

The analysis of the competencies and the services of front office staffs toward the guests satisfaction at wing hotel kualanamu deli Serdang

Kiki Maulani¹, Widya Octovia Rini Simanjuntak²,
Syahrul Syahrul³, Indra Wirawan⁴

Politeknik Pariwisata Medan^{1,2,3}
Akademi Pariwisata & Perhotelan Darma Agung⁴
¹kikimaulani02@gmail.com
²widyaoctoviarini@gmail.com
³syahrul@poltekparmedan.ac.id
⁴indra.wirawanhamdy@gmail.com

Article information

Received: 30 Jul 2026
Revised: 25 Aug 2026
Accepted: 27 Aug 2026
Published: 28 Aug 2026

Abstract - This study aims to analyse the competency level of front office staff at Wing Hotel Kualanamu, analyse the impact of front office competency on guest satisfaction, analyse the impact of front office service quality on guest satisfaction, and analyse the simultaneous impact of front office competency and service quality on guest satisfaction. This study employs a mixed-methods approach with an explanatory sequential design, combining quantitative and qualitative methods. Quantitative data analysis was conducted using the Statistical Package for the Social Sciences (SPSS) software. The sample consisted of 102 individuals, including hotel guests, front office staff, and front office managers/supervisors. Data collection techniques included surveys (via questionnaires), interviews, observation, and documentation. The results indicate that management has comprehensively provided, developed, and internalized Standard Operating Procedures (SOPs) for front office staff, thereby successfully minimizing service variability, enhancing competency, and accelerating complaint resolution at the first point of contact. Front office staff competency was proven to have a positive and significant impact on guest satisfaction; this means that higher and more optimal staff competency leads to a tangible increase in guest satisfaction. Service quality and guest satisfaction share a very strong, positive, and significant correlation; consequently, any effort by the hotel to improve service quality is directly accompanied by an increase in guest satisfaction. The combined (simultaneous) relationship of front office staff competency and service quality with guest satisfaction falls into the "very strong" category.

Keywords: front office competency; service quality; guest satisfaction; hotel management; front office staff; standard operating procedures; guest experience

1. Introduction

The hospitality industry has undergone substantial changes following the COVID-19 pandemic, with guests increasingly expecting efficient, responsive, personalized, and professional services. Within hotel operations, the Front Office department occupies a particularly important position because front office employees interact directly with guests throughout several critical stages of the guest journey, including arrival, check-in, information provision, complaint handling, and departure. Consequently, the quality of front office interactions can shape guests' perceptions of service and contribute to their overall satisfaction. Empirical studies have demonstrated that front

office service quality is closely associated with guest satisfaction in different hotel contexts (Dewi et al., 2022).

Guest expectations are not limited to physical facilities but also encompass the competence and interpersonal performance of employees who deliver the service. Front office staff are expected to possess adequate operational knowledge, communication skills, responsiveness, problem-solving ability, and professional attitudes. Competence is therefore an important human-resource factor because it represents characteristics that enable individuals to perform their jobs effectively and consistently. The competency perspective emphasizes that effective job performance is associated with underlying characteristics that distinguish competent employees from less effective performers (Boyatzis, 1982; McClelland, 1973; Spencer & Spencer, 1993). In hotel operations, these competencies become particularly important because front office employees must combine technical knowledge with interpersonal skills when responding to diverse guest needs.

Recent empirical research supports the importance of front office competence and performance in determining guest experiences. Competent front office employees can contribute to service effectiveness through appropriate communication, responsiveness, complaint handling, and the provision of accurate information. Research in Bali, for example, has found that front office staff play an important role in guest satisfaction and that communication ability and service performance are among the aspects that need to be maintained in hotel operations (Yadnya et al., 2024). Similarly, research on front desk services has identified friendliness, professional attitudes, and personalized interactions as prominent characteristics in positive guest reviews (Venysia et al., 2024). These findings suggest that the human element of front office operations remains important even as hotels increasingly adopt digital technologies.

In addition to employee competence, service quality represents another important determinant of guest satisfaction. Service quality concerns guests' evaluation of the service they receive in relation to their expectations and can be assessed through dimensions such as tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988). In the hotel sector, these dimensions are particularly relevant because guests evaluate not only what employees provide but also how reliably, promptly, professionally, and empathetically the service is delivered. Research on front office departments has found that service quality contributes to guest satisfaction, including through responsiveness, complaint handling, information provision, and other service attributes (Balistha et al., 2022; Dewi et al., 2022).

The importance of service quality is also reflected in studies conducted in different hotel settings. Research at Movenpick Resort & Spa Jimbaran Bali found that the implementation of front office e-service quality contributed to increased guest satisfaction, particularly through fulfilment, responsiveness, and contact. The study reported an increase in guest satisfaction following the implementation of e-service quality practices (Putra et al., 2022). Other research similarly indicates that front office employees' ability to respond to complaints, provide information, and maintain appropriate service standards is important in sustaining service quality (Indrayani & Wulandari, 2023).

