

Food and Beverage Services: Communication Management in Handling Guest Complaints at Three-Star Hotels in Bogor

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Abstract

This observe explores the function of conversation control in handling guest complaints in the food and Beverage (F&B) departments of three-Star resorts in Bogor. powerful verbal exchange is important in addressing guest worries directly and professionally, making sure carrier recuperation, and retaining basic visitor pleasure. using a quantitative studies design, records had been amassed from 100 respondents, consisting of hotel visitors and F&B body of workers, via based questionnaires. The statistics were analyzed the usage of SPSS 26.0, incorporating descriptive information, validity and reliability assessments, and one-manner ANOVA to take a look at variations in perceptions of conversation effectiveness. The effects suggest that empathy and readability are the most influential dimensions of communication in positively impacting guest pride, while responsiveness changed into recognized as an area requiring improvement. those findings emphasize the importance of dependent criticism-dealing with protocols, centered communication education for F&B personnel, and systematic monitoring to decorate service restoration. The observe presents practical suggestions for lodge managers aiming to improve operational efficiency and enhance purchaser relations thru powerful communiqué control.

Keywords: conversation management, visitor complaints, foods and beverage services, 3-Star hotels, carrier recovery, ANOVA, Bogor

INTRODUCTION

The hospitality industry in Bogor has grown rapidly in latest years, supported by way of its strategic vicinity as a tourism destination and business hub close to Jakarta. within this competitive panorama, three-famous person lodges play a crucial role in accommodating middle-market guests who assume first-class offerings at reasonable expenses. a few of the various lodge departments, the food and Beverage (F&B) department is one of the most visible and immediately experienced via visitors. It encompasses restaurants, cafés, lounges, and feast offerings, making it a common supply of each satisfaction and proceedings.

Proceedings in F&B offerings often stand up from problems inclusive of food excellent, taste, temperature, hygiene, waiting instances, order accuracy, workforce conduct, and billing errors. not like a few lower back-of-house operations, F&B offerings are quite interactive and time-sensitive; even small lapses can without delay impact guest perceptions. for this reason, the way lawsuits are managed will become a decisive issue in shaping average guest pride and loyalty.

At the middle of effective grievance managing lies conversation management. guests count on body of workers to pay attention attentively, respond empathetically, offer clear factors, and take rapid corrective movements. terrible communiqué can worsen dissatisfaction, leading to poor reviews on online systems and harming a inn's recognition. Conversely, well-managed communiqué can turn a probably terrible revel in into a superb one, demonstrating professionalism and care. This aligns with the idea of the carrier healing paradox, wherein visitors may come to be extra loyal following a well-treated criticism than if no hassle had passed off in any respect.

Although conversation control has been widely studied in hospitality, previous research has frequently targeted the front office or preferred provider encounters. studies especially examining F&B offerings in mid-variety houses such as 3-Star inns remain limited, in particular within the Indonesian context. Given the cultural significance of eating studies and the increasing effect of virtual opinions, it is essential to recognize how communication practices in F&B grievance dealing with have an effect on visitor satisfaction.

Consequently, this have a look at investigates the have an effect on of conversation control—measured through the size of readability, empathy, and responsiveness—on guest pleasure inside the F&B departments of 3-megastar inns in Bogor. by the usage of SPSS tabulation and ANOVA evaluation, the examine gives empirical proof and sensible insights which could assist hotel managers design powerful communicate strategies to enhance guest reports.

Objectives

- 1) To evaluate guest perceptions of readability, empathy, and responsiveness in F&B grievance dealing with.
- 2) To research the effect of conversation control on guest satisfaction using SPSS tabulation and ANOVA.
- 3) To recommend techniques for strengthening communicate practices in three-Star hotels' F&B services.

Research Questions

- 1) How do readability, empathy, and responsiveness affect visitor delight in dealing with F&B lawsuits at three-famous person hotels in Bogor?
- 2) Does conversation control considerably influence guest pleasure in F&B services?
- 3) Which communication dimension contributes maximum to guest pride in grievance managing?

