

LAMPIRAN

Lampiran 1. Pedoman Wawancara

Topik : Analisis Penerapan *Standard Operating Procedure* Oleh *Telephone Operator* Dan Implikasinya Terhadap Kualitas Pelayanan Di Holiday Inn Resort Baruna Bali.

1. Apakah SOP *Telephone Operator* saat ini efektif dengan beban kerja Guest Relation Officer?
2. Apakah akan ada revisi terhadap SOP *Telephone Operator* dalam mengambil alih tugas GRO?
3. Sejauh mana SOP saat ini membantu dalam menjalankan tugas *Telephone Operator* dan GRO?
4. Apa alasan utama dilimpahkannya beban kerja GRO kepada *Telephone Operator*?
5. Apakah ada pertimbangan untuk mengembalikan peran GRO dengan merekrut staff baru ?
6. Bagaimana caranya *Telephone Operator* menyesuaikan diri dengan tugas GRO?
7. Apakah ada tugas tertentu yang paling sulit atau paling membebani dalam mengerjakan tugas GRO ?
8. Apakah perubahan ini mempengaruhi tingkat stres atau kelelahan berlebih dalam bekerja ?
9. Bagaimana manajemen mendukung *Telephone Operator* agar tetap memberikan pelayanan yang berkualitas dengan beban kerja yang meningkat ?
10. Apakah ada evaluasi berkala terkait performa *Telephone Operator*?
11. Apakah perubahan peran ini mempengaruhi kepuasan tamu terhadap kualitas layanan hotel ?
12. Apakah solusi terbaik untuk menjaga kualitas layanan hotel ?

Lampiran 2. Hasil Wawancara

Responden 1

(*Duty Manager*)

Perubahan peran *Telephone Operator*, khususnya dalam pengambilan alih sebagian tugas *Guest Relation Officer* (GRO), mulai terjadi sejak pengurangan jumlah karyawan pada tahun 2019. Hingga kini, posisi GRO belum diisi kembali karena pertimbangan anggaran oleh manajemen. Namun, manajemen menilai bahwa staf yang tersedia, termasuk *Daily Worker Telephone Operator*, masih mampu melaksanakan tugas tambahan tersebut dengan baik meskipun berada di luar *jobdesk* utama mereka. Narasumber 1 selaku *Duty Manager* menyampaikan bahwa manajemen secara rutin menilai efektivitas pelaksanaan SOP melalui laporan harian dari masing-masing departemen. Meskipun dokumen SOP yang ada belum direvisi, pemantauan implementasinya tetap dilakukan secara berkala untuk memastikan kesesuaiannya dengan perubahan operasional yang terjadi. Sebagai bentuk dukungan terhadap perubahan ini, manajemen menyediakan pelatihan yang dirancang khusus untuk membekali *Telephone Operator* dengan keterampilan dan pengetahuan yang diperlukan agar dapat menjalankan tugas tambahan secara profesional sesuai standar pelayanan. Untuk memastikan beban kerja tetap seimbang dan tidak menurunkan kualitas pelayanan, departemen juga melakukan penilaian kinerja secara berkala. Sebagai langkah strategis tambahan, serta tim *Telephone Operator* diperkuat melalui perekrutan beberapa *Daily Worker* guna memperlancar pembagian tugas dan meningkatkan efisiensi kerja.

Responden 2

(*Daily Worker Telephone Operator*)

Narasumber 2, mengungkapkan bahwa pada awal menjalankan tugas tambahan *Guest Relation Officer* (GRO), ia sempat mengalami beberapa kendala. Tantangan utama yang dirasakannya adalah menyesuaikan diri dengan karakteristik pekerjaan GRO yang berbeda dari tugas utamanya sebagai *Telephone Operator*, terutama dalam hal pembagian waktu dan fokus agar seluruh tanggung jawab dapat dilaksanakan secara optimal.

Beban kerja yang meningkat, terutama saat menghadapi tamu dengan keluhan atau ketika situasi operasional sedang padat, juga sempat menimbulkan rasa lelah. Namun demikian, seiring waktu, narasumber 2 mengaku mampu beradaptasi dengan belajar mandiri melalui SOP yang relevan dan melakukan observasi langsung terhadap tugas-tugas GRO.

