

## **Analysis of Hotel Quality Control in Hotel Papandayan Using Malcolm Baldrige Method**

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### **ABSTRACT**

This study aims to analyze the quality control done by Papandayan Hotel with the Malcolm Baldrige method. Quality control can be determined by looking at the characteristics and standards set by the company in accordance with what is perceived by consumers. The data used were obtained from the initial questionnaire, in-depth interviews with human resources managers and literature studies on quality control. The research method used in this research is qualitative method with descriptive approach and explorative research type because in this research describes and explains the object of research in depth. In analyzing the quality control of Hotel Papandayan using Malcolm Baldrige model. The results showed that the quality control of Papandayan Hotel's service products based on the perception of the company is in the industry leader. While the results of research based on consumer perceptions, product quality control services Papandayan Hotel is in the benchmark leader category. The conclusion of this study is the quality characteristics of Papandayan Hotel's service is to focus only on human resources, existing facilities, customer relations, and results.

Keywords: Quality Control, Malcolm Baldrige, Hotel

### **1. INTRODUCTION**

The growing hospitality services industry in Bandung makes companies in the hospitality industry must know that they have many competitors who provide similar services so it takes a strategy to win the competition so that the company can survive. One strategy that can be done by the company is to pay attention to the quality of products offered. According to Heizer and Render (2004: 253) quality is the overall features and characteristics of products or services that are able to satisfy the needs of the visible or the disguised. Companies must maintain the quality of its products, especially companies that produce service products then it takes the activity in maintaining the service product that is quality control.

Tourism and hospitality have a very close relationship. This is because hospitality becomes one of the facilities and infrastructure that support the development of the tourism sector. Travelers need a place to stay and the role of the hotel will be seen to meet the needs of these travelers. From the economic side, can be seen the relationship between tourism and hospitality, namely the higher the number of tourists in an area then the more money spent to shop until the stay. Hospitality benefits from the tourists who stay to visit the area. In addition to the economic side,

the relationship of tourism and hospitality can determine the reputation of a tourist area. Areas that have a lot of tourism potential with the support of hospitality facilities, will tend to have a good popularity for tourists.

Bandung city is the largest metropolitan city in West Java Province, and became the capital of the province. Bandung city is considered to be one of the city with a tourist destination that became the national flagship. The number of tourist attractions in the city of Bandung became an option for domestic tourists and foreign tourists. On the industrial side, tourism in the city of Bandung has a high competitiveness compared to other areas. This condition makes Bandung become one of the destinations of choice for tourists.

Hotel Papandayan is a hotel located in Bandung, West Java. This 5 star hotel has long been famous as a luxury and very comfortable lodging. This hotel provides services that can compensate for the price offered. In Bandung itself, there are many other hotels, among others, namely: Hilton Hotel, Hotel Trans, Sheraton Hotel, and much more. Familiarization and customer reviews have become interesting to research.

## **2. LITERATURE REVIEW**

### **2.1. Quality Management**

Quality management is a management function that covers the entire organization, which establishes and implements the quality policy of a company or organization. Quality management activities carried out in tandem with every aspect of the company so that running continuously to improve the quality of goods and services offered by the company.

Graeme Knowles (2011: 11) reveals if quality is the final point, then quality management is the process approach to achieving it. If the company is worried about providing value to consumers then it is necessary to take into account how to improve consumer value. There are several principles in implementing quality management, including: customer focus, strategic focus, leadership focus, process focus, human focus, science focus, continuous improvement, innovation and learning, and systems thinking.

Quality management not only covers the production aspect of a good or service that is produced but the scope is broader than that. Quality management is included in the processes and organizational activities that define quality, target, and responsibility policies so as to satisfy consumers.

### **2.2. Quality Control**

According to Heizer and Render (2006: 198) "quality control refers to the quality emphasis that covers the entire organization, from suppliers to customers". The definition explains that quality control is carried out when goods enter from supplier to finished goods that will be sold to customers. According to Sofjan Assauri (2008: 299) "quality control is an activity to ascertain whether the wisdom in terms of quality (standards) can be reflected in the final result". Control as a tool used to adjust results to predefined conditions. According to Vincent Gasperz (2005: 480) "quality control is the technique and operational activities used to meet the expected quality standards". Thus the expected results can menjadi tool to achieve goals within an organization.

#### **2.2.1. Quality Control Method**

#### A. The Deming Application Prize

The Deming Prize was formed in the Board of Directors of the Japanese Union of Scientists and Engineers in 1951. Its main purpose was to improve quality by using statistical control techniques. The Deming Prize proved to be an effective instrument for deploying quality management methods throughout the Japanese industry.

