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## Analysis of Differences in Perception of The Quality of Check-In and Check-Out Services at 101 Urban Jakarta Pemuda Hotel

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### ABSTRACT

*This study analyzes differences in service quality perceptions between service providers and customers during the check-in and check-out processes at Hotel 101 Urban Jakarta Pemuda. The research involved 988 guests and Front Office employees from February to May 2025, with 91 respondents selected through purposive sampling, comprising both hotel guests and staff. Data were collected using questionnaires and direct observation, then analyzed with the Service Quality (SERVQUAL) method to measure the gap between expectations and performance, and Importance-Performance Analysis (IPA) to identify priority areas for improvement. The findings reveal a significant perception gap between customers and service providers, especially in the Responsiveness and Empathy dimensions, where performance remains below expectations. IPA results show several service attributes in Quadrant A (Concentrate Here), highlighting the need for improvement in service speed during peak hours and clarity of information at check-out. Overall, the check-in and check-out service quality at Hotel 101 Urban Jakarta Pemuda is relatively good, but further enhancement in responsiveness and empathy is essential to achieve optimal customer satisfaction.*

**Keywords:** Service Quality; Check-In; Check-Out; Servqual; Importance-Performance-Analysis (IPA); Customer Satisfaction.

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## INTRODUCTION

The hospitality industry is one of the most competitive sectors in the tourism business, where each hotel competes to provide the best service to maintain and improve customer satisfaction. Front Office services play an important role because they are the first and last impressions for guests (Komar, 2019). A fast and efficient check-in and check-out process has a profound effect on the overall customer experience. According to Kotler and Armstrong (2018), customer satisfaction is the result of a comparison between expectations and perceived performance, where service that meets or exceeds expectations will cause satisfaction. However, Cronin and Taylor (2014) emphasized that service performance must be measured based on the customer's perception of the service he receives. Al-Momani's research (2018) shows that the ideal check-in time at a three- to five-star hotel ranges from 5-10 minutes during peak hours, while data at Hotel 101 Urban Jakarta Pemuda shows an average check-in time of 4.08 minutes when it is quiet and 8.58 minutes when it is busy, and a check-out of 4.67 minutes. However, peak hours can reach 15 minutes, which indicates situational constraints such as increased number of guests or staff limitations. Hotel 101 Urban Jakarta Pemuda is a three-star hotel in the Rawamangun area, East Jakarta, which carries a modern and strategic concept for tourists and business travelers. Despite having a fairly good service performance, the fierce competition in the hospitality industry demands continuous improvement of the quality of service. This can be seen from the results of customer reviews on the Agoda platform which show that there are still complaints about the Front Office service, especially in terms of communication and speed of service during the check-in and check-out process. Similar conditions are experienced by competing hotels such as Luxury Inn Arion, which received negative reviews regarding the friendliness of the staff and the quality of the breakfast. This phenomenon shows that the aspect of service quality, especially staff interaction with guests, is still the main challenge that affects the level of customer satisfaction in the Rawamangun area. Based on the author's experience during an internship at the Front Office Hotel 101 Urban Jakarta Pemuda, it was found that most of the guest problems occurred during the check-in and check-out process, such as long queues, system problems, and misinformation. This process is not just an administrative procedure, but a crucial point that shapes the customer's perception of the quality of the service. In accordance with the 101 Urban Jakarta Youth Hotel Quality Target Guidelines, optimal service is a top priority in ensuring customer satisfaction and loyalty. Therefore, this study is focused on evaluating the quality of Front Office services-especially in the check-in and check-out process-using the Importance-Performance Analysis (IPA) method. Through this method, the research aims to analyze the difference in perception between service providers and customers and provide strategic recommendations for hotel management to improve customer satisfaction.

## LITERATURE REVIEW

### Operational Management

According to Hidayat (2017), operational management is a management process that involves all parts of the organization in creating products and services through the management of inputs into useful outputs. Heizer and Render (2011) added that operational management includes a series of activities that function to create added value to goods and services by converting various inputs into outputs. Thus, this activity has an important role in ensuring that all company resources are used effectively and efficiently to produce products that provide value to

consumers. Furthermore, Tampubolon (2014) explained that operational management includes a conversion process that involves resources such as labor, capital, raw materials, and technology to achieve organizational goals. In line with that, Daft (2012) stated that operational management is a field of science that focuses on managing the production process of goods and services through the application of certain techniques and tools to solve production problems. Based on these various views, it can be concluded that operational management is a series of activities that aim to manage and optimize the use of resources in order to produce goods or services effectively, efficiently, and in accordance with the quality standards set by the organization.