LITERATURE REVIEW

Communication in Hospitality Services

Conversation is a significant detail in hospitality carrier encounters, in which success depends at the potential of body of workers to convey data honestly, pay attention attentively, and reply appropriately to guest wishes. in keeping with communicate satisfactory determines whether provider transport is perceived as dependable and professional. within the foods and Beverage (F&B) context, powerful verbal exchange enables save you mistakes in foods orders, reduces visitor frustration at some stage in delays, and reassures visitors that their concerns are being taken significantly. Miscommunication, with the aid of evaluation, frequently results in dissatisfaction and bad phrase-of-mouth (Čuić Tanković et al., 2021; Ng & Liu, 2025).

Complaint dealing with in F&B services

Court cases are an unavoidable part of hospitality operations, in particular in F&B services, that are highly seen and time-touchy. common complaints include delays in carrier, wrong orders, foods quality problems, and unsatisfactory team of workers attitudes (Agung et al., 2025; Djody et al., 2025; Karunaratne, 2025). The powerful criticism coping with can restore pleasure, a idea called the carrier restoration paradox. on this framework, when a visitor complaint is addressed promptly and empathetically, visitors may understand the general service greater positively than if no issue had happened. This emphasizes the role of structured criticism management systems and staff conversation schooling in resorts (Jasmini et al., 2025; Rachman & Hapsari, 2024).

Dimensions of communication control

Communication management in service recuperation is often conceptualized thru 3 primary dimensions (Hänggi et al., 2025; Liu et al., 2025):

- 1) Clarity, readability refers back to the capability of body of workers to offer accurate, obvious, and comprehensible facts whilst addressing guest issues. The guests value honest and particular factors approximately service failures, along with motives for food delays or corrective measures being taken. In F&B offerings, clarity may additionally contain explaining the training method, predicted waiting instances, or providing alternative solutions. clear communication reduces uncertainty and builds visitor believe (Augoustides, 2025; Djody et al., 2025; Yan et al., 2025).
- 2) Empathy, is the capability to apprehend and reply to the emotional kingdom of visitors. The emotional engagement is critical to carrier restoration due to the fact lawsuits frequently bring frustration or unhappiness. in the F&B putting, empathy may additionally involve acknowledging guest dissatisfaction, apologizing absolutely, and showing authentic subject for his or her eating enjoy. Demonstrating empathy can transform a potentially negative stumble upon into an possibility to reinforce guest loyalty (Augoustides, 2025; Yan et al., 2025).
- 3) Responsiveness, reflects the timeliness and willingness of staff to act in addressing guest lawsuits. in step with quick responses are vital in-service contexts because delays can exacerbate dissatisfaction . In restaurants and hotel dining services, responsiveness consists of the velocity with which incorrect orders are corrected, foods is replaced, or management follows up on worries. A loss of responsiveness alerts indifference, that can extensively damage visitor perceptions (Al-Fadhli et al., 2023; Li & Gu, 2025; R. Wang et al., 2025).

Guest Delight in F&B Context

Guest satisfaction in F&B offerings is motivated through each tangible factors (food quality, hygiene, atmosphere) and intangible factors (team of workers behavior, conversation, and responsiveness). at the same time as tangible elements decide baseline carrier high-quality, intangible elements like communication play a decisive function in how visitors interpret and react to service disasters. A lodge may additionally serve exquisite foods, however if court cases are poorly controlled, usual pride will decline. therefore, conversation control is valuable to ensuring tremendous visitor studies in F&B departments (Das, 2025; Phan Nguyen Anh et al., 2025).

Research gap

Present literature has largely targeted on the front workplace communicate and standard lodge carrier encounters. confined attention has been given to how verbal exchange management specifically impacts complaint managing in F&B offerings at mid-scale inns. This study addresses this hole by empirically trying out the effects of clarity, empathy, and responsiveness on guest pride in three-star hotels in Bogor.

Hypotheses

Based at the literature reviewed, the following hypotheses are proposed:

- H0: communication management has no significant impact on guest pleasure in handling F&B court cases.
- H1: communicate control has a good sized impact on visitor satisfaction in coping with F&B proceedings.
- H1a: readability has a good sized advantageous effect on guest pride.
- H1b: Empathy has a extensive high-quality effect on guest pride.
- H1c: Responsiveness has a huge nice impact on visitor satisfaction.