#### B. The European Quality Award

The European Quality Award was officially launched in 1991. The main purpose of this award is to support, encourage and recognize the effective development of quality management in European companies. This model consists of nine main elements which are further divided into several secondary elements (EFQM, 1994)

#### C. The Malcom Baldrige National Quality Award

In 1987, the US Congress held the Malcolm Baldrige National Quality Improvement Act and thus established an annual quality award in the United States. The purpose of this award is to stimulate American organizations to improve quality, satisfy customers, and improve overall company performance and capability. This model can be used to assess the current organizational quality management in order to compete and improve relationships with stakeholders and customers.

### 2.3. Malcolm Baldrige Method

The Baldrige framework has seven categories. Although the languages and definitions used to describe the framework have changed over the years and are somewhat different from sector to sector, the seven basic themes remain the same.

According to Vincent Gasperz (2007: 217) there are seven categories assessed in Malcolm Baldrige, namely:

1. Leadership or Leadership (120 points)
2. Strategic Planning (85 points)
3. Customer Focus or Customer Focus (85 points)
4. Measurement, Analysis and Knowledge Management or Measurement, Analysis, and Knowledge Management (90 points)
5. Human Resources Focus (85 points)
6. Process Management (85 points)
7. Results or Results (450 points).

Heizer and Render (2006: 198) disclose "Quality control refers to quality suppression that covers the entire organization, from suppliers to customers". Quality control is carried out when goods enter from supplier to finished goods to be sold to customers. There are several methods in quality control that are divided into 2 kinds, namely: methods derived from experts and methods derived from the award. Methods derived from the award include: The Deming Application Reward, The European Quality Award, and The Malcolm Baldrige National Quality Award.

Hotel Papandayaan is an existing hotel services company in Bandung. Hotel Papandayaan performs quality control based on the reviews given by its customers on travel websites. There are various assessments provided, but overall the assessment is positive. Hotel Papandyan has also won two previous argaan conducted by non-government bodies on service companies that have good quality.

Malcolm Baldrige is a method that can be done to perform quality control in the company. This method is used by comparing the quality of services from the perception of the company and the perception of the consumer or service user. This method, both used for Hotel Papandayan to prove whether the awards and reviews

given to Hotel Papandayan match the perception of the company. According to Vincent Gasperz (2007: 217) product quality control services using Malcolm Baldrige method there are seven criteria in controlling. The criteria are as barikut:

- (1) Leadership. Judging from how a leader can organize, direct and manage a company according to the vision of the company itself. Create a work environment, how leaders communicate with employees, and how leaders meet social responsibility.
- (2) Strategic Planning. Assessed in terms of how companies implement strategies and steps to realize the company's strategy and goals.
- (3) Customer Focus. Assessed from how the company can satisfy and maintain good relationships with consumers or customers.
- (4) Measurement, Analysis and Knowledge Management. Assessed how companies analyze the company's performance and how to manage its data, information and knowledge.
- (5) Human Resource Focus. Judged from the way companies create work environments for employees and how companies engage and manage the human resources that reside in the company.
- (6) Process Management. Assessed from how the company manages the work system established by the company and in improving all existing processes in the company.
- (7) Results. Assessed from the output produced by a company.

### **3. OBJECT AND RESEARCH METHODOLOGY**

#### **3.1. Object of research**

In this research, there are research object which is controlling the quality of hotel service product by using Malcolm Baldrige method as a tool of quality control on service product of Hotel Papandayan, which based on previous understanding has the following components: Place, research located at Jalan Jendral Gatot Subroto No. 83, Bandung, Bandung City, West Java. Actor, the actor who is the author's concern is manager, staff and consumer. Activity, observed activity is quality control activity that produce service product of Hotel Papandayan

#### **3.2. Research methods**

The method used in this research is qualitative. According to Creswell (2007: 5) said "qualitative research is a method to explore and understand the meaning that by some individuals or a group of people is considered to come from social or humanitarian problems"

In this study, researchers will conduct a quality control analysis by analyzing the quality comparison provided by the company with the perceived directly of consumers or service users based on the seven criteria contained in the Malcolm Baldrige method.

#### **3.3. Data collection technique**

Data collection techniques conducted on this research are as follows:

Observation that is direct observation in place of research, that is at Hotel Papandayan Bandung and come to the consumer or service user of Hotel Papandayan. Interview as a way to get data or information by question and answer directly to people who know about the object under study. In this study the object under study is the quality control of hotel services by using Malcolm Baldrige method.

And literature study is conducted to find the source of data through books, literature, references, articles from the internet and similar research on quality control then become theoretical basis in field research.

