

## The Implementation Of Management Functions In À La Carte Dinner Service at Lumbung Restaurant Seminyak

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### ABSTRACT

Hotel Vila Lumbung is a four-star hotel that has a unique building architecture like a rice barn. Lumbung restaurant is a restaurant that provides a variety of a la carte menus such as Indonesian food, western food, and Italian food, tourists can also enjoy breakfast, lunch, and dinner. This study lasted 7 months from December 1, 2023, to June 30, 2024. This study aims to determine the a la carte dinner service by waiters, the obstacles faced by waiters in serving a la carte dinner, and guest impressions of waiter service. The stages of a la carte dinner service begin with self-preparation before starting the work process, self-preparation starts from the staff arriving on time, wearing the specified uniform, taking attendance, clean the restaurant work area. Guest assessment of all elements, namely, interior (ambiance, cleanliness), service (greeting, courtesy, speed, professionalism), menu (selection/variety, presentation, taste, beverage), and others (music, lighting, entertainment), is excellent 19.11 (77%). Based on the guest assessment, the a la carte dinner service at Lumbung Restaurant has been excellent where the service and problems faced in the service can be done well and satisfy guests. Meanwhile, for pricing (expensive, acceptable, good value) the price of food on the A la carte dinner menu is considered inexpensive and appropriate by guests. This assessment is very useful for Lumbung Restaurant, because this guest comment serves as a basis for what things must be maintained, increasing guest satisfaction and correcting deficiencies.

**Keywords:** *a la carte*<sup>1</sup>; *Hospitality*<sup>2</sup>; *Restaurant*<sup>3</sup>; *Hotel*<sup>4</sup>

### INTRODUCTION

Bali tourism destination is one of the tourist destinations that has not been ignored by foreign tourists and domestic tourists. Bali tourism has become a world-famous tourist destination throughout the world. This is what makes Bali as the largest foreign exchange contributor to Indonesia from the tourism sector. With the number of the tourists who visiting Bali in order to meet their needs, the government and the private sector build the facilities and infrastructure, one of which is a hotel. Hotel is one type of accommodation that uses all or part of the building to provide lodging services as well as food and beverage services and other services and is managed commercially. Hotels have an important role in providing accommodation needed by guests.



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One of the growing hotels in Bali, especially in Seminyak is Hotel Vila Lumbung. Hotel Vila Lumbung is a four-star hotel that has a unique building architecture like a rice barn. Hotel Vila Lumbung has several departments to support hotel operations, consisting of front office department, housekeeping, sales, food and beverage service, food and beverage product, spa, human resources, and engineering department. One of the departments that plays an important role in operations is the food and beverage service department. Food and beverage service is a department that plays an important role in handling or serving and is responsible for the needs of food and beverage services for guests.

Vila Lumbung Hotel has a restaurant as a place to meet the food and beverage needs of guests who staying at the hotel and also the guests who come from outside the hotel. The restaurant is the second largest source of hotel income after the front office department. Hotel Vila Lumbung has a restaurant called Lumbung restaurant, which is a restaurant with a unique building concept such as a rice barn, so that the guests become interested in visiting and enjoying their food and drinks. Lumbung restaurant is a restaurant that provides a wide variety of A'la carte menus, such as Indonesian food, western food, and Italian food, which tourists can also enjoy the breakfast, lunch, and dinner. The breakfast system used at Lumbung restaurant is a buffet service, where guests are free to choose the food that they want. While at lunch and dinner the system used is A'la carte service.

Dinner at Lumbung restaurant uses an A'la carte menu system, where the menu provided is a menu which ordered by guests according to their wishes. The role of waiters in serving A'la carte dinner is very important, where waiters must apply the sequence of service; starting from welcoming the guest, sitting the guest, taking orders, serving food and beverage, clearing up plates and glass, presenting the bill, and the last is saying thank you. The application of the sequence of service is very useful for maintaining guest satisfaction while enjoying dinner at Lumbung restaurant. In addition, the sequence of service and the feedback from guests are also very important for the future progress of the restaurant. The guest response who enjoy dinner services at Lumbung restaurant including interior, service, menu, pricing, and others. This element is asked for responses to find out what elements must be maintained and improved to support the customer satisfaction who enjoy the dinner.