Narasumber 2 juga menyatakan bahwa peran atasan langsung, seperti supervisor atau head, sangat berperan penting dalam proses penyesuaian ini. Bimbingan yang diberikan, baik melalui arahan langsung, briefing rutin, maupun sesi evaluasi berkala, memberikan dukungan yang signifikan bagi staf dalam memahami tugas tambahan.

Lebih lanjut, Narasumber 2 menekankan pentingnya kerja sama tim dalam mengatasi tantangan di tempat kerja. Sikap saling membantu antar rekan menjadi kunci dalam menciptakan lingkungan kerja yang suportif serta dalam memberikan pelayanan terbaik kepada tamu.

Dari sisi implementasi SOP, Narasumber 2 menyatakan bahwa dokumen tersebut sangat membantu sebagai panduan dalam pelaksanaan tugas harian. Keberadaan SOP memberikan kejelasan dalam langkah-langkah operasional, terutama ketika *Telephone Operator* juga harus merangkap sebagai GRO. Meskipun demikian, ia juga menyarankan agar SOP perlu disesuaikan secara berkala seiring dengan perkembangan tugas, agar tetap relevan dan tidak menimbulkan kebingungan dalam pelaksanaannya.

Sebagai solusi tambahan, peneliti menyarankan penerapan sistem *feedback* dua arah, yaitu dengan menyediakan formulir internal berkala yang memungkinkan staf menyampaikan umpan balik terhadap implementasi SOP maupun kendala yang dihadapi di lapangan. Sistem ini dinilai dapat membantu manajemen dalam merespons kebutuhan nyata secara lebih cepat dan menyesuaikan kebijakan berdasarkan masukan langsung dari pelaksana tugas.

Lampiran 3. Dokumentasi

Dokumentasi 1 *Guest Relation Taks List* yang dikerjakan oleh *Telephone Operator* di Holiday Inn Resort Baruna Bali :

a. Morning Shift

GUEST RELATIONS TASK LIST		
Time	Task	How To Do
	Send Emergency Report (7AM, 4PM, 12AM)	Drive Y - Guest Relation - Emergency Report Arrival - Departures - Guest In House by Room (without rate), Police Report (tick unmask), Manager Flash
	Cut Key for Virgin Crew & Jetstar Crew	Masuk ke application Onity, dan urutkan dari nomor kamar terkecil
	Print and prepare for Registration card for next day of arrival	Opera - Reservation update - Arrival - Change date to tomorrow
	Check arrival IHG member and Online Travel Agent 3 days in advance (Booking.com, Priceline, Agoda, Expedia, Tiket.com, Trip advisor, and Another online booking) and put alert PH2	Opera - Arrival - Advance (see date) - VIP - 4,5,6,7,8,11 & 12. Option - Alert - PH2, Alert membership
	Make sure you have courtesy by FB list by 11AM	Call Palm Restaurant
	Check traces GRO, GSA for any follow up	Opera - Report - Reservation Trace - Date - Dept (None), Klik GRO, GSA Opera - Front Desk - Trace - Department
	Check cake order and Fruit Order (if any) to supervisor, trace, especially at FB Leader WA	Opera - Report - Reservation Trace - Date - Dept (None), Klik GRO, GSA Opera - Front Desk - Trace - Department
	Check cake order for birthday	Miscellaneous - Report - Guest birthday (see date) - Preview
	Make Amenities report order for order Cake and Fruit for tomorrow arrival guest for VIP member, Honeymoon, Anniversary, Birthday	Opera - Arrival - Advance (see date) - VIP - 4,5,6,7,8,11 & 12. Opera - All arrival, Klik arrival - see Specials
	Prepare Welcome Letter IHG member today and tomorrow	Drive Y - Guest Relations - GRO letter format - IHG one reward 2022 - make Welcome Letter base on tier
7:00 - 16:00	Create IHG Enrollment report	Drive Y - Guest Relations - Report - IHG Enrolment
	Prepare Key for tomorrow VA Crew, FIT, Group	Opera - Arrival - Advance (see date)
	Create Courtesy Call member and Online booking guest dan COCOKKAN DEPARTURE DENGAN YANG DIKIRIM DUTY MANAGER (AM SHIFT) VIP ARRIVAL COCOKKAN KEMBALI DENGAN YANG KEMARIN (AM SHIFT) Ensure to inform Mandarin speaker to do Courtesy and send Message Do second courtesy for long staying guest	Drive Y - Guest Relations - Report - Courtesy call Opera - Departures today - cocokkan dengan courtesy yang hari ini Opera - Arrival today - cocokkan dengan courtesy yang hari ini
	Check BPN Maestro service complaint log (pending)	Requests - user : holidayinnresortbarunabali@ihg.com pass:baruna2023 Service complaint log - Filter - Pending - change date
	Check Courtesy call member and on line Travel agent	Drive Y - Guest Relations - Report - GRO courtesy procedure. Point to ask: • As an IHG member, did you feel recognized upon check in? were you greeted as an IHG member? • Do you have any comment about the cleanliness in the room? How if we failure to talk with the guest especially for short stay guest: <u>Please send a message</u> Dear Mr/s. X, I am Agus from reception We have tried to reach you over the phone but no answer. We just want to hear from you is everything up to your expectation? <u>Please let us know should you need any assistance.</u>
	Take Out Registrasi Form Check out	Take Registrasi Form from docket FO Desk 1, and take in the FO Closure
	Make Sure Email, PIC and ETA in OSAT/inhouse	Drive Y - Guest Relations - Report - Courtesy call
	Make record of work request from BPN	Send to WA group FO Warrior
	Always Monitor Duty Message from Jetstar	Email - Duty Message Jetstar
	sorting out bills	sort the bills according to the floor and room number - separate them from the bills of guests who have checked out - put the bills of guests who have not checked out into the drawer in Mr. Aries' office.

