

# Implementation of Service Culture for Hospitality Industry

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**Abstract**—The research was conducted with the aim of analyzing the cultural factors of service and its implementation in the level of human capital performance in the hotel. Service culture is very important for service companies, the implementation has an impact on improving work efficiency and quality, satisfaction and employee performance. The research method was carried out in the form of qualitative descriptive research. The object of research or social situation consists of three elements, namely: place, actors and activities, so the researcher observes in depth the activity namely the service culture, people or human capital performance in the hospitality industry. This research uses purposive sampling and there are findings that accountability, unique, knowledge, giving and meaningful are core values, the principles, the foundation, and everything that makes the company exist.

**Keywords**—service culture; human capital; performance; hotel

## I. INTRODUCTION

A solid administration culture is fundamental to the future achievement of neighborliness associations in light of the fact that the nearness of an administration driven culture is related with lifted representative standards for dependability, expanded confidence, increased profitability and lessened turnover [1]. Administration culture will be characterized as a business that spots benefit as the accentuation of their authoritative culture [2]. The basic job that the neighborliness work constrain gives to the visitor's general administration encounter, managers need to pick up a superior comprehension of the frameworks, practices, and techniques that make an administration culture that is customized in such a way to be expressly remunerating to the representative. Consequently, the way toward making an administration culture turns into an administration procedure because of the very customized nature of the neighborliness business [3]. The five factors of service quality are: human resource management, service culture, social responsibility, customer focus and employee satisfaction [4]. If employees are not interested in supporting a high performing service culture, the door becomes the process of elimination [5]. Co-operation between people facilitates the accomplishment of service culture [6].

To achieve service culture, it is basic that associations take a stab at fruitful interdepartmental connections. Administration culture, nonetheless, must be kept up after the execution with the goal that it doesn't return and relapse to old propensities. Gathering of working environment factors prompt generally positive advantages for friendliness administrators with the first being the foundation of a solid administration culture [1]. In the friendliness administrator's best enthusiasm to make and advance a fun workplace seeing that these candidly loaded variables have turned out to be infectious to representatives and visitors alike, and are related with the nearness of a solid administration culture [7]. Norms, values and employee commitment form a soul, a service culture which gives energy and direction to the organization [8]. Given the basic job that the cordiality work drive gives to the visitor 's generally speaking administration encounter, managers need to pick up a superior comprehension of the frameworks, practices and methods that make an administration culture that is customized in such a way to be expressly compensating to the worker, which thus prompts increased profitability and enhanced authoritative measurements [1]. The research was conducted with the aim of analyzing the cultural factors of service and its implementation in the level of human capital performance in the hotel. In order to gain more knowledge about implementation of service culture for hospitality industry and to fill the research gap regarding this topic, due to the lack of research on service culture, research has been limited to previous studies.

## II. METHOD

This study uses qualitative methods to describe service culture variables. The sample in this study was the Hotel Kagums in the Bandung, Indonesia, which represented the service industry. In-depth interviews were conducted with hotel HRD managers. In addition, observations were made for 3 months to see how service culture was implemented, then, the data were analyzed interactively. Data analysis stages consist of data collection, data reduction, data display, and verification.

### III. RESULTS

Social holding hypothesis was created by Hirschi and proposed four parts of positive social conduct. Two parts of social holding hypothesis appear to encase the ideas inside this investigation, connection and association. These parts catch the enthusiastic build, benefit develop and the factors that add to a positive (fun) workplace and in this manner the foundation of a solid administration culture [1]. Perrin takes note of that the advantages related with making a solid administration culture incorporate decreased turnover, diminished pressure related issues, and expanded individual and camaraderie [9]. The service culture is driven by inner convictions among managers and employees as well as external pressure from customers and competitors [8]. Service culture as an essential basis for cooperation, aiming to reveal its dynamics and influences. Understanding cultural dynamics can improve cooperation and assist technological solutions and training [10]. This may suggest the existence of a sort of "survival of the fittest" culture in highly service-orientated units where, if employees are not interested in supporting a high-performance service culture, the door becomes the process of elimination [5]. The dimensions that are significant have been found to be the soft issues of Total Quality Service (such as top management commitment and visionary leadership, human resource management, service culture, social responsibility, customer focus and employee satisfaction) [4].

There are four stages in the execution of an administration culture: (1) the association should really bolster powerful administration norms, (2) administration and HR must be produced as key strategies that are important to the association, (3) administrators and chiefs must trust that these strategies are indispensable to the achievement of the association and bolster an administration introduction and client cognizant representatives, and (4) workers must have a comprehension of relationship promoting, workers should realize that notwithstanding their primary errands, they additionally have a duty to do showcasing for the firm 's sake [1]. The concept of culture seems to be important for a service company and that it seems to be possible to create a service culture. The basic assumptions and set of values that each service develops imply unique and distinct service cultures. Officers are recruited, educated, and promoted first and foremost by the specific service to which they belong. The creation of shared basic assumptions and perceptions cannot be generated only in encounters and manoeuvres, since they are part of the service culture [10].

The foundation of a solid administration culture is advantageous to both the association and representative bringing about lesser turnover rates, higher maintenance, and client and employment fulfillment [1]. Service culture gives guidelines for action and meaning to what is to be done and how activities should be carried out at different levels of the organization. A strong service culture, based on the logic of values that makes sense inside the company as well as outside, is a strong driving force [8]. As is the case in civilian organizations, it is apparent that the most conspicuous difficulty in cooperation is bridging the gaps between members of different services, with their own distinct service culture and interpretation of reality [10]. As part of the organization's

service culture, organization stands equipped to create and deliver service excellence and increased customer value [5].