## **LITERATURE REVIEW**

According to the Great Indonesian Dictionary or KBBI, stages are the procedures for achieving predetermined goals. Soewarno (2011) added that a stage is a demand for change from an event of development of something that is carried out continuously. Based on the understanding according to some experts above, it could be concluded that stage is a procedure which carried out continuously to achieve predetermined goals.

### **Definition of Response**

According to Suryabrata (2003) responses are defined as shadows that remain in our memory. Ahmadi (2003) stated that the response is a memory image of the observation, where the observed object is no longer in the space and time of observation. Based on the definition from some experts above, it could be concluded that service response is an impression or description of a guest of the service obtained after making observations regarding interior, service, menu, pricing, and others.

## **Guest Definition**

Agusnawar in Sugiyah and Suparman (2017) stated that hotel guests are an important part of the hotel business or business. Wursanto in Paula, et al (2021) added that guests are organizations, bodies, institutions or companies, where people who travel outside their area for the benefit of institutions or personal interests. Based on the definition according to the experts above, it could be concluded that a guest is someone who wants good service when staying at a hotel. Guests are very important for the hotel business, because the more guests who stay at the hotel, the more revenue the hotel will get.

## **Service Definition**

Ratminto and Atik (2005) said that service is an activity or a series of activities that are invisible that occur as a result of interactions between consumers and employees or other things provided by the service provider company which are intended to solve consumer or customer problems. Sinambela (2014) stated that service is an activity or sequence of activities that occurs in direct interaction between a person and another person or machine physically, and provides customer satisfaction. Based on the understanding according to some experts above, it could be concluded that, service is an effort or activity to meet the needs of consumers or customers and provide satisfaction to consumers or customers.

## **Definition of Restaurant**

Arief (2005) defined restaurant is an unlimited industry, namely an industry that serves food and drinks to everyone who is far from their home, or close to their home. While, according to Ninemeier and Hayes in Harahap, et al (2020) a restaurant is a profitable food service operation whose main basis includes the sale of food or beverages to individuals and guests in groups. Wiwoho (2008) added that a restaurant is a place that provides food and drinks for consumption by guests, as a very basic need. Based on the definition of the experts above, it can be concluded that a restaurant is a place or building that is managed commercially, in the form of both food and beverages services.

## **Definition of À La Carte Menu**

According to Marsum in Wahyuningsih and Pratiwi (2021) Al'a carte is the arrangement of each food in a restaurant and the wishes are in accordance with what is expected and fulfilled properly. Putri (2016) added that A'la carte is a menu that lists separate dishes and has its own price. Based on the understanding of the experts above, it could be concluded that A'la carte is various types of food that have their own prices and guests can freely choose the food that they want.

## **Definition of Waiter**

Marsum (2005) stated that a waiter is an employee in a restaurant whose job is waiting on guests, making guests feel welcomed and comfortable, taking food and drink orders and serving them, and also cleaning the restaurant and the environment, preparing the dining table or table setting for the next guests. According to Mertayasa (2012) a waiter is someone whose job is to take care of and be responsible for the food and beverage service needs and other related needs of guests who stay or who do not stay in the hotel and it is managed commercially and professionally. Based on the definition of some experts above, it could be concluded that a waiter is someone whose job is serving dishes in the form of food or beverages for guests by providing good service.

## **Hotel Definition**

According to Arief (2005) a hotel is a form of commercially managed accommodation, provided for everyone to obtain services and lodging. Agusnawar (2002) added that a hotel is a type of accommodation that uses part or all of a building to provide accommodation, food, beverages and other services for the public, managed on a

commercial basis and meets certain requirements set out in the decision of the Minister of Tourism.

