business concept itself. This is a threatening condition from outside. This threat can disrupt the organisation, project or business concept itself (Freddy, 2014). The threats of Asa Larantuka hotel are:

- a. Service to hotel guests is not in accordance with the procedure
- b. Lack of responsiveness of employees to hotel guest complaints
- c. Lack of responsiveness of the hotel in solving problems faced by guests
- d. Hotel employees have not been able to provide information about hotel facilities and infrastructure to hotel guests

Threats represent external conditions that can disrupt an organisation's operations, impede its objectives, or weaken its competitive position. For Asa Hotel Larantuka, these external threats—centred around service delivery and employee responsiveness—pose significant challenges that require strategic intervention to mitigate their impact and safeguard the hotel's reputation. The inconsistency in providing services to guests that align with standard operating procedures (SOPs) is a critical threat. Deviations from SOPs can create discrepancies in service quality, leading to guest dissatisfaction and damaging the hotel's credibility. Asa Hotel Larantuka must address this by reinforcing adherence to SOPs through training, monitoring, and accountability measures to ensure consistency in service delivery. Additionally, the lack of responsiveness to guest complaints poses a significant risk to the hotel's ability to retain and attract customers. In the competitive hospitality industry, quick and effective complaint resolution is vital for

maintaining guest loyalty and reputation. Asa Hotel Larantuka should implement a structured complaint management system to address guest concerns promptly and satisfactorily.

Furthermore, the inability of the hotel to resolve guest problems in a timely and effective manner jeopardises guest trust and satisfaction. This threat highlights the need for proactive problem-solving capabilities among employees. Asa Hotel Larantuka can mitigate this risk by equipping its staff with problem-solving skills through dedicated training sessions and fostering a culture of accountability and ownership. Moreover, the lack of employee knowledge regarding the hotel's facilities and infrastructure can negatively impact the guest experience, particularly for those seeking information or assistance. This threat undermines the hotel's ability to deliver comprehensive service and project a professional image. Asa Hotel Larantuka should prioritise employee orientation and ongoing training to ensure that staff can provide accurate and detailed information to guests.

Addressing these threats is imperative for Asa Hotel Larantuka to maintain its competitive edge in the hospitality industry. Failure to manage these external challenges effectively could result in reputational damage, reduced guest satisfaction, and potential revenue loss. By recognising and addressing these issues, the hotel can strengthen its operational resilience and enhance its service quality. The threats faced by Asa Hotel Larantuka underscore the dynamic challenges of the hospitality industry. By proactively addressing issues related to service adherence, responsiveness, problem-solving, and knowledge dissemination, the hotel can mitigate risks and position itself as a reliable and guest-focused establishment. Effective threat management will not only secure Asa Hotel Larantuka's operational stability but also contribute to sustained guest satisfaction and loyalty.

Strategy for Improving Room Service Quality of Asa Larantuka Hotel using SWOT matrix

According to Aprilus & Pono (2018), the SWOT matrix is an integrated analytical framework between the company's internal and external environment, by building a SWOT approach. The SWOT table below is a formulation made for alternative strategies to improve the quality of service of Asa Larantuka Hotel, namely by grouping based on the Strength-Opportunity (SO), Strength-Threat (ST), Weakness-Opportunity (WO), and Weakness-Threat (WT) strategies based on the results of the SWOT matrix (table 2) from Asa Larantuka Hotel.

Tabel 2. SWOT Matrix for Improving Room Service Quality of Hotel Asa Larantuka

Faktor Internal Faktor Eksternal	STRENGTH(S)	WEAKNESS(W)
	1. The physical state of the hotel building and its adequate interior 2. Cleanliness and comfort of the hotel environment 3. The appearance of employees when providing services is very impressive 4. The hotel prepares a guest complaint service	1. Service support facilities that are still lacking 2. Not all services provided are pleasing to guests 3. Services are not always on time 4. Sometimes employees do not understand guests' wishes

OPPORTUNITIES (O)	STRATEGI (SO)	STRATEGI (WO)
1. Willingness of hotel employees in providing services to guests 2. The employees provide services to guests in a friendly manner 3. The employees have the knowledge and skills in serving guests 4. The attitude and treatment of hotel employees provide a sense of comfort	1. The hotel always maintains the building and hotel facilities regularly. 2. Hotel employees always pay attention to the cleanliness of the hotel environment 3. Hotel employee uniforms must give a neat and attractive impression 4. Employees always prioritise hospitality in service	1. Procurement of supporting facilities that are not yet complete 2. Employees must improve their service skills in order to please guests 3. Employees should not delay service time 4. Employees always communicate with guests to understand guest characters
THREAT (T)	STRATEGI (ST)	STRATEGI (WT)
1. Service to hotel guests is not in accordance with procedures 2. Lack of employee responsiveness to hotel guest complaints 3. Lack of responsiveness of the hotel in solving problems faced by guests 4. Hotel employees have not been able to provide information about hotel facilities and infrastructure to 5. hotel guests	1. Improve room service according to procedures 2. Employees and the hotel must immediately respond to guest complaints 3. Employees always provide information about hotel facilities and infrastructure to guests	1. Hotel employees always communicate with guests in order to get to know guests well.