b. Middle Shift

Date:			GUEST RELATIONS TASK LIST		
Middle shift : Date					
Time	Task	How To Do			
11:00 -20:00	Send Emergency Report (7AM, 4 PM, 12 AM)	Drive Y - Guest Relation - Emergency Report Arrival - Departures - Guest In House by Room (without rate), Police Report (tick unmask), Manager Flash			
	Make sure you have courtesy by FB list by 11AM	Call Palm Restaurant			
	Check arrival IHG member and Online Travel Agent 3 days in advance (Booking.com,Priceline,Agoda,Expedia,Tiket.com,Trip advisor) and put alert PH2	Opera - Arrival - Advance(see date) - VIP - 3, 4,5,6,7,8,11 &12. Option - Alert - PH2, Alert membership			
	Check traces GRO,GSA for any follow up	Opera - Report - Reservation Trace - Date - Dept (None), Klik GRO,GSA Opera - Front Desk - Trace - Department			
	Check cake order and Fruit Order (if any) to supervisor, trace, especially at FB Leader WA	Opera - Report - Reservation Trace - Date - Dept (None), Klik GRO,GSA Opera - Front Desk - Trace - Department			
	Check cake order for birthday	Miscellaneous - Report - Guest birthday (see date) - Preview			
	Make Amenities report order for order Cake and Fruit for tomorrow arrival guest for VIP member, Honeymoon, Anniversary, Birthday	Opera - Arrival - Advance(see date) - VIP - 4,5,6,7,8,11 &12. Opera - All arrival, Klik arrival - see Specials Amenities Report : Drive Y - Guest Relation - Report - GRO Monthly Report - 2023			
	Set up VIP welcome fruits to each room	Take the welcome fruits at pastry kitchen and Set up VIP welcome fruits to each room			
	Prepare Welcome Letter IHG member today and tomorrow	Drive Y - Guest Relations - GRO letter format - IHG one reward 2022 - make Welcome Letter base on tier			
	Create Rooming List Jetstar	Drive Y - Jetstar Folder - Jestar Rooming List			
	sorting out bills	sort the bills according to the floor and room number - separate them from the bills of guests who have checked out - put the bills of guests who have not checked out into the drawer in Mr. Aries' office.			
	Registration Card Check Out & Cardver	Take the Rc check out in desk drawer 1, then sort out the cardver and place it in the cardver folder.			
	Create IHG Enrollment report	Drive Y - Guest Relations - Report - IHG Enrolment			
	Create Courtesy Call member and Online booking guest (11AM-08PM) Ensure to inform Mandarin speaker to do Courtesy and send Message	Drive Y - Guest Relations - Report - Courtesy call			
	Check BPN Maestro complaint log (pending)	Escap Requests - user: holidayinnresortbarunabal@ihg.com pass:baruna2023 Service complaint log - Filter - Pending - change date			
	At 5 PM FB team will collect "Courtesy by FB" from Palm and Envy	Make report of courtesy by FB Evening at least 4.30 PM done (have to be 1 page only) Drive Y - Guest Relations - Report - Courtesy call			
	Check Courtesy call member and on line Travel agent Do second courtesy for long staying guest	Drive Y - Guest Relations - Report - GRO courtesy procedure. Point to ask: As an IHG member, did you feel recognized upon check in? were you greeted as an IHG member? Do you have any comment about the cleanliness in the room? How if we failure to talk with the guest especially for short stay guest: <u>Please send a message</u> Dear Mr/s. X, I am Agus from reception We have tried to reach you over the phone but no answer. We just want to hear from you is everything up to your expectation? Please let us know should you need any assistance by press 0 from the room.			
	UNTUK ALL OTA YG OSATNYA JELEK PLS TOM AND NEW PROFILE	1 Night Stay Member.—HIGHLIGHT • Harus tercourtesy • Masukkan ke service complaint log untuk semua request • Check out harus diinput ke service complaint log • Full set up Amenities • Kalo ada complaint harus kasih extra miles • Kasi Extraded free untuk under 12 y.o. • Hand to Duty Manager - 1 night harus tulis dan hand over ke DM regardless baik atau buruk OSAT nya. - TOM or Move to PM 1. Cek courtesy during stay. Guest have negative feedback , or have problem/concern. 2. Upon check out, cek PH2. (Overall stay, score, feedback). 3. Cek guest has upgrade room or No. 4. Cek in the BPN guest has problem during stay or No.			
Make record of work request from BPN	Send to WA group FO Warrior				
Always Monitor Duty Message fro Jetstar	Email - Duty Message Jetstar				
NOTE :					
	Team member sign		Supervisor/Duty Manager sign		