At Wing Hotel Kualanamu, an interesting empirical phenomenon provides a relevant context for further investigation. Online guest reviews indicate complaints concerning facilities and room cleanliness, while front office staff performance receives comparatively positive comments. This apparent discrepancy suggests that guests may distinguish between the performance of individual front office employees and broader aspects of hotel service quality. Such a condition raises an important question concerning whether strong front office competence and service quality can independently and jointly contribute to guest satisfaction despite weaknesses in other areas of hotel operations.

Although previous studies have established relationships between front office service quality, employee performance, and guest satisfaction, several areas remain open for further investigation. Existing studies have frequently examined service quality in particular hotel settings, including resort hotels and established properties in major tourism destinations (Balistha et al., 2022; Dewi et al., 2022; Putra et al., 2022). Other studies have focused specifically

on guest perceptions of front office performance, communication, or service encounters (Yadnya et al., 2024; Venysia et al., 2024). These studies provide valuable evidence but do not necessarily explain how employee competence and service quality simultaneously contribute to guest satisfaction within the same empirical model.

Front office operations are an essential component of hotel service because front office personnel interact directly with guests throughout the guest journey, including reservation, check-in, information provision, complaint handling, and check-out. Effective front office operations require employees to possess appropriate operational knowledge, communication skills, and service competencies to ensure smooth interactions and positive guest experiences (Pedro & Bajao, 2026). The quality of front office service is also closely associated with guest satisfaction, particularly when employees demonstrate effective communication, responsiveness, and professional service behaviour (Pradana et al., 2023).

The front office department also plays an important role in managing guest feedback and responding to guest voices, which can provide valuable information for improving hotel services and increasing satisfaction. Effective management of guest feedback enables hotels to identify service problems and develop appropriate responses to guests' expectations (Putra & Fadilah, 2025). In addition, the implementation of e-service quality through front office operations can contribute to improved guest satisfaction by facilitating efficient, responsive, and convenient service interactions, particularly through technology-supported hotel services (Putra et al., 2022). The performance of front office employees, therefore, remains an important factor in creating positive guest experiences, as professional and responsive frontline service can influence guests' perceptions of overall hotel service quality and satisfaction (Rinda & Faozen, 2024).

Furthermore, the existing literature tends to examine front office service quality as a broad construct, whereas employee competence represents a distinct human-resource dimension involving knowledge, skills, behavioural characteristics, and the capacity to perform work effectively. Treating competence and service quality as separate explanatory variables may therefore provide a more comprehensive understanding of guest satisfaction. This distinction is particularly relevant because an employee may demonstrate strong competence while broader service-quality problems remain in other aspects of hotel operations.

A further gap concerns the empirical context. Much of the available evidence comes from established hotels and tourism destinations, including Bali and other major hospitality markets. Evidence concerning independent hotels and hotels located in secondary or regional destinations remains comparatively less developed. The context of Wing Hotel Kualanamu is therefore relevant because it provides an opportunity to examine whether front office employee competence and service quality remain important determinants of guest satisfaction in a hotel environment where guests may simultaneously encounter strengths in employee interactions and weaknesses in other service components.

Accordingly, this study addresses the gap by examining front office employee competence and front office service quality as two distinct independent variables and guest satisfaction as the dependent variable. The study further examines their individual and simultaneous effects on guest satisfaction at Wing Hotel Kualanamu.

The first theoretical foundation of this study is competency theory. Competence refers to characteristics associated with effective performance in a particular job and encompasses knowledge, skills, motives, traits, self-concept, and other characteristics that contribute to effective work behaviour. Competency-based approaches emphasize the relationship between individual characteristics and effective job performance (Boyatzis, 1982; McClelland, 1973; Spencer & Spencer, 1993). In the context of the Front Office department, competence can be reflected in employees' knowledge of hotel procedures, operational skills, communication ability, problem-solving capacity, responsiveness, and professional attitudes. These competencies are expected to enable front office employees to perform their responsibilities more effectively and to respond appropriately to guest needs.

The second theoretical foundation is the SERVQUAL model. Service quality can be evaluated through five dimensions: tangibles, reliability, responsiveness, assurance, and

empathy. These dimensions provide a systematic framework for understanding how customers evaluate the quality of services they receive (Parasuraman et al., 1988). In a hotel Front Office department, tangibles relate to the physical appearance and facilities supporting service delivery; reliability concerns the ability to provide promised services accurately; responsiveness concerns employees' willingness to assist guests promptly; assurance relates to employees' knowledge, courtesy, and ability to create confidence; and empathy concerns individualized attention to guests. The SERVQUAL framework has been applied in hotel front office research to examine the relationship between service performance and guest satisfaction (Balistha et al., 2022; Dewi et al., 2022).

The third theoretical foundation concerns customer satisfaction and expectation-disconfirmation. Customer satisfaction represents an evaluative response formed through the comparison between expectations and perceived service performance. The expectation-disconfirmation perspective proposes that satisfaction is influenced by perceived performance, expectations, and the degree to which actual performance confirms or disconfirms prior expectations (Tse & Wilton, 1988). This perspective is relevant to hotel guests because their satisfaction is shaped by their evaluation of the services they actually experience relative to what they expected before or during their stay.