## **METHOD**

This research was conducted when the author doing on-the-job training for 7 months from December 1 2023 to June 30 2024. This research was carried out at the Vila Lumbung Hotel which is located at Jalan Raya Petitenget No.1000 X, Kerobokan Kuta Utara Bandung, Banjar Umasari. Data was collected by the researcher directly from the first source or research object through interview and observation. This research aims to find out the A'la carte dinner service by the waiter, the obstacles faced by the waiter in serving A'la carte dinner and guests' impressions of the waiter's service. An example of the data is knowing about dinner services.

In processing and analyzing data, the researcher used a qualitative data analysis approach to analyze data on the stages of A'la carte dinner service by waiters. While, to analyze data on tourists' responses to A'la carte dinner service used a quantitative descriptive analysis method..

## **RESULTS AND DISCUSSION**

The waiter's job is serving and meeting the food and beverages needs of guests who come to the restaurant. A'la carte menu is a list of foods with various choices accompanied by prices for each food, so that visitors can choose the food they want themselves. Lumbung restaurant has a varied A'la carte dinner menu consisting of starters, salad, soup burger, sandwich, main course, side dishes, and dessert. Apart from menu variations, the success of guest service at Lumbung restaurant is determined by the readiness of human resources (waiters) in providing service to incoming guests. Management of A'la carte dinner services is carried out by implementing management functions including:

### **Planning**

Vision and mission, strategy and coordination, human resources, facilities and infrastructure and budget. Self-preparation starts with the staff must arrive on time, wearing uniforms as determined by the hotel. Staff wear uniforms from home. Every Monday and Wednesday they wear a white shirt and green trousers obtained from the hotel, on Tuesday they wear short black trousers, on Thursday they wear traditional Balinese clothes, on Friday they wear batik clothes, on Saturdays and Sundays the staffs wear green t-shirts, black trousers obtained from the hotel. Upon arrival at the hotel, the staff must do attendance by finger printing. After taking attendance, then enter the work area to carry out cleaning. At Lumbung restaurant, briefings from the restaurant and bar manager are not held every day, commonly when there is an event at the hotel. Briefings are held when there is an event, for example the event held at the Vila Lumbung hotel on February 14 2023, the wedding was held in the garden of the Vila Lumbung hotel. The briefing for this event was held a week before the event started. This briefing was carried out to provide information regarding the division of tasks for each staff and trainee, a rundown of the event, what equipment must be prepared and what uniforms to use. Preparation of work equipment, pens or other writing tools. A pen or other stationery is an object used to write guest orders. The stationery used by the waiter must be functioned properly. Before use it, the waiter can first check the stationery used. Captain order is a piece of paper used to record guest orders. The captain order consists of four colors, namely, white, red, blue and green. The white captain order is taken to the kitchen so that

the kitchen knows the food order that will be made; the red captain order is taken to the cashier to process the bill; the blue and green captain orders are taken to the bar so that the bartender knows the drink order that will be made.

A bill is a piece of paper used as proof of guest payment. Bill consists of three colors, namely, white, red and blue. If guests pay using room charge, guests must write the room number, full name and signature. If the guest asks for proof of bill, the cashier can give the green bill to the guest, then the cashier must close the white and red bill to the room number written by the guest and double check the guest's name written on the bill with the one in the system. it's the same. Then, the white bill is given to the front office as proof of billing for guests and the red bill which has been clipped with a red captain's order is given to accounting for the checking process. If guests pay using cash and card methods or if the guest asks for proof of the bill, the cashier can provide a white bill that has been closed by the cashier. The red bill is given to accounting which has been clipped with a red captain's order and the green bill is kept at the cashier.