### **3.4. Informant**

According to Moh.Nazir (2014: 173) data obtained from the interview technique is to ask something to the respondent. The information is obtained based on what the participants know to be given by respondents, whether about a fact, a trust, etc. The purpose of this technique is with researchers taking data sources from some people who are considered to have information relevant to the research focus. Informants in this study were selected based on the following considerations:

Leaders of the company who know in detail the company's quality control activities are manager Hotel Papandayan Bandung. Consumer or user of Hotel Papandayan service product that use Hotel Papandayan more than once.

### **3.5. Data analysis technique**

The total score of the Baldrige assessment is 1000 points. The total score gained by an organization indicates which level the organization's performance is. With criteria of an organization based on the results of assessment using Baldrige assessment, According to Vincent Gasperz (2007: 217) there are seven categories assessed in Malcolm Baldrige, namely:

1. Leadership / Leadership (120 points)
2. Strategic Planning (85 points)
3. Customer Focus / Customer Focus (85 points)
4. Measurement, Analysis and Knowledge Management / Measurement, Analysis, and Knowledge Management (90 points)
5. Workforce Focus (85 points)
6. Focused operations / Operation Focus (85 points)
7. Results / Results (450 points)

Each category is attributed to Georgia Oglethorpe (Baldrige) Criteria for Performance Excellence. Each category and item can be selected rating that is close to the organization's image based on the rating scale below. The statement requires further deepening if the rating given is more than 0.

## **4. RESULTS AND DISCUSSION**

### **4.1. Quality Service Conditions Implemented by Papandayan Hotel**

In quality control, Hotel Papandayan does not apply theory-based methods. Hotel Papandayan carries out quality control with a method based on its own approach. The first approach taken in quality control at Hotel Papandayan is on human resources. Hotel Papandayan controls employees' ability to perform guest services, product knowledge, and general ability.

The second approach undertaken in quality control at Hotel Papandayan is on the services and products offered. Hotel Papandayan has previously determined the SOP to be undertaken. In making SOP, Papandayan Hotel follows the direction of hospitality management Media Group, because Hotel Papandayan is a branch of Media Group. Furthermore, SOP directives will be developed again by Hotel Papandayan to be more detailed in every aspect of service.

The third approach taken in quality control at Hotel Papandayan is on property maintenance. Hotel Papandayan has been established for 27 years, so it needs

improvement until the turn of the hotel supporting equipment to keep up with the times and avoid the more severe damage.

The result of the next control will be an evaluation that will be the material of analysis at the management meeting, which will result in planning for the next period. Planning design at Hotel Papandayaan done every 3 years.

Quality control conducted by Hotel Papandayan, in addition to based on the results of management observations, based on reviews by consumers, which will further be discussed in regular meetings that measure the effectiveness of policies, standardization and work effectiveness, and improvements covering from before guests stay at Hotel Papandayan until guests Home from stay at Hotel Papandayan.

#### 4.2. Hotel Quality Control Papandayan using Malcolm Baldrige method

Table Comparison Results of Company and Consumer Assessment with Criteria in Malcolm Baldrige

No	Kriteria	Poin Indikator	Perusahaan		Konsumen	
			Skor	Hasil Poin	Skor	Hasil Poin
1	<b>Kepemimpinan</b>	120		<b>97</b>		<b>92</b>
	<i>Senior Leadership</i>	70	85%		85%	
	<i>Governance and Societal Responsibilities</i>	50	75%		65%	
2	<b>Perencanaan Strategik</b>	85		<b>61.5</b>		<b>72</b>
	<i>Strategy Development</i>	40	75%		90%	
	<i>Strategy Implementation</i>	45	70%		80%	
3	<b>Fokus Pelanggan</b>	85		<b>67.5</b>		<b>64</b>
	<i>Voice of The Customer</i>	45	70%		80%	
	<i>Customer Engagement</i>	40	90%		70%	
4	<b>Pengukuran, Analisis dan Manajemen</b>	90		<b>76.5</b>		<b>67.5</b>
	<i>Measurement, Analysis, and Improvement of Organization Performance</i>	45	85%		80%	
	<i>Management of Information, Knowledge, and Information Technology</i>	45	85%		70%	
5	<b>Fokus Sumber Daya Manusia</b>	85		<b>63.5</b>		<b>72</b>
	<i>Work Environment</i>	40	80%		90%	
	<i>Workforce Engagement</i>	45	70%		80%	
6	<b>Manajemen Proses</b>	80		<b>63.5</b>		<b>85</b>
	<i>Work System</i>	45	70%		100%	
	<i>Work Process</i>	40	80%		100%	
7	<b>Hasil-Hasil</b>	450		<b>294</b>		<b>330</b>
	<i>Process Outcomes</i>	120	90%		80%	
	<i>Customer-Focused Outcomes</i>	90	100%		100%	
	<i>Workforce-Focused Outcomes</i>	80	60%		100%	
	<i>Financial and Market Outcomes</i>	80	60%		80%	
	<b>Total</b>			<b>723.5</b>		<b>782.5</b>