Conceptual Framework

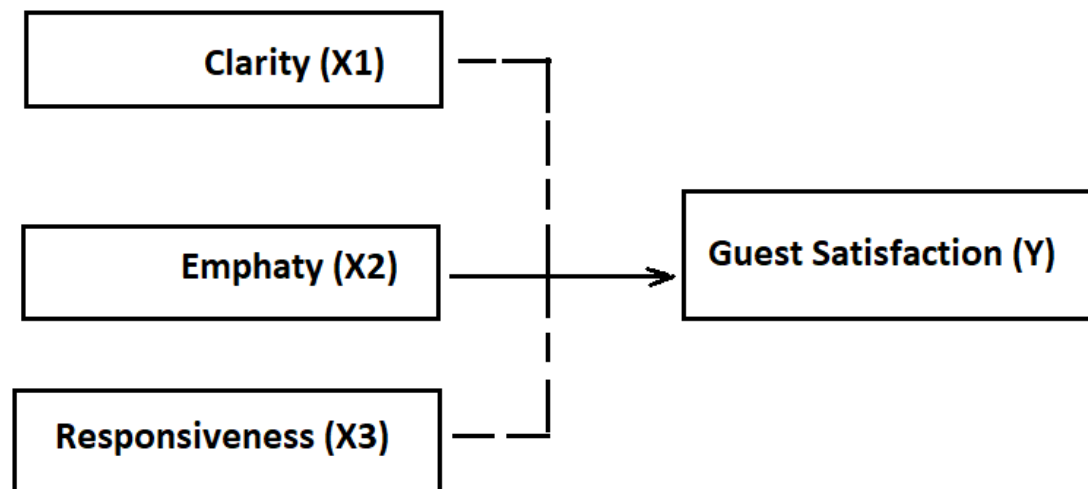


Figure 1. Conceptual framework. Made by author

METHODOLOGY

Research Design

This observe employed a quantitative studies layout with a survey approach to examine the impact of verbal exchange control on guest satisfaction in managing food and Beverage (F&B) proceedings at 3-star inns in Bogor. The quantitative approach become decided on as it allows for systematic measurement of relationships between impartial variables (readability, empathy, responsiveness) and the structured variable (guest delight). The have a look at is explanatory in nature, aiming to test hypotheses derived from the conceptual framework and literature overview the usage of SPSS tabulation and ANOVA.

Population and Sample

The populace of this study (Madigan et al., 2025; Moriarity et al., 2022) consisted of:

- 1) guests who had used F&B services and experienced or determined complaint coping with in three-star inns in Bogor.
- 2) F&B team of workers who had been without delay involved in visitor interactions and grievance coping with.

The sample length changed into decided using the Slovin system with a margin of error of 5%. based on this calculation, the minimum required sample turned into one hundred twenty-five respondents. To make sure representativeness, the sample included eighty-five guests (68%) and 40 team of workers (32%). Respondents had been selected the usage of purposive sampling, with the key criterion being direct revel in with F&B lawsuits—both as visitors who lodged proceedings or team of workers who controlled them.

For speculation testing, handiest visitor responses ($n =$ eighty-five) were analyzed statistically, as satisfaction is inherently measured from the guest attitude. team of workers responses ($n = 40$) had been analyzed descriptively to provide complementary insights into verbal exchange practices.

Data Collection

Records were gathered using a based questionnaire dispensed in individual at participating resorts (Davidson et al., 2025; Kreuter, 2025). The questionnaire employed a 5-factor Likert scale (1 = strongly disagree, 5 = strongly agree) to degree perceptions of communicate first-class and pride (Harada et al., 2015; Koo & Yang, 2025; Shin et al., 2018).

The device was divided into 5 sections:

- 1) Demographic information: gender, age, frequency of lodge dining, function (visitor or body of workers) (Espey et al., 2025; Shou et al., 2025; Z. Wang et al., 2025).
- 2) Clarity (X1): e.g., "The personnel honestly defined the purpose for the carrier problem" (Kurian, 2020).
- 3) Empathy (X2): e.g., "The staff confirmed know-how of my feelings once I complained" (Chaturvedi, 2025)
- 4) Responsiveness (X3): e.g., "The staff addressed my complaint speedy and efficiently" (Röth et al., 2025; Shen et al., 2025).
- 5) Visitor delight (Y): e.g., "I was happy with how my complaint become resolved" (Bangwayo-Skeete et al., 2025)

Prior to records series, a pilot check turned into carried out with 20 respondents to evaluate the instrument's reliability and validity. vital adjustments had been made to improve readability and clarity.