An EDC machine is a machine used for payments using cards. Cards that can be used are master, visa and Quick Response Code Indonesia Standard or QRIS. The ones most commonly used by foreign guests are master and visa, while local guests usually use QRIS. Cutleries are eating aids. Before use them, cutleries are usually washed first and then polished. The cutleries prepared usually consist of a soup spoon for soup types such as mushroom soup, a dessert fork and a dessert knife for dessert types such as chocolate brownies, a dinner fork and a dinner spoon for main course foods such as granary fried rice, a dinner fork and a dinner knife for types of main course, such as pan roasted herb chicken, steak fork and steak knife for types of steak food such as pork ribs.

A glass is a drinking aid. Before use, polish it first. Glass consists of many types used according to their function. Poco Grande glass is used to serve drinks such as *Pinacolada*, water goblet is used to serve water, martini glass is used to serve martini drinks, margarita glass is used to serve margarita drinks, Irish coffee glass is used to serve coffee lattes. A tray is a tool that is used as a base for serving ready-made food that will be delivered to the guest's table. Trays consist of two types, namely round trays and rectangular trays. Round trays are usually used for serving drinks and rectangular trays are usually used for serving food.

### **Organizing**

Job description, organizational structure, management, activities and training.

### **Direction**

Providing motivation, decision making, discipline, responsibility and communication. Performing Table Set-Up; Starting from cleaning the table and chairs, then installing a placemat on the table. The number of placemats installed corresponds to the number of chairs. Replenish white sugar, brown sugar, salt, pepper and toothpicks on the table. Welcoming guest, when guests enter the restaurant area, the waiter must greet the guest with a greeting, asking "May I help you Sir/Madam?" If the guest answers "Yes, I would like to have dinner here", then the waiter asks "Where do you like to sit?, we have smoking areas and non-smoking areas". If the guest has chosen, the waiter can take the guest to the table. After that the waiter invited the guests to sit down. Providing a menu list, the waiter said "Please wait a moment, I will take it menu list for you". The waiter must provide a menu list according to the number of guests eating at the restaurant. If there are there guests at one table, the waiter must provide a list of three menus. After the waiter provides the menu list, the waiter can leave the guest to give the guest time to look at the food and drinks on the menu.



**Taking Order;** If the guest has finished looking at the menu, usually the guest will call the waiter to order, and within approximately five minutes the guest does not call, the waiter will come to the guest to take the order. Waiters should maintain a standing distance of  $\pm 1$  meter from the guest table. The waiter can say "Are you ready to order?" If the guest answers "Yes" the waiter can answer "What kind of food or beverage do you like to order?". When a guest says what food or beverages they ordered, the waiter can record it in the captain's order along with special requests regarding the food and drink ordered by the guest. If so, the waiter must repeat the guest's order. Next, the waiter takes the white captain's order to the kitchen, the red one to the cashier and the blue one to the bar. **Serving beverages ordered by guests;** When the drink has been made by the bartender, the bartender will give a code, namely pressing the bell on the bar. The waiter immediately went to the bar to take the drinks that the bartender had finished making to serve to the guests. Before serving, the waiter must check (double check) the suitability between the drink and the guest's order in the captain's order, which includes the table number and what type of drink matches the order. If the waiter can serve drinks using the round tray on the guest's shirt, serve the beverage from the right side and say "Excuse me, this is your drink, please enjoy".

**Bringing cutlery;** Bring cutlery that have been wrapped in folded tissue according to the food ordered by the guest. The cutlery used must match the food order ordered by the guest. For example, if a guest orders granary fried rice, the cutlery used are a dinner fork and dinner spoon. Place the cutlery from the right side of the guest. **Serving food ordered by guests.** When the food has been made by the kitchen, the kitchen will give a code, namely pressing the bell in the kitchen. Next, the waiter must double check whether the food ordered matches what the captain ordered. If the waiter can serve food to the guest's table, and place the food from the right side. The waiter can say "Excuse me, this is your food" if the waiter can say "It's correct for your order?" If the guest answers "Yes, of course", the waiter can say "Enjoy your food".