The concept of the "moment of truth" further strengthens the theoretical relationship among the variables. Direct encounters between guests and hotel employees represent important service-contact points through which guests form impressions of the organization. In the Front Office department, interactions during arrival, registration, information provision, complaint handling, and departure can therefore influence guests' overall evaluation of the hotel. When front office employees possess appropriate competencies and deliver reliable, responsive, assuring, empathetic, and tangible service, these encounters can contribute positively to guest satisfaction.

Based on these theoretical perspectives, front office employee competence is expected to contribute to guest satisfaction because competent employees are better equipped to perform service tasks and respond to guest requirements effectively. Front office service quality is likewise expected to contribute to guest satisfaction because guests evaluate the reliability, responsiveness, assurance, empathy, and tangible aspects of the service they receive. When both employee competence and service quality are considered simultaneously, their combined contribution may provide a more comprehensive explanation of variations in guest satisfaction.

Previous studies further demonstrate that front office performance can contribute to the hotel's overall image. Professional appearance, appropriate grooming, interpersonal skills, and service-oriented attitudes are important elements of service excellence because guests often evaluate the hotel through their direct interactions with front office employees. Training in soft skills and professional service standards has therefore been associated with improved service delivery and guest satisfaction (Kusumarini, 2021; Kenaka et al., 2026; Hardian & Putri, 2026).

The literature shows that guest satisfaction in the hotel industry is closely associated with the quality, competence, and professionalism of front office personnel. Front office staff represent an important point of contact between hotels and guests, meaning that their competence, communication skills, responsiveness, and ability to handle guest needs can directly shape the guest experience. Staff competence has been found to contribute to service quality, while effective front office performance is associated with higher levels of guest satisfaction (Saputra, 2022; Sharma, 2026).

Service quality is also consistently identified as an important determinant of guest satisfaction. Research on front office services indicates that reliability, responsiveness, assurance, empathy, and other service-related attributes influence how guests evaluate their hotel experience. Improvements in front office service quality can therefore contribute to greater satisfaction and a more positive perception of the hotel (Alhassan et al., 2024; Kalpikawati & Sabudi, 2025; Dewi et al., 2022).

Communication skills constitute another important component of front office service. Effective communication enables staff to understand guest expectations, provide accurate

information, respond appropriately to requests, and manage interactions professionally. Studies of hotels have demonstrated that front office employees' communication skills are significantly related to customer satisfaction, particularly in environments where direct interaction between employees and guests is frequent (Jawabreh et al., 2022; Wibowo et al., 2024).

The role of front office personnel extends beyond routine administrative activities such as check-in and check-out. Their ability to manage complaints, respond to guest feedback, and provide solutions can substantially influence the overall guest experience. Effective complaint management requires active listening, empathy, prompt resolution, and consistent follow-up, which can strengthen guest trust and satisfaction (Sudiarta et al., 2025; Putra & Fadilah, 2025).

The importance of front office service is particularly evident in different hotel contexts, including luxury resorts and urban accommodation establishments. Studies conducted at hotels in Bali, Aqaba, Semarang, Tangerang, and other destinations show that front office service quality, communication, and employee performance remain important factors in shaping guest satisfaction (Paramita et al., 2022; Jawabreh et al., 2022; Silaen et al., 2025). Moreover, maintaining service quality during changing operational conditions, including the COVID-19 period, demonstrates the need for front office departments to continuously adapt their service practices to guest expectations (Paramita et al., 2022).

The existing literature indicates that front office staff competence and service quality are closely connected to guest satisfaction. Competent employees who communicate effectively, respond promptly, manage complaints professionally, and consistently deliver quality service are more capable of creating positive guest experiences. These findings provide a strong theoretical and empirical basis for examining the influence of front office staff competence and service quality on guest satisfaction.

Based on the background, empirical gap, and theoretical framework, this study addresses the following research problems: (1) How does front office employee competence affect guest satisfaction at Wing Hotel Kualanamu? (2) How does front office service quality affect guest satisfaction at Wing Hotel Kualanamu? (3) How do front office employee competence and service quality simultaneously affect guest satisfaction at Wing Hotel Kualanamu?

This study aims to analyse the influence of front office employee competence and service quality on guest satisfaction at Wing Hotel Kualanamu. Specifically, the study aims to: (1) analyse the effect of front office employee competence on guest satisfaction at Wing Hotel Kualanamu; (2) analyze the effect of front office service quality on guest satisfaction at Wing Hotel Kualanamu; and (3) analyse the simultaneous effect of front office employee competence and service quality on guest satisfaction at Wing Hotel Kualanamu.

2. Method

2.1 Research Design

This research uses quantitative approach using surveys to examine the relationships between variables. Primary data were collected via closed-ended questionnaires (using a 1–5 Likert scale) distributed to guests, as well as through semi-structured interviews with managers and front-office staff. Supporting secondary data included hotel occupancy rates and guest reviews from online booking platforms. The population of this research consists of all guests who stayed at Wing Hotel Kualanamu within the last 3–6 months. The sample was selected using a purposive sampling technique, with criteria requiring guests to have stayed for at least one night and interacted directly with the front office. The sample size was set at 60–80 respondents, based on Slovin's formula (with a 10% margin of error) the rules of thumb for PLS-SEM

The data analysis technique was conducted in two main stages: 1. Descriptive Analysis: Calculating the mean score and categorizing levels of competence and service quality using the respondent achievement level (TCR) interval range.