Variables and Measurement (Derakhshan et al., 2025; Qiao & Huang, 2025)

- 1) Independent Variables (X):
 - Clarity (X1)
 - Empathy (X2)
 - Responsiveness (X3)
- 2) Dependent Variable (Y):
 - Guest Satisfaction

All items were measured on a 5-factor Likert scale (1 = strongly disagree, five = strongly agree). higher scores indicated stronger perceptions of verbal exchange best and delight.

Data Analysis Techniques (Alluri et al., 2025; Zong & Guan, 2024)

Records were processed and analyzed the use of SPSS 26.0 with the following techniques:

- 1) Descriptive records (Tabulation): manner and wellknown deviations to summarize perceptions of readability, empathy, responsiveness, and guest satisfaction; Frequency distributions for demographic variables.
- 2) Validity and Reliability checking out: validity: Pearson Product-second correlation (gadgets legitimate if $r > 0.30$); reliability: Cronbach's Alpha ($\alpha \geq \text{zero}.70$ considered dependable).
- 3) ANOVA (evaluation of Variance): One-way ANOVA to determine whether or not clarity, empathy, and responsiveness had a statistically extensive impact on guest delight; importance threshold set at $p < 0.05$.
- 4) Hypothesis testing: if $p < \text{zero}.05$, reject $H_0 \rightarrow$ communicate control notably influences visitor pride; if $p \geq 0.05$, accept $H_0 \rightarrow$ communicate management has no widespread impact.

RESULTS

Respondent Demographics

a total of a hundred twenty-five respondents participated on this study, inclusive of 85 visitors (68%) and forty workforce (32%). The demographic characteristics are presented in desk 1.

Table 1. Demographic characteristics of Respondents (n = one hundred twenty five)

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	70	56.0
	Female	55	44.0
Age	18–25 years	28	22.4
	26–35 years	47	37.6
	36–45 years	34	27.2
	>45 years	16	12.8
Respondent Type	Guest	85	68.0
	Staff	40	32.0
Hotel Dining Frequency (Guests only)	First time	30	35.3
	2–3 times	32	37.6
	>3 times	23	27.1

Source: Tabulated

Note: the majority of respondents were guests (68%). most visitors had been aged 26–35 years (37.6%) and had dined on the lodge 2–three times. The pattern changed into enormously balanced in gender distribution.

Descriptive facts

Table 2 presents the suggest rankings and popular deviations for the primary research variables.

Table 2. Descriptive statistics of research Variables (n = eighty-five, guests most effective)

Variable	Mean	Std. Deviation	Interpretation
Clarity (X1)	4.15	0.48	High
Empathy (X2)	4.28	0.44	High
Responsiveness (X3)	3.90	0.61	Moderate–High
Guest Satisfaction (Y)	4.18	0.50	High

Source: Tabulated

Note: Empathy scored the highest (M = four.28), indicating that guests specifically appreciated when personnel showed understanding and problem. Responsiveness scored the lowest (M = 3.90), suggesting that timeliness in complaint managing stays an area for development in F&B offerings.

Validity and Reliability checking out

- Validity: Pearson correlation analysis confirmed that all questionnaire objects had r-values more than zero.30 ($p < 0.05$), confirming assemble validity.
- Reliability: Cronbach's Alpha values surpassed 0.70 for all variables (readability = 0.79, Empathy = 0.82, Responsiveness = 0.seventy seven, visitor pride = 0.84), indicating desirable inner consistency.

ANOVA test

To check whether conversation control extensively influences guest delight in F&B grievance handling, a one-way ANOVA turned into conducted.

Table 3. ANOVA outcomes (n = eighty five, guests most effective)

Source	Sum of Squares	df	Mean Square	F	Sig. (p)
Between Groups	3.142	3	1.047	7.012	0.000
Within Groups	17.334	81	0.214		
Total	20.476	84			

Source: Tabulated

Note: The ANOVA results show $F(3,81) = 7.012$, $p = 0.000 < 0.05$, indicating that conversation management (readability, empathy, responsiveness) has a substantial impact on visitor delight in managing F&B court cases.