Strategy (SO), which is a strategy by maximising the strengths to take advantage of opportunities. The following is the strategy (SO) of Asa Larantuka Hotel:

1. The hotel always carries out routine maintenance of hotel buildings and facilities. Regular maintenance of hotel buildings and facilities will keep the hotel's appearance always attractive to guests. When guests enter the hotel area and see the beauty of the hotel, it creates a good impression. Maintenance of hotel buildings and facilities can be in the form of: painting walls whose colours are starting to fade and replacing or repairing damaged facilities.
2. Hotel employees always pay attention to the cleanliness of the hotel environment. Hotel cleanliness is the responsibility of all parties in the hotel. This responsibility is not solely charged to the cleaning service but is the duty of all staff and employees as well as guests who stay. Trash boxes must be prepared in all places in the hotel area so that garbage is not scattered.
3. Hotel employee uniforms should give a neat and attractive impression. The hotel prepares uniforms for employees and staff to look impressive to guests. The colour combination of the uniform is tried to be attractive to the eye.
4. Employees always prioritise hospitality in service. A culture of hospitality in service needs to be owned by every employee. In service to guests, hotel employees need to pay attention to their attitude and speech so as not to offend guests.

Strategy (WO), is a strategy to minimise weaknesses by taking advantage of existing opportunities. The following is the (WO) strategy of Asa Larantuka Hotel:

1. Procurement of supporting facilities that are not yet complete. Simangunsong Michael (2018) states that physical supporting facilities have an impact on guest enjoyment. This means that the superior

the physical supporting facilities at Hotel Asa Larantuka, the higher the likelihood of guests returning to stay in the future.

2. Employees must improve their service skills to please guests.
3. Employees must have adequate competence in providing services.
4. Employees should not delay service time. Should not let guests wait too long to get service. Waiting is a very boring job. This can lead to negative impressions from guests. Employees must serve guests when needed.
5. Employees always communicate with guests to understand their character. Good communication will establish a good relationship. Relationships created between employees and guests can be built through pleasant conversations so that employees can get to know guests well.

Strategy (ST) is a strategy that uses strength factors to overcome threats. The strategy (ST) of Asa Larantuka Hotel is:

1. Improve room service according to procedures. Employees must provide room service according to procedures starting from personal appearance, preparation of equipment for service to the stages of room service. This procedure must be carried out so that the stages of work follow a good flow.
2. Employees and the hotel must immediately respond to guest complaints.
3. Hotel employees must always be ready on the spot so they can find out complaints and needs from guests. Guests should not be disappointed by the absence of hotel employees when needed.
4. Employees always provide information about hotel facilities and infrastructure to guests.
5. Hotel employees should always provide information about hotel facilities and infrastructure to guests both when guests arrive and during guests' stay at the hotel.

Strategy (WT) is a strategy by minimising weakness factors and avoiding threats. The following is the strategy (WT) of Asa Larantuka Hotel:

1. Hotel employees must communicate with hotel guests. The purpose of communication is to get to know guests well, find out the problems faced by guests and get good input to improve service quality at Hotel Asa Larantuka.

5. Conclusion

Hotel Asa Larantuka is the only two-star hotel in the city of Larantuka. This hotel is in great demand by local people as well as from outside East Flores. To find out the level of room service quality at this hotel, the author tries to analyse it through five dimensions of service quality consisting of: dimensions of tangibles (direct evidence), reliability (reliability), responsiveness (responsiveness), assurance (guarantee) and empathy (empathy). The research method of service dimensions is through interviews with the government, the hotel and guests.

The interview results show that the quality of room service at Hotel Asa Larantuka is very pleasant. Hotel Asa Larantuka has a beautiful and well-maintained physical building. The beautiful appearance of the hotel gives a good impression when we enter the hotel grounds. The employees with attractive appearance are ready to provide the best service. The facilities owned by Asa Larantuka Hotel are quite adequate. However, there are still some shortcomings such as incomplete service facilities. The lack of facilities at Hotel Asa Larantuka will affect the quality of service to guests. In addition, reliability in providing services is still lacking. This is due to the inaccuracy of service time.

The hotel must have the right strategy in improving the quality of Asa Larantuka hotel room service. The strategy implemented must be effective and can have an impact on improving the quality of room service at Hotel Asa Larantuka. The author provides alternatives through SWOT analysis including: 1) SO strategy is that the hotel always carries out routine maintenance of hotel buildings and facilities, hotel employees always pay attention to the cleanliness of the hotel environment, hotel employee uniforms must give a neat and attractive impression and always prioritise hospitality in service, 2) WO strategy through the

procurement of supporting facilities that are not yet complete, employees must improve their skills in serving to please guests, should not delay service time and always communicate with guests to understand character, 3) ST strategy by improving room service according to procedures, employees and the hotel must immediately respond to guest complaints and always provide information about hotel facilities and infrastructure to guests, and 4) WT strategy by always communicating with guests in order to get to know guests well.

6. Suggestions

The suggestions given to Asa Larantuka hotel are:

1. Improve service quality by maintaining hotel buildings and facilities in order to provide comfort for guests. Employees always look attractive, polite and friendly in speech, always communicate with guests and quickly respond to guest complaints. In addition, service procedures need to be implemented so that all service activities take place in an orderly and smooth manner.
2. In doing business, every company should understand the importance of service quality. Asa Larantuka Hotel must pay attention to the quality of room service in order to gain the trust of guests. Evaluation of room service quality should be carried out periodically with reference to the five dimensions of service quality. With the evaluation of facilities and employee performance, it will help the hotel to find out the shortcomings it has and try to make improvements in further services.
3. The hotel should be able to implement the right strategy in order to improve the quality of room service. In service to guests the hotel needs to know and apply where its strengths, opportunities, threats and challenges are.

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