Human Resources Management (HRM) can build up an administration culture, which will, thusly, enhance benefit quality. Service businesses in pursuit of service quality should make use of HRM practices for developing service culture in their organizations [11]. Service culture which influences and guides employee behaviour can ensure appropriate behaviour toward customers [12]. An administration culture will exist in an association when everyone makes benefit quality the best need and see consumer loyalty as a regular mission [13]. Training is regarded as a prerequisite for achieving a service culture [6], and has been utilised by the service sector in order to support the development of a service culture [14]. Supervisors must be slanted to show a fruitful inner administration culture to anticipate enmity between these offices [1].

Through training, employees' attitudes and behaviours towards customers can be promoted [15]. When training is provided as a reinforcement of the desired behaviour, culture can be changed as a result of such training [16]. Teamwork co-operation between people facilitates the accomplishment of service culture [6]. Teamwork is a means of supporting the willingness to deliver quality service as it strengthens the motivation of the workforce [17]. Moreover, team working spirit is the one of the vital factors of quality culture [18]. In addition, teamwork can be a dissemination of good practice, which also supports and inducts new staff [19]. Teamwork was a very important factor for facilitating organizational cultural change or maintaining quality culture [20]. Previous study, that the development of service culture depends very largely on these management practices. One of the essential practices which support a service culture, it has not previously been suggested that culture and communication are so strongly associated [11].

Communication and training have the strongest and the second strongest associations with culture and hence even more important roles in the development of service culture: communicating about, and training in, service-oriented values to new recruits and to remaining employees. When frontline staff are equipped with the necessary authority, empowerment could affect the development of a service culture to some extent [11]. For accommodation administrators to evaluate and build the kinds of frameworks, practices, and methods that draw in and connect with the laborer into the current administration culture given the conspicuous advantages to the specialist, the association and to their client base [1]. Empowerment can help to create and develop a service culture if front-line staff are given the necessary authority [11]. In administration 's best enthusiasm to evaluate, know about, and fuse those components that pull in and include the specialist into the working environment to advance a positive administration culture [1]. Development of a service culture predicated on a harmony of interests between management, workers and customers [21].

#### IV. DISCUSSION

The hospitality industry conducts and manage the overall operational procedures related to the running the Hotel(s), from pre-opening to post-opening. The following is some of the operational management services that the hospitality industry provides: (1) Conducting recruitment process to select the appropriate human resources required to run the business, and providing training to increase their aptitude. (2) Budgeting and forecasting based on market research. (3) Providing reliable and dependable accounting for the entire project. (4) Providing a network of trusted vendors, suppliers, and partners for reliable purchasing. (5) Monthly report, evaluation, and performance review of staff personnel, includes paperwork, documentation, and procedures such as financial report and credit control. (6) Regular maintenance of all operational elements of the Hotel.

The formation of a solid administration culture is related with raised worker standards for dependability, expanded confidence, increased profitability and decreased turnover [1]. The hospitality industry in Indonesia is a world filled with trials and challenges, but it still can and will provide great rewards those who persist in it; those who can spot all the opportunities it provides and take them when they appear. Vision, mission and goals of the company to support the performance of employees and companies. Employees are one of the company's important assets and need to be maintained. Lots of hotels has grown into a rapidly developing industry with numerous properties in many major cities of Indonesia. This success can be attributed to many things: the quality of the human resources that contribute their energy to the cause, the keen insight of the executive management team, the core values that the industry held firm in every step of the business, and the significant trust that the industry get from the guests, clients, and partners. Service culture as identity, core values, are everything that make up the hotel industry still exist. These are the fundamental concepts that form the shape of the business and the basis for the identity of whole industry. Service culture is a value that supports consumers through policies, procedures, reward systems, and actions. The idea of administration culture ought not to be restricted to outer clients since genuine administration culture is likewise polished for the association 's inward clients. As administration quality is honed remotely, it should likewise proceed inside.

The elements that make up identity and core as service culture are the responsibility and committed in the financial success for business partners and stakeholders. Always accountable to a code of ethics derived from each member of the staff. Brands are foundations of the entire company, and the services are engineered to complement the existence of brands. Combined together, it can give the experience that is uniquely KAGUM Hotels the world continues to grow and develop beyond boundaries: KAGUM Hotels is a company with a very strong focus on always learning while implementing the integration of Information Technology to all the aspects of the business strategies. Human resources are part of the community and thus they are committed to continuous, appropriate, responsible, and focused social responsibility programs. They are striving to always give back to those who give so much to the industry in return. The industry

instruments the people with down-to-earth philosophy when answering the needs of the guests, and the focus of our strategy is people. Such philosophy and focus empowering them to always meet their every expectation.

#### V. CONCLUSION

The application of service culture, especially in hospitality industry, can provide positive social behavior. Administration culture in connection to HR is the formation of diminished turnover, lessened pressure related issues, and expanded individual and camaraderie and worker fulfillment. Four stages in the usage of an administration culture are vital to be executed keeping in mind the end goal to accomplish the organization's execution and greatest human asset execution. Hospitality industry stands equipped to create and deliver service excellence and increased customer value. A strong service culture can be implemented if it is built firmly by management, workers and customers.

#### ACKNOWLEDGMENT

We acknowledge the financial support received from the Ministry of Research, Technology and Higher Education of Indonesia for the beginner lecturer research grant.

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