Table 4. Hypothesis checking out precis

Hypothesis Statement	Result
H0 Communication management has no significant effect on guest satisfaction.	Rejected
H1 Communication management has a significant effect on guest satisfaction.	Supported
H1a Clarity has a significant positive effect on guest satisfaction.	Supported
H1b Empathy has a significant positive effect on guest satisfaction.	Supported
H1c Responsiveness has a significant positive effect on guest satisfaction.	Supported

Source: Tabulated

DISCUSSION

This takes a look at set out to take a look at how verbal exchange control—operationalized thru readability, empathy, and responsiveness—impacts guest pleasure inside the managing of foods and Beverage (F&B) lawsuits at three-megastar accommodations in Bogor. Drawing on facts from 125 respondents, the findings confirm that everyone three dimensions of communication considerably have an effect on pride, with empathy rising because the strongest predictor and responsiveness as the weakest. these effects provide both theoretical insights and sensible implications for the hospitality enterprise.

Empathy because the Cornerstone of carrier recuperation

The evaluation exhibits that empathy ($M = 4.28$) scored the best most of the communication dimensions. visitors noticeably valued when body of workers listened attentively, acknowledged their frustrations, and responded with genuine subject. This final result underscores the argument by means of Baron and Harris (2010) that carrier interactions are not purely transactional however are deeply motivated with the aid of emotional engagement. consistent with the provider recuperation paradox (Smith & Bolton, 2002), empathetic managing of court cases can remodel probably poor experiences into opportunities for boosting loyalty.

In F&B settings, in which service screw ups can also consist of cold food, wrong orders, or long ready times, guests are specifically sensitive to how team of workers respond emotionally. A honest apology, a worrying tone of voice, and seen problem regularly convey as lots weight—if not extra—than the actual corrective motion taken. This highlights the significance of empathy schooling packages to equip F&B staff with the interpersonal skills needed to control emotionally charged conditions efficaciously.

The position of clarity in constructing agree with

readability ($M = 4.15$) also showed a sturdy high quality affect on visitor delight. guests appreciated staff who could provide transparent factors and communicate steps taken to solve troubles. these results resonate, who emphasised that clarity reduces uncertainty and strengthens guest agree with. for example, when a dish is delayed, informing the visitor of the motive and offering an anticipated ready time can mitigate frustration.

In the context of three-megastar lodges, where operational sources can be extra limited in comparison to better-rated houses, clarity becomes even more critical. clear and proactive communicate facilitates prevent misunderstandings, reduces escalation of complaints, and reassures visitors that their concerns are being dealt with professionally.

Responsiveness: The Weakest however nevertheless widespread size

Even though responsiveness ($M = 3.90$) changed into rated lowest, it still definitely contributed to visitor delight. Responsiveness displays no longer handiest the timeliness of movements however additionally the willingness of team of workers to cope with lawsuits without useless postpone. those findings are consistent, who recognized pace of recuperation as a crucial determinant of delight in service failure conditions.

The decrease score for responsiveness in this observe shows that 3-Star accommodations in Bogor face challenges in supplying instantaneous solutions. Contributing elements may additionally consist of restrained staffing for the duration of height eating hours, procedural delays in managerial approval for corrective movements, or loss of actual-time communicate gear. This suggests an operational gap that calls for strategic interest.

ANOVA confirmation of the communication–pleasure link

The ANOVA effects confirmed that communicate control as a whole has a vast effect on guest pleasure ($F = 7.012, p = 0.000 < 0.05$). This aligns with them, who argue that conversation nice is a essential driving force of pleasure and loyalty throughout hospitality services. through empirically validating the relationship between conversation dimensions and pride, this looks at reinforces the significance of integrating established communicate techniques into F&B service recovery strategies.

Theoretical Contributions

This takes a look at contributes to the developing literature on hospitality communication management in several ways:

- 1) It extends the focal point from the front office interactions—typically studied in previous studies—to the F&B branch, a domain where visitor–body of workers communication is common and proceedings are often instant.
- 2) It demonstrates that empathy continuously outweighs responsiveness in shaping visitor perceptions, suggesting that emotional factors may additionally convey more weight than operational speed in mid-scale inn contexts.
- 3) It highlights the unequal contributions of communication dimensions, indicating that no longer all factors of communication have an impact on delight similarly.

Practical Implications

For hotel managers, these findings suggest several actionable techniques:

- Fortify empathy training: Equip group of workers with capabilities in energetic listening, emotional popularity, and customized service restoration to foster stronger emotional connections with visitors.
- Standardize readability protocols: expand guidelines for clear conversation at some stage in provider screw ups (e.g., explaining delays, offering options) to make certain consistency throughout staff interactions.