### **Customer Satisfaction**

According to Park in Irawan (2021), customer satisfaction can be understood as a positive feeling that arises after consumers compare expectations of a product or service with the actual experience gained after using it. Bahrudin and Zuhro (2016) added that customer satisfaction is a form of subjective evaluation that arises after customers make a purchase and feel the benefits of the product or service. In line with that, Tjiptono (2014) stated that customer satisfaction is an emotional response that arises from an assessment of the experience of using a product or service. Thus, customer satisfaction can be interpreted as a result of a comparison between customer expectations of the promised performance and the actual performance they receive. Furthermore, Indrasari (2019) stated that there are several indicators that can be used to measure customer satisfaction levels, namely: (1) the conformity of expectations, which shows the extent to which the performance of the product or service is in accordance with customer expectations; (2) interest in reusing, i.e. the customer's desire to return to purchase or utilize the product or service; and (3) willingness to recommend, i.e. the extent to which customers are willing to give recommendations to other parties, such as family or friends, for products or services that they have enjoyed.

### **Quality of Service**

Quality is a fundamental element in determining the level of customer satisfaction as well as being the basis for creating a competitive advantage for the company. A product or service is said to be of quality if it is able to meet the needs and desires of customers according to the standards that have been set. The American Society for Quality in Heizer and Render (2011) defines quality as the overall characteristics and features of a product or service that are able to provide satisfaction to customer needs, both express and implied. Irwan and Haryono (2015) added that quality reflects the ability of products or services to meet customer needs in real or hidden ways. In line with that, Hendy (2015) stated that quality is a manufacturer's effort to provide satisfaction through the consistent fulfillment of customer expectations. Miramsyah (2017) emphasized that quality is relative, depending on the customer's point of view and experience, so that a product is considered quality if the ingredients, functions, and benefits are in accordance with standards and are able to provide satisfaction according to expectations. Thus, quality can be understood as the ability of a product or service to provide more value that is directly felt by consumers. Furthermore, Rakasiwi in Sulistyo (2020) explained that service quality is a form of intangible activities or actions but carried out by service providers to meet needs and achieve customer satisfaction. Qotrunnida et al. (2021) emphasized that service quality reflects the level of excellence of the organization in providing consistent service and according to customer expectations. Kotler in Sulaeman (2016) defines services as actions or

performances offered by one party to another that are intangible and do not result in the transfer of ownership, with the aim of meeting the needs of users. Negara (2020) states that service quality is measured from the difference between customer expectations and perception of the service received, where service is said to be of quality if customers feel conformity or superiority compared to previous expectations. This is strengthened by Simamarta (2018) who emphasizes that the quality of service can be seen from the level of reliability, accuracy, and ability of employees to provide services consistently to cause customer satisfaction.

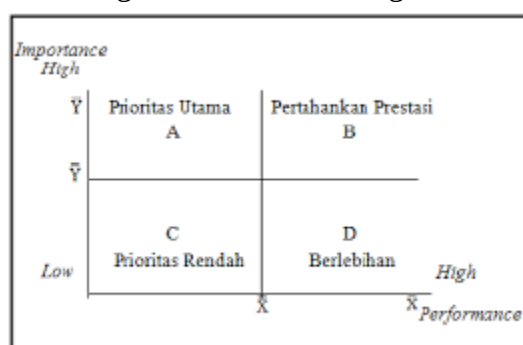
### **Expetancy-Disconfirmation Theory**

According to Oliver (1980), customer satisfaction is explained through Expectation-Disconfirmation theory (EDT) which states that satisfaction is the result of consumer evaluation after comparing expectations before receiving services with the actual performance of perceived services. If the performance of the service exceeds expectations, then there is a positive disconfirmation which results in high satisfaction; If the performance is in accordance with expectations, then there is a confirmation so that satisfaction is achieved as expected; Meanwhile, if the performance is below expectations, there will be negative disconfirmation that results in dissatisfaction.