c. Afternoon Shift

Date:			GUEST RELATIONS TASK LIST		
Afternoon shift : Date					
Time	Task	How To Do			
14:00 -23:00	Check arrival IHG member and Online Travel Agent 3 days in advance (Booking.com, Priceline, Agoda, Expedia, Tiket.com, Trip advisor) and put alert PH2	Opera - Arrival - Advance (see date) - VIP - 3,4,5,6,7,8,11 & 12. Option - Alert - PH2 - Alert Membership			
	Get hand over from morning shift for cake order and Fruit Order (if any) supervisor, trace, especially at FB Leader WA and send the order/request to the guest room	Opera - Report - Reservation Trace - Date - Dept (None), Klik GRO, GSA			
	Set up VIP welcome fruits to each room	Take the welcome fruits at pastry kitchen and Set up VIP welcome fruits to each room			
	Check cake order and Fruit Order (if any additional) to supervisor, trace, especially at FB Leader WA	Opera - Report - Reservation Trace - Date - Dept (None), Klik GRO, GSA Opera - Front Desk - Trace - Department			
	Check cake order for birthday	Miscellaneous - Report - Guest birthday (see date) - Preview			
	At 5 PM FB team will collect "Courtesy by FB" from Palm and Envy	Make report of courtesy by FB Evening at least 4.30 PM done (have to be 1 page only) Drive Y - Guest Relations - Report - Courtesy call			
	Making rooming list For group	Drive S - Temporary Passport - (Your Folder)			
	Meet and Greet preparation (Tuesday only) - Member	Drive Y - Guest Relations - Meet & Team expedition - Voucher - name list Name list from - Opera - Arrival details - change : to date, from date and klik stay date Meet & Greet will be conducted once a week every Thursday 17:30 -18:30hrs @Spa Garden			
	Check BPN Maestro service complaint log (pending)	Requests - user : holidayinnresortbarunabali@ihg.com pass:baruna2023 Service complaint log - Filter - Pending - change date			
	Create Rooming List Jetstar	Drive Y - Jetstar Folder - Jetstar Rooming List			
	Check and update IHG Enrollment report before sending	Drive Y - Guest Relations - Report - IHG Enrolment			
	Meet and Greet preparation (Tuesday only) - Member	Drive Y - Guest Relations - Meet & Team expedition - Voucher - name list Name list from - Opera - Arrival details - change : to date, from date and klik stay date Meet & Greet will be conducted once a week every Thursday 17:30 -18:30hrs			
	A must to do Courtesy call member and online Travel agent, check the report before sending Ensure to inform Mandarin speaker to do Courtesy and send Message Do second courtesy for long staying guest	Drive Y - Guest Relations - Report - GRO courtesy procedure. Point to ask: • As an IHG member, did you feel recognized upon check in? were you greeted as an IHG member? • Do you have any comment about the cleanliness in the room? How if we failure to talk with the guest especially for short stay guest: Please send a message Dear Mr/s. X, I am Agus from reception We have tried to reach you over the phone but no answer. We just want to hear from you is everything up to your expectation? Please let us know should you need any assistance. Note : Please note, for departure tracker must be updated before 7pm daily			
	UNTUK ALL OTA YG OSATNYA JELEK PLS TOM AND NEW PROFILE	1 Night Stay Member.—HIGHLIGHT • Harus tercourtesy • Masukkan ke service complaint log untuk semua request • Check out harus diinput ke service complaint log • Full set up Amenities • Kalo ada complaint harus kasih extra miles • Kasi Extraded free untuk under 12 y.o. • Hand to Duty Manager • 1 night harus tulis dan hand over ke DM regardless baik atau buruk OSAT nya. • TOM or Move to PM 1. Cek courtesy during stay. Guest have negative feedback , or have problem/concern. 2. Upon check out, cek PH2. (Overall stay, score, feedback). 3. Cek guest has upgrade room or No. 4. Cek in the BPN guest has problem during stay or No.			
	Always Monitor Duty Message fro Jetstar	Email - Duty Message Jetstar			
Make record of work request from BPN	Send to WA group FO Warrior				
Make Sure Email, PIC and ETA in OSAT/Inhouse	Drive Y - Guest Relations - Report - Courtesy call				
NOTE :	Team member sign	Supervisor/Duty Manager sign			