**Clear-up plates and glasses;** If guests have finished eating, the waiter must clear-up plates and glasses and ask how was your food and drink? And ask whether the guest will order more food or drinks. If not, the waiter can prepare the guest's bill. Then, **Preparing guest bills.** The bill must match the food or beverage ordered by the guest who has written the captain's order. Then the waiter can enter the food and beverage data ordered by the guest into the system. If it has been entered, the waiter can double check whether the bill and the captain's order are the same. If so, the waiter can print the bill.

**Giving bill to guest.** After completing the bill, the waiter before bringing it to the guest must double check again to avoid mistakes. If the bill is in accordance with the captain's order, then the waiter can bring the bill to the guest's shirt. There are three payments at restaurants, namely cash, charge to room and card. If guests pay with a charge to room, guests must write the room number, full name and signature. If guests pay using cash, the waiter must say the amount the guest must pay. If there is a change, the waiter must make payment in the system, select the table according to the table on the bill then click cash, enter the amount of money given by the guest, then you will see the change received by the guest, then enter the bill into the printer machine, then print. The waiter gave a white bill as proof of payment. If guests pay using a card, the waiter can prepare an EDC (Electronic Data Capture) machine. There are two types of payment using a card, namely tap and deep. Card payments are by tap, meaning guests can stick the card on the EDC machine screen, while payment using a card is by inserting the card into the EDC machine. The waiter can enter the amount that the guest must pay, then the guest can stick or insert the card. If you have carried out the transaction process, the waiter can provide

a copy of the bank and white bill as proof. Then do a report, consisting of a summary report and a detailed report, if you have done the settlement. Waiters can make payments in the system. Saying Thank You; When the guest has finished paying for food and beverages, the waiter then says "Thank you for visiting the restaurant, and says "See you tomorrow" to the guest. Restaurant closing is usually done at 21.30 WITA. At closing, the waiter will lower the display beverages at the bar, put the beverage on the bar shelf and then clean the bar area.

Then doing closing at the cashier; starting from writing lunch, dinner and grand total revenue written in the revenue book, which is seen from the VHP (Visual Hotel Program) system on the computer, checking the cash obtained then writing a remittance envelope containing the total amount of cash obtained and put it in the remittance envelope, double check the red bill with the red captain's order, sort the red bill numbers from smallest to largest. Then closing at the Front Office; bringing the white bill, red bill and remittance envelope containing cash. Open the restaurant VHP system on the Front Office computer using the restaurant user, then click daily sales report, then print. After that, clip it with a red bill and put it in the remittance envelope.

### Supervision

Evaluation of activities, timing, individual, follow up and organization. The restaurant provides food and beverages services for tourists visiting or staying at the Vila Lumbung Seminyak hotel. In providing services to guests who visiting a restaurant, especially at Lumbung restaurant, the hotel must prepare human resources to serve, work guidelines or operational standards, service facilities and infrastructure in restaurants, so the staffs can serve guests well. Lumbung restaurant in serving visiting guests continues to strive to improve service by exploring feedback or guests' impressions of the services provided. Guest comments will be used as a basis for evaluation regarding service standards, availability of facilities and infrastructure, food menu, prices and others to make improvements according to guest needs. Guest comments are obtained from a list of statements that have been prepared and given to guests to be filled in after the guest has finished enjoying the services provided. In the guest comment form, several items that can be assessed/commented include interior, service, menu, pricing and others, and guests can also provide open suggestions. The guest comments regarding the service at Lumbung restaurant have been collected from 25 guests who have enjoyed the dinner service and filled in the guest comment sheet obtained from January until May 2024.