### **Importance-Performance Analysis (IPA)**

According to Melati (2015), the Importance Performance Analysis (IPA) method is an analysis method used to measure the relationship between the level of importance and the level of performance of a product or service in an effort to improve service quality. This approach assists organizations in determining service improvement priorities by assessing the extent to which actual performance has met the level of importance perceived by customers. In its implementation, the science method is presented through a cartesian diagram that maps two main dimensions, namely the level of performance on the horizontal axis (X) and the level of importance on the vertical axis (Y).

Figure 1. Cartesian Diagram



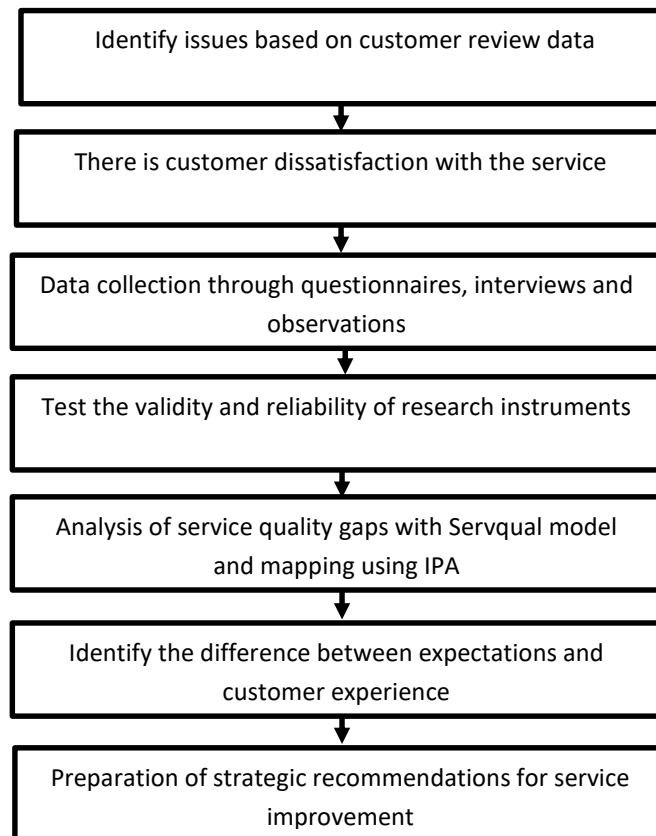
Source: Jufriyanto (2020)

This model serves to display information related to service attributes that are considered important by customers and assess the extent to which the implementation has gone as expected. Through this mapping, management can identify service attributes that have a significant influence on customer satisfaction, but their performance is still below the expected standard, so it needs to be given more attention. The average values of the two dimensions are used as

the cut-off points that form the four quadrants in the Importance-Performance Matrix, which describe the management priorities of each service attribute.

## Research Framework

Figure 2. Research Framework



Source: Researcher (2025)

## METHOD

### Population and Sample

According to Sugiyono (2020), population is a generalized area consisting of subjects with certain characteristics that are determined by researchers to be studied and then drawn conclusions. Based on this definition, the population in this study is all active guests of Hotel 101 Urban Jakarta Pemuda who stayed in the period from February to May 2025 who were recorded to carry out check-in and check-out processes on the VHP (Visual Hotel Program) hotel operational system, with a total of 988 guests. The sampling technique used in this study is purposive sampling, which is a sample determination technique with certain considerations (Sugiyono, 2020). The selection of the purposive sampling technique was carried out because the researcher wanted to obtain respondents who really had direct experience of the check-in and check-out service process, so that the data obtained was relevant and supported the research objectives in assessing the quality of service at the contact point.

### Data Collection Method

The data collection techniques in this study include interviews, questionnaires, observations, and documentation. Interviews were conducted with Front Office employees with more than five years of experience to gain an in-depth understanding of the research object. The questionnaire was distributed to guests of Hotel 101 Urban Jakarta Pemuda during check-in and check-out using closed-ended questions filled in directly by respondents (Sugiyono, 2020; Watts, 2018). In addition, observation is carried out by directly observing the performance of Front Office staff in serving guests, while documentation includes the collection and review of supporting data such as operational reports and hotel service records.