These quantitative results were subsequently confirmed and elaborated upon using qualitative interview data. 2. Multiple Linear Regression Analysis: Testing the equation model: $Y = a + b_1X_1 + b_2X_2 + e$

Hypothesis testing was performed by examining three statistical parameters from the regression model: o t-test on the coefficient (X_1): Testing the partial effect of competence on guest

satisfaction (H_1). o t-test on the coefficient (X_2): Testing the partial effect of service quality on guest satisfaction (H_2). o F-test and Coefficient of Determination (R^2): Testing the simultaneous effect and variance contribution of (X_1) and (X_2) on guest satisfaction (Y).

2.2 Research Conceptual Framework

The conceptual framework is presented visually and explained in paragraphs, as shown below:

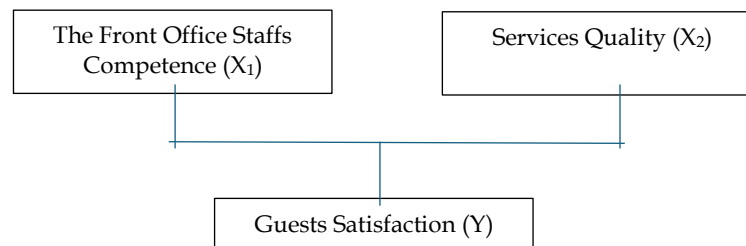


Figure 1. Research Conceptual Framework

This study is based on the concept of the front office as a "moment of truth" – a crucial initial and final contact point in shaping guest perceptions (Carlzon, 1987). At this point, the guest experience is shaped by the interaction of two key variables: Employee Competence (X_1) and Front Office Service Quality (X_2).

Competence (X_1) is an individual asset comprising the dimensions of knowledge, skills, and work attitudes (Spencer & Spencer, 1993; Wibowo, 2013). This staff competence serves as the operational foundation for delivering Service Quality (X_2), which is measured through the five SERVQUAL dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988). Both variables are hypothesized to influence Guest Satisfaction (Y), which results from a comparative evaluation between expectations and actual service performance (Kotler & Keller, 2016).

Based on this line of reasoning, three research hypotheses are formulated:

- (H_1): Front office competence has a significant effect on guest satisfaction.
- (H_2): Front office service quality has a significant effect on guest satisfaction.
- (H_3): Front office competence and service quality simultaneously have a significant effect on guest satisfaction.

Decision-making criteria are determined by interpreting the correlation coefficient value (r). According to Sugiyono (2019), the guidelines for interpreting the correlation coefficient are as follows:

0,00	-	0,199	= very low
0,20	-	0,399	= low
0,40	-	0,599	= medium
0,60	-	0,799	= strong
0,80	-	1,000	= very strong

The decision-making criteria are determined by comparing the calculated t-value with the t-table value, as follows:

If the calculated t-value > the t-table value, then H_0 is rejected.

If the calculated t-value < the t-table value, then H_0 is accepted.

A two-tailed test is used to determine the t-value:

If Sig. (2-tailed) < α , then H_0 is rejected.

If Sig. (2-tailed) > α , then H_0 is accepted.

3. Results and Discussion

3.1 Results

3.1.1 The Analysis of The Impact of Front Office Staff Competence (X_1) on Guest Satisfaction

The results correlation testing in this study was conducted using SPSS 23.0 for Windows on data obtained from respondent responses. The extent of the influence of front office staff competence

on guest satisfaction can be determined from the coefficient of determination shown in Table 1 below.

Table 1. Model of Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907 ^a	.823	.623	569.358

a. Predictors: (Constant), *Front Office Staffs Competence*

Based on the data in Table 1, the coefficient of determination indicates that front office staff competence contributes 82.30% ($0.823 \times 100\%$) to guest satisfaction. This figure signifies a very strong impact. The remaining 17.70% ($100\% - 82.30\%$) of the impact is attributed to factors outside this research model. Furthermore, the analysis of the correlation between variables is detailed in Table 2 below.

Table 2. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.139	3.432		6.682	.000
	Front Office Staffs Competencies	.442	.062	.907	6,789	.000

a. Dependent Variable: *Front Office Staffs Competencies*

Based on the data analysis, the correlation coefficient indicates a strong relationship between the two variables. Partial hypothesis testing yielded a calculated t_{value} of 6.789, which exceeds the critical t_{value} of 2.487 ($6.789 > 2.487$). Based on this decision criterion, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. These results empirically demonstrate a positive and significant influence of front office staff competence on guest satisfaction at Hotel Wing Kualanamu. The significance of this influence is further supported by an Asymptotic Significance (Asymp. Sig.) value of 0.000, which is well below the significance level of $\alpha = 0.05$ ($0.000 < 0.05$). Thus, the decision to reject H_0 is confirmed, indicating that variations in front office staff competence are a significant determinant of the level of guest satisfaction. Meanwhile, to theoretically map the strength of the relationship and categorize the degree of association between the two variables, the relevant categorical indicators are presented in the table below. Hypothesis analysis shows that the calculated t -value (6.789) is greater than the t -table value (2.487) and the significance value (0.000) is below α (0.05), meaning H_0 is rejected. Thus, there is a positive and significant influence of front office staff competence on guest satisfaction.