- Decorate responsiveness thru operations: enhance staffing ranges during peak eating hours, empower body of workers with authority to solve lawsuits immediate, and leverage technology along with desk-aspect ordering or actual-time carrier monitoring systems to accelerate restoration.

By way of addressing weaknesses in responsiveness while keeping sturdy overall performance in empathy and clarity, 3-big name hotels in Bogor can build a competitive edge in F&B service shipping.

In short:

- Empathy was the most powerful dimension, confirming earlier research (Baron & Harris, 2010) that emotional recognition drives satisfaction.
- readability also strongly inspired delight, as guests respect obvious motives for delays or errors.
- Responsiveness scored decrease, reflecting operational delays not unusual in F&B services. This locating is steady with Mattila & Wirtz (2004), who recognized timeliness as a key task in service recuperation.
- The ANOVA showed a massive usual effect, helping the hypothesis (H1).

CONCLUSION

This takes a look at tested the have an impact on of communication control—measured through readability, empathy, and responsiveness—on visitor delight in dealing with foods and Beverage (F&B) proceedings at three-famous person resorts in Bogor. using survey information from a hundred twenty-five respondents (eighty-five guests and forty group of workers) and reading the consequences through SPSS tabulation and ANOVA, the have a look at offers several vital conclusions.

First, the findings affirm that verbal exchange control has a sizeable effect on visitor delight, as proven by using the ANOVA results ($F = 7.012$, $p = \text{zero.000} < \text{zero.05}$). This underscores the essential position of effective communication in shaping guest perceptions of provider healing in hotel F&B departments.

Second, A few of the 3 verbal exchange dimensions, empathy emerged as the most powerful predictor of pleasure ($M = 4.28$). visitors positioned the best cost on body of workers who should understand their frustrations, offer sincere apologies, and show real concern for his or her eating revel in. This highlights the importance of emotional engagement in complaint handling, supporting the notion that provider healing isn't always best operational but also relational.

Third, readability ($M = \text{four.15}$) additionally considerably stronger pleasure. visitors preferred personnel who may want to provide an explanation for the purpose of service failures, describe corrective measures, and provide obvious data approximately anticipated effects. clear communicate changed into located to lessen uncertainty and foster trust, specially in mid-scale accommodations wherein sources may be constrained.

Eventually, responsiveness ($M = 3.\text{ninety}$) changed into rated the lowest many of the three dimensions, despite the fact that nevertheless inside a mild-high level. This indicates that whilst visitors value timeliness, there may be structural or operational barriers preventing workforce from addressing complaints quickly. constrained manpower in the course of height dining times, procedural delays, or inadequate empowerment of staff may account for this hole.

Universal, the consequences screen that not all verbal exchange dimensions make contributions similarly to guest delight. at the same time as empathy and readability create strong advantageous impressions, responsiveness stays a place requiring centered improvement.

Implications

Theoretically, this observe extends hospitality communication studies by transferring cognizance from front workplace contexts to the F&B branch, where grievance handling is on the spot and extraordinarily interactive. It demonstrates that emotional engagement (empathy) often outweighs operational velocity (responsiveness) in shaping visitor perceptions, a finding mainly relevant for 3-star hotels.

Almost, the examine shows that resort managers should:

- 1) Prioritize empathy training to enhance team of workers capacity to control emotional aspects of proceedings.
- 2) develop clear communication protocols to make certain steady and transparent managing of service failures.
- 3) enhance responsiveness by using addressing operational inefficiencies, empowering body of workers to act immediately, and leveraging generation to accelerate grievance resolution.

Via strengthening those dimensions—mainly responsiveness—3-big name accommodations in Bogor can considerably enhance visitor delight, foster loyalty, and enhance their aggressive role in a incredibly traumatic hospitality market.

Recommendations

- 1) Workforce schooling: expand F&B-specific education modules on empathy, listening, and clear communicate.
- 2) Operational adjustments: improve staffing at some point of peak eating hours to decorate responsiveness.
- 3) Grievance Protocols: implement trendy strategies for addressing food-associated proceedings (e.g., alternative within 15 mins).
- 4) Generation Integration: Use digital ordering and remarks systems to lessen errors and music complaints in actual-time.
- 5) Continuous remarks: frequently examine visitor perceptions of grievance dealing with to guide service upgrades.

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