### Variable Definition and Measurement

In research, the term "variable" is often used as an equivalent for the construct or characteristic being studied (Cooper & Schindler, 2014). A variable is a symbol of an event, action, or attribute that can be measured and assigned a value (Priadana & Sunarsi, 2021). An operational definition serves to explain in detail how a variable is measured or controlled so that research results can be tested objectively.

Table 1. Operational Research Variables

| Variable Type         | Indicator                          | Scale   |
|-----------------------|------------------------------------|---------|
| Quality of Service    | 1. Tangibility (Physical Evidence) | Ordinal |
|                       | 2. Reliability                     |         |
|                       | 3. Responsiveness                  |         |
|                       | 4. Assurance                       |         |
|                       | 5. Emphaty                         |         |
| Customer Satisfaction | 1. Expectations fit                | Ordinal |
|                       | 2. Interest in returning           |         |
|                       | 3. Willingness to recommend        |         |

Source: Researcher (2025)

### Data Analysis Methods

This study uses the Importance-Performance Analysis (IPA) method and the Servqual Model to measure the perception of service quality from two sides, namely service providers and customers.

## RESULTS AND DISCUSSION

The results and discussion section is a crucial component of a research article. In this section, the author presents the research findings and discusses them based on the methods used in the study.

### Respondent Characteristics Based on Gender

Table 2. Characteristics of Respondents by Gender

|              |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-------|-----------|---------|---------------|--------------------|
| <b>Valid</b> | Man   | 51        | 56.0    | 56.0          | 56.0               |
|              | Woman | 40        | 44.0    | 44.0          | 100                |
|              | Total | 91        | 100.0   | 100.0         |                    |

Source: Data processed from questionnaire (2025)

Based on the data in Table 2 above, it shows that of the 91 respondents, 51 respondents were male or 56.0% and 40 were female respondents or 44.0% of customers or guests of the 101 Urban Jakarta Pemuda Jakarta Hotel. Based on these results, it can be concluded that the majority of the customers or guests of the 101 Urban Youth Jakarta Hotel are men.

### Respondent Characteristics Based on Age

Table 3. Characteristics of Respondents by Age

|              |                 | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-----------------|-----------|---------|---------------|--------------------|
| <b>Valid</b> | 17-27 years old | 41        | 45.0    | 45.0          | 45.0               |
|              | 28-38 years old | 35        | 38.0    | 38.0          | 83.0               |
|              | >39 years old   | 15        | 17.0    | 17.0          | 100.0              |
|              | Total           | 91        | 100.0   | 100.0         |                    |

Source: Data processed from questionnaire (2025)

Based on the data in Table 3 above, it shows that of the 91 respondents who have the highest number are respondents between the ages of 17-27 years, namely 41 respondents or 45.0% and the lowest are respondents with the age of >39 years, which is as many as 15 respondents or 17.0%.

### Characteristics of Respondents Based on Recent Education

Table 4. Characteristics of Respondents Based on Recent Education

|              |                               | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-------------------------------|-----------|---------|---------------|--------------------|
| <b>Valid</b> | High School/Vocational School | 20        | 22.0    | 22.0          | 22.0               |
|              | D1/D3                         | 18        | 19.8    | 19.8          | 41.8               |
|              | S1                            | 45        | 49.4    | 49.4          | 91.2               |
|              | S2                            | 6         | 6.6     | 6.6           | 97.8               |
|              | S3                            | 2         | 2.2     | 2.2           | 100.0              |
|              | Total                         | 91        | 100.0   | 100.0         |                    |

Source: Data processed from questionnaire (2025)

Based on Table 4, it shows that of the 91 respondents, the most are respondents with a S1 education level, which is 45 respondents or 49.4%, while the smallest respondents with a S3 education level are 2 respondents or 2.2%.

### Respondent Characteristics Based on Current Employment

The characteristics of respondents based on current employment can be seen in Table 5 below:

Table 5. Characteristics of Respondents Based on Current Employment

|              |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-------------------|-----------|---------|---------------|--------------------|
| <b>Valid</b> | Student/Student   | 17        | 18.7    | 18.7          | 18.7               |
|              | Entrepreneurial   | 21        | 23.0    | 23.0          | 41.7               |
|              | Civil Servants    | 16        | 17.6    | 17.6          | 59.3               |
|              | Private Employees | 30        | 33.0    | 33.0          | 92.3               |
|              | Housewives        | 7         | 7.7     | 7.7           | 100.0              |
|              | Total             | 91        | 100.0   | 100.0         |                    |

Source: Data processed from questionnaire (2025)

Based on Table 5 above, it shows that of the 91 respondents, the most respondents were respondents with private employee jobs, which was 30 respondents or 33.0%, while the smallest respondents were respondents with housewife jobs, which was 7 respondents or 7.7%.