Table 3. Correlations

		Front Office Staffs Competencies	Guests Satisfaction
Front office competencies	Pearson Correlation	1	.907**
Office Staffs	Sig. (2-tailed)		.000
	N	102	102
Guests Satisfaction	Pearson Correlation	.907**	1
	Sig. (2-tailed)	.000	

**Correlation is significant at the 0.01 level (2-tailed)

Based on the data analysis presented in Table 3, the correlation coefficient (r) between front office staff competence and guest satisfaction was found to be 0.907. This value, being close to 1, provides an initial indication of a strong, tangible relationship between the two variables. When compared against standard interpretation criteria for correlation coefficients, the value of 0.907 falls within the 0.800–1.000 range, theoretically classifying the relationship between the variables as 'Very Strong.' Based on this classification, it can be concluded that the competence demonstrated by front office staff plays a very strong role in determining the level of guest satisfaction. Thus, this analysis confirms that front office staff competence has a positive and significant impact on guest satisfaction at Hotel Wing Kualanamu. Competent, agile, and solution-oriented staff serve as a primary driver—categorized as 'very strong'—in creating a satisfying stay experience for hotel guests.

3.1.2 The Impacts of Services Quality (X_2) towards Guests Satisfactions at Hotel Wing Kualanamu (Y)

Results SPSS 23.0 for Windows was used to process the data and test for correlations in this study. The magnitude of the influence of service quality on guest satisfaction at Hotel Wing Kualanamu can be determined by examining the coefficient of determination shown in Table 4 below.

Table 4. Model of summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.898 ^a	.806	.568		598.968

a. Predictors: (Constant), Services Quality

Based on the coefficient of determination analysis in Table 4, service quality exerts a very strong influence on guest satisfaction at Hotel Wing Kualanamu, accounting for 80.60% of the effect. The remaining 19.40% is attributed to factors outside the scope of this study, which could be investigated further in future research. A detailed breakdown of the degree of relationship—or correlation—between the variables is presented in Table 5 below. You may proceed with the analysis by examining the specific correlation values in Table 5 to gain a more comprehensive understanding.

Table 5 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.987	3.421		6.658	.000
	Services Quality	.428	.058	.898	7.500	.000

a. Dependent Variable: Guests Satisfaction

Based on the results of the partial hypothesis testing, data analysis reveals that the calculated t -value (t_{count}) of 7.500 is significantly higher than the critical t -value (t_{table}) of 2.6502 ($7.500 > 2.6502$). Consistent with this finding, the obtained significance value (p -value) is 0.000, which falls well below the error tolerance threshold or significance level of $\alpha = 0.05$ ($0.000 < 0.05$). Based on these combined statistical decision criteria, it is concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. These test results provide strong empirical evidence of a positive and significant influence of service quality on guest satisfaction. In practical terms, this positive direction of influence indicates a linear relationship, meaning that any management effort to enhance service quality will be tangibly followed by an increase in guest satisfaction.

Table 6 Correlations

		Services Quality	Guests Satisfaction
Services Quality	Pearson Correlation	1	.898**
	Sig. (2-tailed)		.000
	N	102	102
Guests Satisfaction	Pearson Correlation	.898**	1
	Sig. (2-tailed)	.000	
	N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).			

Based on the data analysis presented in Table 6, a correlation coefficient (r) of 0.898 was obtained, representing the degree of relationship between service quality and guest satisfaction at Hotel Wing Kualanamu. When aligned with standard correlation coefficient interpretation criteria, this value falls within the 0.80–1.000 range, theoretically classifying the relationship between the two variables as 'Very Strong.' These findings lead to the conclusion that service quality has a positive and significant relationship with guest satisfaction. The positive nature of this relationship indicates a linear trend; specifically, superior service quality provided by the hotel is accompanied by a substantial increase in consumer satisfaction, reflecting a very strong relationship.

3.1.4 The Analysis of The Simultaneous Impact of Front Office Staff Competence and Service Quality on Guest Satisfaction

Correlation testing in this study was conducted using SPSS 23.0 for Windows on data obtained from respondent responses. The analysis determining the extent to which front office staff competence and service quality – acting jointly (simultaneously) – significantly influence guest satisfaction at Wing Hotel Kualanamu is explained by the coefficient of determination shown in Table 7 below.

Table 7. Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903 ^a	.815	.413	4.12311

The interpretation of the coefficient of determination indicates that front office staff competence and service quality, acting simultaneously, have a significant impact and make a substantial contribution (81.50%) to guest satisfaction at Wing Hotel Kualanamu. The remaining 18.50% is determined by other factors not examined in this study.