Dokumentasi 2 wawancara bersama dengan Bapak Firdaus Andriono selaku *Duty Manager*



Dokumentasi 3 wawancara bersama dengan Idha Dhamayanti selaku *Daily Worker Telephone Operator*



Dokumentasi 4 *Telephone* Yang Digunakan di Holiday Inn Resort Bruna Bali



Dokumentasi 5, *Jobdesk* Tambahan Yang Diambil

1. *Set up Anniversary, Honeymoon, Birthday* untuk tamu.



2. *Handle Loyalty Week/Meet In Team and Set up Welcome Fruit For VIP Guest*



RIWAYAT HIDUP



Gusti Ayu Tri Lindayani lahir di Tinggarsari pada tanggal 07 September 2003. Anak kedua dari pasangan Gusti Ngurah Winaya dan I Gutsi Ayu MD Darmita. Penulis berkebangsaan Indonesia dan beragama Hindu. Kini penulis beralamat di Banjar Dinas Kapas Jawa, Desa Tinggarsari, Kecamatan Busungbiu, Kabupaten Buleleng, Provinsi Bali. Penulis menyelesaikan pendidikan dasar di SD Negeri 3 Tinggarsari dan lulus pada tahun 2015. Kemudian penulis melanjutkan pendidikan ke jenjang SMP di SMP Negeri 1 Busungbiu dan lulus pada tahun 2018. Kemudian penulis melanjutkan pendidikan ke jenjang SMA di SMA Negeri 1 Busungbiu mengambil Jurusan BAHASA dan lulus pada tahun 2021. Setelah lulus, penulis melanjutkan pendidikan di perguruan tinggi negeri tepatnya di Universitas Pendidikan Ganesha mengambil Jurusan Manajemen, Program Studi D4 Pengelolaan Perhotelan. Pada semester akhir di tahun 2025, penulis telah menyelesaikan Tugas Akhir Sekripsi dengan judul “Analisis Penerapan *Standard Operating Procedure* Oleh *Telephone Operator* Dan Implikasinya Terhadap Peningkatan Pelayanan Di Holiday Inn Resort Baruna Bali”