### Service Quality Variable Description

Table 6. Description of the Service Quality Variable

| No | Statement Items                                                                             | Total | Minimum | Maximum | Mean  | Respondent Rating |
|----|---------------------------------------------------------------------------------------------|-------|---------|---------|-------|-------------------|
| 1  | The hotel has modern and comfortable physical facilities (lobby, rooms, check-in/out area). | 91    | 3       | 5       | 4.065 | High              |
| 2  | The check-in/check-out equipment (computer, queue system, payment method) is working well.  | 91    | 3       | 5       | 3.978 | High              |
| 3  | The appearance of the employees is neat and professional.                                   | 91    | 3       | 5       | 3.945 | High              |
| 4  | The check-in process takes place according to the promised time.                            | 91    | 3       | 5       | 4.000 | High              |
| 5  | The check-out process is done quickly and accurately.                                       | 91    | 3       | 5       | 3.934 | High              |
| 6  | The hotel provides services according to the promises/standards that have been set.         | 91    | 3       | 5       | 4.011 | High              |
| 7  | The hotel staff is responsive to assist guests who experience problems during check-in/out. | 91    | 3       | 5       | 4.011 | High              |
| 8  | The hotel staff provided clear information when asked.                                      | 91    | 3       | 5       | 4.011 | High              |
| 9  | Hotel staff are able to provide a sense of security in the payment process.                 | 91    | 3       | 5       | 3.789 | High              |
| 10 | The hotel staff has sufficient knowledge to answer guests' questions.                       | 91    | 3       | 5       | 4.022 | High              |
| 11 | The hotel staff was courteous and professional during the check-in/out process.             | 91    | 3       | 5       | 4.044 | High              |
| 12 | Hotel staff serve guests with personal attention.                                           | 91    | 3       | 5       | 3.846 | High              |
| 13 | Hotel staff try to understand the specific needs of guests.                                 | 91    | 3       | 5       | 4.044 | High              |
| 14 | The hotel staff showed patience in serving guests.                                          | 91    | 3       | 5       | 3.978 | High              |

Source: Primary data processed using Excel program (2025)

### Validity Test of Service Quality Performance

Table 7. Service Quality Performance Validity Test Results

| Variable | r-count | r-table | Information |
|----------|---------|---------|-------------|
|----------|---------|---------|-------------|

|     |       |       |       |
|-----|-------|-------|-------|
| X1  | 0.375 | 0,206 | Valid |
| X2  | 0.386 | 0,206 | Valid |
| X3  | 0.215 | 0,206 | Valid |
| X4  | 0.237 | 0,206 | Valid |
| X5  | 0.318 | 0,206 | Valid |
| X6  | 0.427 | 0,206 | Valid |
| X7  | 0.569 | 0,206 | Valid |
| X8  | 0.415 | 0,206 | Valid |
| X9  | 0.912 | 0,206 | Valid |
| X10 | 0.330 | 0,206 | Valid |
| X11 | 0.379 | 0,206 | Valid |
| X12 | 0.444 | 0,206 | Valid |
| X13 | 0.740 | 0,206 | Valid |
| X14 | 0.740 | 0,206 | Valid |

Source: Primary data processed using Excel program (2025)

Based on Table 7, it can be seen that all statement items in the Service Quality Performance variable have a greater r-count value than r-table (0.206). The highest r-count value is found in item X9 with a value of 0.912, while the lowest r-count value is found in item X3 with a value of 0.215. Since the entire r-count value is above the r-table, all statement items are declared valid.

### Reliability Test

Table 8. Service Quality Reliability Test Results

| Variable                 | Cronbach's Alpha | Information |
|--------------------------|------------------|-------------|
| Importance (Expectation) | 0.733            | Reliable    |
| Performance (Perception) | 0.909            | Reliable    |

Source: Primary data processed using Excel program (2025)

Based on Table 8, it can be seen that the value of Cronbach's Alpha for the Importance variable (Expectation) is 0.733, while for the Performance variable (Perception) is 0.909. Referring to the reliability criterion that states that an instrument is said to be reliable if Cronbach's Alpha value is greater than 0.70, then both variables are declared reliable.