Table 8. Correlations				
			Front Office Staff Competence	Services Quality
Front Office Staff Competence	Pearson Correlation		1	.912**
	Sig. (2-tailed)			.002
	N		102	100
Services Quality	Pearson Correlation		.912**	1
	Sig. (2-tailed)		.000	
	N		102	102

**Correlation is significant at the 0.01 level (2-tailed)

Based on the data estimation results presented in Table 8, the obtained correlation coefficient is 0.912. This figure falls within the 0.800–1.000 interval range, theoretically indicating a positive relationship and influence—categorized as 'Very Strong'—between front office staff competence, service quality, and guest satisfaction at Wing Hotel Kualanamu. To verify the significance of this simultaneous influence, a joint test was conducted on the variables of front office staff competence (X_1) and service quality (X_2) regarding guest satisfaction (Y) using F-test analysis. Determining the degrees of freedom via the formula ($F_{\text{table}} = k; n-k$) yielded values of $F_{2, 100}$, resulting in an F-table value of 3.09. Hypothesis testing involved comparing the calculated F-value (F-count) against the F-table value; the decision rule dictates that if $F\text{-count} > F\text{-table}$ and the significance level (p-value) is < 0.05 , the null hypothesis (H_0) is rejected, signifying that the regression model is valid and significant. The simultaneous test results show an F-count of 49.992—far exceeding the F_{table} value of 3.09—with a significance level of 0.000, which is below the error threshold ($\alpha = 0.05$) ($0.000 < 0.05$). Based on these empirical results, the test decision firmly rejects H_0 and accepts H_a . Thus, it can be concluded that front office staff competence and service quality jointly (simultaneously) exert a tangible and significant influence on guest satisfaction at Wing Hotel Kualanamu. These findings confirm that the alignment of frontline staff capabilities with excellent service quality serves as a crucial driver in enhancing consumer satisfaction.

Table 9. The Result of F Test Anova

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	4382.046	2	2168.886	49.992	.000 ^b
Residual	4126.642	109	36.982		
Total	8508.688	112			
a. Dependent Variable: Guests Satisfaction					
b. Predictors (Constant), Front Office Staffs Competences, Services Quality					

To test the research hypothesis, a multiple linear regression analysis model was employed. The results of the multiple linear regression analysis are presented in the following table.

Table 10. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	18.987	6.102		3.658	.007
Front Office Staffs Competences	.521	.162	.612	3.789	.009
Services Quality	.668	.184	.721	3.012	.006
a. Dependent Variable: Guests Satisfaction					

The general equation for multiple linear regression is:

$$Y = a + b_1X_1 + b_2X_2 + \epsilon$$

Where: Y = Guests Satisfaction
 a = Constant
 b = Regression Coefficient
 X_1 = Front Office Staffs Competences
 X_2 = Services Quality

Based on the multiple linear regression test results in the table above, the regression equation obtained that the values of:

Coefficient (a) = 18.987

Coefficient (b_1) = 0,521

Coefficient (b_2) = 0,668

Thus, based on these values, the regression equation is: $Y = 18.987 + 0,521X_1 + 0,668X_2 + e$
The positive values of regression coefficients b_1 and b_2 indicate a direct relationship between the variables. Thus, higher front office staff competence (X_1) and service quality (X_2) lead to increased guest satisfaction (Y). Conversely, a decline in the quality of these variables results in lower guest satisfaction.

The following is an explanation of the linear regression equation:

- a. Constant: 18.987.

Based on the equation, the constant value is 18.987. This figure indicates that the dependent variables – specifically front office staff competence and Wing Hotel service quality – would be zero if the independent variable (Y), representing the change in Wing Hotel guest satisfaction, were 18.987.

- b. Front Office Staff Competence Coefficient: 0.521

The regression coefficient value for front office staff competence (b_1) is 0.521. This means that a 1% increase in front office staff competence results in a 0.521 increase in guest satisfaction at Wing Hotel.

- c. Wing Hotel Service Quality Coefficient: 0.668

Furthermore, the regression coefficient for the Wing Hotel service quality variable (b_2) was found to be 0.668. This value indicates that a 1% increase in the Wing Hotel service quality variable results in a 0.668 increase in Wing Hotel guest satisfaction.

4. Conclusion

The findings indicate that front office staff competence has a very strong relationship with guest satisfaction. The coefficient of determination and correlation coefficient show that front office staff competence has a positive and significant influence on guest satisfaction. This finding indicates that improvements in the competence of front office staff are accompanied by corresponding increases in guest satisfaction.

Service quality also demonstrates a very strong, positive, and significant relationship with guest satisfaction. The results indicate that improvements in service quality are associated with tangible increases in guest satisfaction. Therefore, maintaining and continuously improving service quality is an important factor in enhancing guests' overall satisfaction with the hotel. Furthermore, the simultaneous analysis demonstrates that front office staff competence and service quality together have a very strong relationship with guest satisfaction. The coefficient of determination confirms that both variables jointly exert a positive and significant influence on guest satisfaction. Their combined contribution plays an important role in explaining variations in guest satisfaction.

Overall, the findings demonstrate that both front office staff competence and service quality are important determinants of guest satisfaction. Consequently, the hotel should continuously strengthen the competence of its front office staff while maintaining and improving service quality to enhance guest satisfaction.

References

- Alhassan, S., Bariham, I., & Olu, E. (2024). Effects of Front Desk Staff Service Quality on Customer Satisfaction in Some Selected Hotels in Tamale Metropolis. *Advances in Social Sciences Research Journal*. <https://doi.org/10.14738/assrj.112.16255>
- Balistha, N. M. N., Sutama, I. K., Elistyawati, I. A., Mudana, I. G., Triyuni, N. N., & Ernawati, N. M. (2022). Implementation of e-service quality at Front Office Department to increase guest satisfaction. *International Journal of Travel, Hospitality and Events*, 1(3), 202–213. <https://doi.org/10.56743/ijothe.v1i3.171>
- Boyatzis, R. E. (1982). *The competent manager: A model for effective performance*. John Wiley & Sons.
- Carlzon, J. (1987). *Moments of Truth*. Ballinger Publishing Company.