**Table 4.2 Guest responses to service at Lumbung Restaurant**

Element	Guest Comment			Total Guest
	Excellentt	Good	Poor	
<b>Greeting</b>	24	1	0	25
<b>Courtesy</b>	24	1	0	25
<b>Speed</b>	21	4	0	25
<b>Professionalism</b>	22	3	0	25
<b>Total</b>	22,75	2,25	0	25

Source: processed from research results, 2024

Service is one of the components in Lumbung restaurants that guests are asked to evaluate/comment on. This is done considering that service is an important thing that must be assessed by guests, because service is a service carried out by waiters in handling

the food and beverages of guests who visit a restaurant. Service is assessed to find out whether the service from a waiter is good or not. Service elements assessed by guests include greeting, speed, courtesy, professionalism which are rated as excellent, good and poor. The guest ratings regarding Lumbung restaurant service can be seen in the following table 4.2.

Based on the table above, guests' responses regarding service could be seen clearly. If it looked at each element of the greeting assessment, 24 people rated it was very good, 1 person was good and 0 people was fair. The politeness element was rated was very good by 24 people, good by 1 person and fair by 0 people. Very good speed element 21 people, good 4 people, fair 0 people. The professional element was rated as very good by 22 people, good by 3 people, poor by 0 people. Thus, it can be concluded that the guest's assessment of the restaurant service was very good, 22.75 (91%), good, 2.25 (9%), and no guests gave a fair assessment. Therefore, service must be maintained and improve the quality of waiter service.

The menu is one of the components in the Lumbung restaurant that guests are asked to evaluate/comment on. This was done considering that the menu was an important thing that must be assessed by guests, because food and beverages are a source of restaurant revenue. Menu elements assessed by guests include variety, presentation, taste, beverages which are rated as very good, good and sufficient. The guest ratings regarding the Lumbung restaurant menu can be seen in the following table below:

**Table 4.3 Guest responses to the menu at Lumbung Restaurant**

Element	Guest Comment			Total
	E	G	P	
Selection/Variety	17	7	1	25
Presentation	22	2	1	25
Taste	19	5	0	24
Beverage	20	4	1	25
Total	19,5	4,5	0,75	25

Source: processed from research results, 2024

Based on the table above, guests' responses regarding the menu could be seen properly. It can be seen at each element of the variation assessment, 17 people rated it was very good, 7 people as good and 1 person as fair. The presentation elements were rated as very good by 22 people, good by 2 people and fair by 1 person. The element of taste was very good 19 people, good 5 people, fair 0 people. The beverages element was rated very good by 20 people, good by 4 people, poor by 1 person. Thus, it could be concluded that the guest's assessment of the restaurant menu was very good, 19.5 (78%), both 4.5 (18%), and 0.75 (3%) give a fair rating. Therefore, the menu must be maintained, improved to maintain guest satisfaction, corrected for things that were lacking so that more guests visit Lumbung restaurant.

## **CONCLUSIONS**

The stages of A'la carte dinner service start with self-preparation before starting the work process. Self-preparation starts with the staff having to arrive on time, wearing the specified uniform, taking attendance, cleaning the restaurant work area. After that, preparing work equipment such as; pens, captain order, bill, EDC machine, cutleries,



glass, tray. Then, starting the work process by welcoming the guest, providing a menu list, taking orders, serving beverages, bringing cutleries, serving food, clearing up plates and glasses, preparing guest bills, giving bills to guests, and the last is saying thank you

Guest review of all elements, namely, interior (ambiance, cleanliness), service (greeting, courtesy, speed, professionalism), menu (selection/variety, presentation, taste, beverage), etc. (music, lighting, entertainment), was very good 19.11 (77 %), good 4.93 (19 %), fair 0.26 (2 %). Based on the guest's review, the A'la carte dinner service at Lumbung restaurant was very good, where the service and problems faced in the service could be carried out well and satisfy guests. Meanwhile, pricing (expensive, acceptable, good value) was very good for 16 people, expensive for 0 people, acceptable for 9 people, which meant that the price of food on the A'la carte dinner menu was considered not expensive and appropriate by guests. This review was very useful for Lumbung restaurant, because this guest comment serves as a basis for what things must be maintained, improved to maintain guest satisfaction and improve the weaknesses that must be improved.

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