### Data Analysis with Servqual

Table 9. Data Analysis Results Using Servqual and GAP

| Servqual Dimensions | Variable | Statement                                                                                   | Expectation | Perception | GAP    |
|---------------------|----------|---------------------------------------------------------------------------------------------|-------------|------------|--------|
| Tangibles           | X1       | The hotel has modern and comfortable physical facilities (lobby, rooms, check-in/out area). | 4,06        | 3,81       | -0,25  |
|                     | X2       | The check-in/check-out equipment (computer, queue system, payment method) is working well.  | 3,97        | 4,04       | +0,07  |
|                     | X3       | The appearance of the employees is neat and professional.                                   | 3,94        | 4,03       | +0,09  |
|                     | Average  |                                                                                             |             |            | -0,033 |

| Servqual Dimensions | Variable | Statement                                                                                   | Expectation | Perception | GAP    |
|---------------------|----------|---------------------------------------------------------------------------------------------|-------------|------------|--------|
| Reliability         | X4       | The check-in process takes place according to the promised time.                            | 4,00        | 3,89       | -0,11  |
|                     | X5       | The check-out process is done quickly and accurately.                                       | 3,93        | 4,02       | +0,09  |
|                     | X6       | The hotel provides services according to the promises/standards that have been set.         | 4,01        | 3,87       | -0,14  |
| Average             |          |                                                                                             |             |            | -0,054 |
| Responsive          | X7       | The hotel staff is responsive to assist guests who experience problems during check-in/out. | 4,01        | 3,95       | -0,06  |
|                     | X8       | The hotel staff provided clear information when asked.                                      | 4,01        | 3,89       | -0,12  |
| Average             |          |                                                                                             |             |            | -0,093 |
| Assurance           | X9       | Hotel staff are able to provide a sense of security in the payment process.                 | 3,87        | 3,92       | +0,05  |
|                     | X10      | The hotel staff has sufficient knowledge to answer guests' questions.                       | 4,02        | 3,92       | -0,10  |
|                     | X11      | The hotel staff was courteous and professional during the check-in/out process.             | 4,04        | 3,92       | -0,12  |
| Average             |          |                                                                                             |             |            | -0,058 |
| Empathy             | X12      | Hotel staff serve guests with personal attention.                                           | 3,84        | 3,91       | +0,07  |
|                     | X13      | Hotel staff try to understand the specific needs of guests.                                 | 4,04        | 3,77       | -0,27  |
|                     | X14      | The hotel staff showed patience in serving guests.                                          | 3,97        | 3,93       | -0,04  |
| Correspondence      |          |                                                                                             |             |            | -0,084 |

Source: Primary data processed using Excel program (2025)

From the data obtained, based on the highest GAP value, it can be seen in the following table:

Table 10. Variable Rating Table Based on Servqual Value

| Variable | Statement                                                                                   | Servqual Value | Rating |
|----------|---------------------------------------------------------------------------------------------|----------------|--------|
| X3       | The appearance of the employees is neat and professional.                                   | 0.09           | 1      |
| X5       | The check-out process is done quickly and accurately.                                       | 0.09           | 2      |
| X2       | The check-in/check-out equipment (computer, queue system, payment method) is working well.  | 0.07           | 3      |
| X12      | Hotel staff serve guests with personal attention.                                           | 0.07           | 4      |
| X9       | Hotel staff are able to provide a sense of security in the payment process.                 | 0.05           | 5      |
| X13      | Hotel staff try to understand the specific needs of guests.                                 | -0.27          | 6      |
| X1       | The hotel has modern and comfortable physical facilities (lobby, rooms, check-in/out area). | -0.25          | 7      |
| X6       | The hotel provides services according to the promises/standards that have been set.         | -0.14          | 8      |
| X11      | The hotel staff was courteous and professional during the check-in/out process.             | -0.12          | 9      |

| Variable | Statement                                                                                   | Servqual Value | Rating |
|----------|---------------------------------------------------------------------------------------------|----------------|--------|
| X8       | The hotel staff provided clear information when asked.                                      | -0.12          | 10     |
| X4       | The check-in process takes place according to the promised time.                            | -0.11          | 11     |
| X10      | The hotel staff has sufficient knowledge to answer guests' questions.                       | -0.10          | 12     |
| X7       | The hotel staff is responsive to assist guests who experience problems during check-in/out. | -0.06          | 13     |
| X14      | The hotel staff showed patience in serving guests.                                          | -0.04          | 14     |