- Dahlan, F. L., & Purnomo, D. J. (2023). Efforts Of Front Office Department To Increase Guest Satisfaction At Padma Hotel Semarang. *The International Conference on Education, Social Sciences and Technology (ICESST)*. <https://doi.org/10.55606/icesst.v2i2.292>
- Dewi, N. L. G. A., Sutama, I., & Ernawati, N. (2022). Analysis of Service Quality of Front Office Staff in Increasing Guest Satisfaction. *International Journal of Glocal Tourism*. <https://doi.org/10.58982/injogt.v3i3.256>
- Fatikhatuinni'am, A. N., & Wikartika, I. (2025). Optimalisasi pelayanan front office melalui peningkatan prosedur dan kompetensi dalam meningkatkan kepuasan pelanggan di Hotel Gunawangsa MERR Surabaya. *JDT*, 5(1). <https://doi.org/10.58794/jdt.v5i2.1456>
- Febdarina, S., Julianto, A., Maryantina, M., Lestari, L., & Suryana, A. (2025). Peranan Guest Relation Officer dalam Meningkatkan Kepuasan Tamu di Hotel Grand Elite Pekanbaru. *TOBA: Journal of Tourism, Hospitality, and Destination*. <https://doi.org/10.55123/toba.v4i4.6813>
- Hardian, B. A. N., & Putri, J. (2026). Peran Front Office Staff dalam Menunjang Kepuasan Tamu serta Membangun Citra Positif Hotel: Studi Kasus Grand Edge Hotel Semarang. *Journal of Education, Humaniora and Social Sciences (JEHSS)*. <https://doi.org/10.34007/jehss.v8i3.2981>
- Indaryani, Lasmi & Wulandari, Ririn. (2023). Effect of Service Quality and Trust on Revisiting Interest toward Customer Satisfaction. *10.58291/ijmsa.v1n2.74*.
- Jasmine, N., & Sawitri, D. K. (2025). Optimalisasi Komunikasi Organisasi Dalam Upaya Meningkatkan Mutu Kualitas Pelayanan Front Office Department di Oakwood Hotel & Residence. *Jurnal Media Informatika*, 6(3), 2056–2062. <https://doi.org/10.55338/jumin.v6i3.5408>
- Jawabreh, O., Masa'deh, R., & Bareya, A. (2022). Customer Satisfaction Towards Communication Skills Of Front Office Staff At The Hotel (Case Study Five Stars Hotels In Aqaba). *GeoJournal of Tourism and Geosites*. <https://doi.org/10.30892/gtg.44416-948>
- Kalpikawati, I., & Sabudi, I. N. S. (2025). The Influence of Front Office Service Quality on Guest Satisfaction at Courtyard by Marriott Bali Nusa Dua Resort. *Journal of Hospitality Accommodation Management (JHAM)*. <https://doi.org/10.52352/jham.v4i2.1982>
- Kenaka, M. P., Gumelar, K., Sugesti, S., Hardani, I., & Prasetyanto, H. (2026). The Effectiveness of Grooming-Based Front Office Soft Skills Training in Enhancing Service Excellence and Guest Satisfaction at Narasena Co-Living Yogyakarta. *Radiant*. <https://doi.org/10.52187/rdt.v7i2.426>
- Kotler, P., & Keller, K. L. (2016). *Marketing Management* (15th ed.). Pearson.
- Kusumarini, I. (2021). Kualitas Pelayanan Staf Front Office Hotel Di Bali. *Jurnal Bisnis Hospitaliti*. <https://doi.org/10.52352/jbh.v10i2.470>
- Lestari, L., Wong, R., Febdarina, S., Maryantina, M., & Suryana, A. (2026). Pengaruh Pelayanan Prima Front Dest Agent terhadap Kepuasan Tamu di The Zuri Hotel Pekanbaru. *TOBA: Journal of Tourism, Hospitality, and Destination*. <https://doi.org/10.55123/toba.v5i1.7367>
- McClelland, D. C. (1973). Testing for competence rather than for "intelligence." *American Psychologist*, 28(1), 1–14. <https://doi.org/10.1037/h0034092>
- Palan, R. (2007). Competency Management: Teknik Mengimplementasikan Manajemen SDM Berbasis Kompetensi untuk Meningkatkan Daya Saing Organisasi. PPM. https://pusin.ppm-manajemen.ac.id/index.php?p=show_detail&id=49402&keywords=
- Paramita, N. M. M., Winia, I. N., Suarta, I. K., & Septevany, E. (2022). Guest satisfaction level of front office service during covid-19 in renaissance bali uluwatu resort & spa. *Journal of Business on Hospitality and Tourism*. <https://doi.org/10.22334/jbhost.v8i1.295>
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A Conceptual Model of Service Quality and Its Implications for Future Research. *Journal of Marketing*, 49(4), 41–50. <https://doi.org/10.2307/1251430>
- Parasuraman, A., Zeithaml, V.A. and Berry, L.L. (1988) SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 64, 12–40. <https://www.scirp.org/reference/referencespapers?referenceid=1937458>
- Pedro, J. B., & Bajao, G. (2026). Front Office Operations in Hotels. *International Journal of Research in Interdisciplinary Studies*. <https://doi.org/10.65138/ijris.2026.v4i3.273>
- Pradana, Imanuel & Revisa, Tabita & Pradana, Triandi. (2023). Pengaruh Kualitas Pelayanan Dan Keterampilan Komunikasi Front Office Terhadap Kepuasan Tamu Hotel Vega Tangerang. *Comserva: Jurnal Penelitian dan Pengabdian Masyarakat*. 3. 1267-1273. <https://doi.org/10.59141/comserva.v3i4.913>