Source: Primary data processed using Excel program (2025)

The results of the calculation carried out show the SERVQUAL value in each dimension as follows:

Table 11. Servqual Results Service Quality Dimension

| Dimension                     | Servqual Value |
|-------------------------------|----------------|
| Tangibles (Physical Evidence) | -0.033         |
| Reliability                   | -0.054         |
| Assurance (Guarantee)         | -0.058         |
| Empathy                       | -0.084         |
| Responsive                    | -0.093         |
| Average                       | -0,030         |

Source: Primary data processed using Excel program (2025)

### Data Analysis with Importance Performance Analysis (IPA)

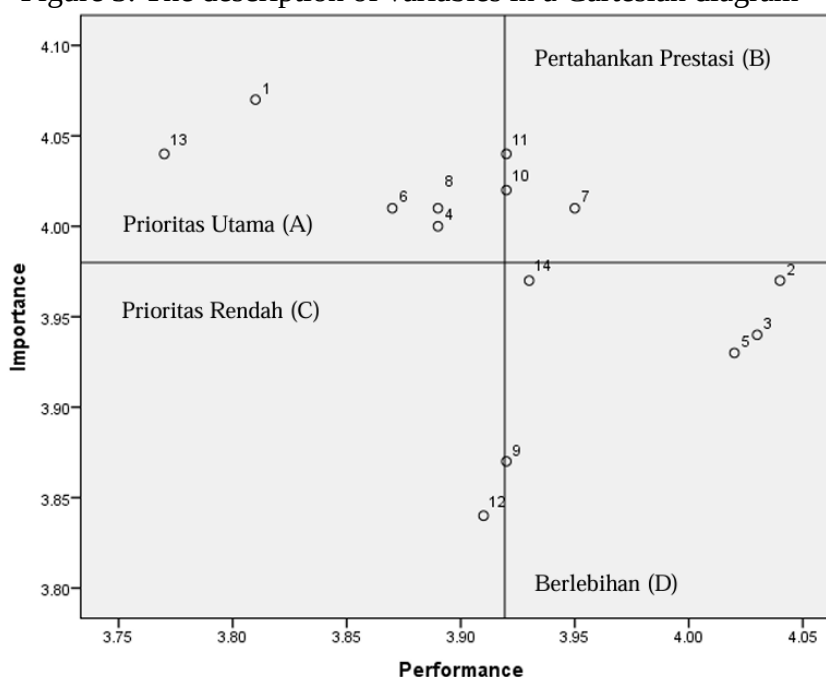
Table 12. Results Data analysis using Importance Performance Analysis (IPA)

| Variable | Statement                                                                                   | Mean           |                 |
|----------|---------------------------------------------------------------------------------------------|----------------|-----------------|
|          |                                                                                             | Importance (y) | Performance (x) |
| X1       | The hotel has modern and comfortable physical facilities (lobby, rooms, check-in/out area). | 4.06           | 3.81            |
| X2       | The check-in/check-out equipment (computer, queue system, payment method) is working well.  | 3.97           | 4.04            |
| X3       | The appearance of the employees is neat and professional.                                   | 3.94           | 4.03            |
| X4       | The check-in process takes place according to the promised time.                            | 4              | 3.89            |
| X5       | The check-out process is done quickly and accurately.                                       | 3.93           | 4.02            |
| X6       | The hotel provides services according to the promises/standards that have been set.         | 4.01           | 3.86            |
| X7       | The hotel staff is responsive to assist guests who experience problems during check-in/out. | 4.01           | 3.94            |
| X8       | The hotel staff provided clear information when asked.                                      | 4.01           | 3.89            |
| X9       | Hotel staff are able to provide a sense of security in the payment process.                 | 3.87           | 3.92            |
| X10      | The hotel staff has sufficient knowledge to answer guests' questions.                       | 4.02           | 3.92            |
| X11      | The hotel staff was courteous and professional during the check-in/out process.             | 4.04           | 3.92            |
| X12      | Hotel staff serve guests with personal attention.                                           | 3.84           | 3.91            |
| X13      | Hotel staff try to understand the specific needs of guests.                                 | 4.04           | 3.76            |
| X14      | The hotel staff showed patience in serving guests.                                          | 3.97           | 3.93            |

| Variable | Statement | Mean                                |
|----------|-----------|-------------------------------------|
|          |           | Importance (y)      Performance (x) |
|          | Mean      | 3.983      3.920                    |

Source: Primary data processed using Excel program (2025)

Figure 3. The description of variables in a Cartesian diagram



Source: Primary data processed using Excel program (2025)

From the description of the Cartesian Diagram above, the quadrant location of each variable can be seen in the following table:

Table 13. Variable Mapping Results in the Importance-Performance Analysis (IPA) Quadrant

| Variable | Statement                                                                                   | Quadrant Location |
|----------|---------------------------------------------------------------------------------------------|-------------------|
| X1       | The hotel has modern and comfortable physical facilities (lobby, rooms, check-in/out area). | A                 |
| X2       | The check-in/check-out equipment (computer, queue system, payment method) is working well.  | D                 |
| X3       | Appearance of neat and professional employees                                               | D                 |
| X4       | The check-in process takes place according to the promised time.                            | A                 |
| X5       | The check-out process is done quickly and accurately                                        | D                 |
| X6       | The hotel provides services according to the promises/standards that have been set.         | A                 |
| X7       | Responsive hotel staff to assist guests who encounter problems during check-in/out          | B                 |
| X8       | The hotel staff provided clear information when asked.                                      | A                 |
| X9       | Responsive hotel staff to assist guests who encounter problems during check-in/out          | C                 |
| X10      | The hotel staff has sufficient knowledge to answer guests' questions.                       | B                 |
| X11      | The hotel staff was courteous and professional during the check-in/out process.             | B                 |
| X12      | Hotel staff serve guests with personal attention                                            | C                 |

| Variable | Statement                                                   | Quadrant Location |
|----------|-------------------------------------------------------------|-------------------|
| X13      | Hotel staff try to understand the specific needs of guests. | A                 |
| X14      | The hotel staff showed patience in serving guests.          | D                 |

Source: Primary data processed using Excel program (2025)

## CONCLUSION AND SUGGESTIONS

### Conclusion

Based on the results of data analysis and discussion in the previous chapter, it can be concluded that the quality of check-in and check-out services at Hotel 1O1 Urban Jakarta Pemuda as a whole still does not fully meet customer expectations, which is shown by the average value of SERVQUAL of -0.030. The Responsiveness and Empathy dimensions were recorded to have the largest gap between customer expectations and perceptions, while the Tangibles (physical evidence) dimensions showed the smallest gap. The results of the Importance-Performance Analysis (IPA) identified five main priority variables that need attention and improvement (Quadrant A), namely physical facilities (X1), service according to standards (X6), punctuality of check-in (X4), clarity of information (X8), and understanding of special needs of guests (X13). The variables in Quadrant B are in accordance with customer expectations and need to be maintained, while the variables in Quadrant C and D need to be managed efficiently so that there is no waste of resources.

### Suggestions

Based on the results of the research, discussion, and conclusions, the researcher provided several suggestions for the 1O1 Urban Jakarta Youth Hotel and the next researcher. For the hotel, it is necessary to prioritize improvements to the indicators included in Quadrant A by renovating physical facilities, ensuring that service standards are applied consistently, improving employee communication skills, and providing special services for guests with specific needs. In addition, it is recommended that the hotel carry out regular training, provide awards, and set clear standard operating procedures (SOPs) to maintain professionalism, responsiveness, and the ability of employees to provide services according to customer expectations. Hotels also need to maintain minimum security standards in transactions and provide simple personal service that can improve the guest experience without burdening operational performance. From the management side, efficiency needs to be done by not allocating resources excessively to aspects that have less significant impact, but through the use of technology and routine maintenance to maintain the quality of basic services. Meanwhile, for future researchers, it is recommended to develop this study by adding other independent variables that have the potential to affect customer satisfaction, such as price, location, or lifestyle factors, as well as expanding the number of respondents so that the results of the study are more representative and accurate.

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