- Putra, A. F., & Fadilah, R. (2025). Analysis of Front Office's Role in Managing Guest Voice to Increase Guest Satisfaction at Natra Bintan a, Tribute Portfolio Resort. *Journal of Multidimensional Management*. <https://doi.org/10.63076/jomm.v2i2.32>
- Putra, K. H. W., Sari, I. G. A. M. K. K., & Winia, I. N. (2022). Implementation of e-service quality by Front Office Department in increasing guest satisfaction at Movenpick Resort & Spa Jimbaran Bali. *Journal of Applied Sciences in Travel and Hospitality*, 5(2), 88–97. <https://doi.org/10.31940/jasth.v5i2.88-97>
- Rinda, D. F., & Faozen, F. (2024). The Role Of Fronliner Aston Jember Hotel Conference Center In Improving Guest Satisfaction. *SS&H: Studies in Social Sciences and Humanities*. <https://doi.org/10.63232/ssh.v1i1.19>
- Saputra, K. S. A. (2022). Pengaruh Kompetensi Karyawan Terhadap Kualitas Pelayanan Departemen Front Office Di Hotel Puri Saron Seminyak. *Sabana: Jurnal Sosiologi, Antropologi, dan Budaya Nusantara*. <https://doi.org/10.55123/sabana.v1i3.1694>
- Setiadi, P., & Fahrizal, I. (2025). Meningkatkan kepuasan pelanggan hotel melalui layanan front office berkualitas, harga, dan customer experience: Studi empiris pada Hotel Horison Kotaraja, Papua. *Jurnal Ekonomi, Manajemen Pariwisata dan Perhotelan*, 4(1), 95–113. <https://doi.org/10.55606/jempper.v4i1.4872>
- Sharma, A. (2026). Impact of front office staff competency on guest satisfaction. *Journal of Advances and Scholarly Researches in Allied Education*. <https://doi.org/10.29070/smcb0v31>
- Silaen, A. A. S., Theofanny, M., & Suriawarsita, G. S. (2025). Front Office Department Role in Delivering Quality Service at Novotel Tangerang.. *JUNITA: Jurnal Bisnis dan Pariwisata*. <https://doi.org/10.33510/junita.2025.1.1.31-36>
- Spencer, L. M., & Spencer, S. M. (1993). *Competence at Work: Models for Superior Performance*. John Wiley & Sons.
- Sudiarta, M., Santra, I. K., Hakim, J., Negeri, P., & Bali, I. (2025). Effective guest complaint management for hotel front office staff: Active listening, prompt resolution, empathy, and consistent follow-up. *Journal of Commerce, Management, and Tourism Studies*. <https://doi.org/10.58881/jcmts.v4i3.391>
- Tjiptono, F. (2005). *Manajemen Jasa* (2nd ed.). Andi.
- Tjiptono, F. (2012). *Pemasaran Strategik* (2nd ed.). Andi.
- Tjiptono, F. (2014). *Pemasaran Jasa: Prinsip, Penerapan, dan Penelitian*. Andi.
- Tse, D.K. and Wilton, P.C. (1988) Models of Consumer Satisfaction Formation: An Extension. *Journal of Marketing Research*, 25, 204-212. <http://dx.doi.org/10.2307/3172652>
- Venysia, Ni Putu Selina, et al. (2024). “Excellent Front Desk Agent Service in Increasing Guest Satisfaction at Hotels in Bali”. *Indonesian Journal of Interdisciplinary Research in Science and Technology*, vol. 2, no. 10, Oct. pp. 1265-74, doi:10.55927/marcopolo.v2i10.11254.
- Wibowo. (2013). *Manajemen Kinerja* (4th ed.). Rajawali Pers.
- Yadnya, M. S., Hendrantoro, G., Al Ghozali, V. E. M. C., Sudiarta, W., Mauludiyanto, A., Wedashwara, W., & Enderwin (2024). Millimeter-Wave Coordinated Multi-Point Scheme with Joint Transmission Under Tropical Rain Attenuation Evaluated on High-Resolution Radar Images. *International Journal on Communications Antenna and Propagation*, 14(6), 351-358. <https://doi.org/10.15866/irecap.v14i6.25757>
- Zeithaml, V. A., & Bitner, M. J. (2003). *Services Marketing: Integrating Customer Focus Across the Firm* (3rd ed.). McGraw-Hill.