According to Vincent Gasperz (2007: 222) the evaluation factors for both process and outcome are the things that are assessed from each question item in the questionnaire. The scoring for item responses has guidelines:

A. All areas to overcome should be included in the item response. The response should reflect what is important to the organization.

B. In assigning scores for items, first determining the range scores (eg, 50 percent to 65 percent) is the most descriptive of the organizational achievement levels as presented in the item response. Most descriptive levels of organizational achievement may include some gaps in one or more of the ADLI (process) or LeTCI (yield) factors for the selected range of scores. The level of organizational achievement is based on a holistic view of either four processes or four outcomes in the aggregate and not on calculating or averaging independent judgments on each of the four factors.

C. Assigning the actual score within the selected range requires an evaluation of whether the item response is closer to the statement in the next higher or lower next score range. A process item from a 50 percent score is an approach that meets the overall requirements of the item, consistently used and the best work unit, which has undergone several cycles of improvement, learning, and discusses key organizational needs. The higher score reflects greater achievements, Demonstrated by wider dissemination, significant organizational learning, and increased integration.

D. An item of results with a 50 percent score is a clear indication of the good levels of performance, favorable trends, and the suitability of comparative data for areas of results covered in items and important to the organization's mission. Higher scores reflect better trends and performance levels, stronger comparative performance, wider coverage and integration with organizational or mission requirements.

Based on the above table it can be seen that the assessment conducted on companies and consumers there is a difference from the total assessment of the company 723.5 and consumer ratings 782.5. On the leadership criteria at the company the results obtained points far greater than the results of consumers. This is because the sub indicators are senior leadership, consumers do not know the complete mission applied by Hotel Papandayan and the sub indicators of governance and Societal Responsibilities in the company is applied well because it is done systematically and the details are clear but the bad consumers because consumers do not know about the program -Company CSR programs.

In the strategic planning criteria in the sub-indicators of strategy development, firms get greater value because of the knowledge that the company has in more detail related to the company's strategy. While the sub indicators of implementation strategy, consumers have higher points because the results of the strategy can be felt directly by consumers so that information obtained about the more accurate results provided by consumers.

On the criteria of customer focus comparison between consumers and companies quite distant due to the company did not know it consumers feel an emotional bond with Hotel Papandayan, in contrast to companies that see the consumer as an important component but do not know the extent to which emotions are perceived by consumers who interact directly and feel the service which are given. Criteria on measurement, analysis and knowledge management, resource focus, and process management points obtained between companies and consumers alike. This is because these three categories can be clearly seen and felt by companies and

consumers. Although information is interpreted in different ways, the results are more or less the same.

At the last criterion is the results, on the assessment based on smaller companies compared with consumer-based judgments. This is because the company does not fully know the results of the services it provides, because consumers who get the facilities offered and consumers who provide input related product development dpaat done by Hotel Papandayan.

Therefore, companies can use this method in quality control. Control with this method, both used to determine whether the entire system in the company already meet the standards and be conveyed and delivered by consumers with good performance or not. In addition, the company also can mengethauai how consumers see the company not only based on the services diatawarkan but wider than that. This is because Malcolm Baldrige's method presented by Vincent Gasperz is a method of continuously improving the overall performance of the organization by using measurements and providing feedback on overall organizational performance in the provision of quality products and services. Measurements made starting from the input of leadership, strategic planning, customer focus and consumer focus. After the inputs are carried out the control of the management process and the measurement, analysis and knowledge management to achieve the output of the results.

## **5. CONCLUSIONS AND SUGGESTIONS**

### **5.1. Conclusion**

Based on the discussion in the previous chapter, it can be drawn some conclusions, namely:

1. Papandayan Hotel sees quality as the overall features and characteristics of products or services that are able to satisfy the needs of consumers so that everything associated with producing products at Hotel Papandayan will be referred to as a feature that can satisfy consumers. Hotel Papandayan make improvements related products offered based on the results of observations of its leaders and advice obtained from consumers so that the resulting product can be received and provide satisfaction for consumers. The characteristics of Papandayan Hotel's services look satisfactory as evidenced by the many positive reviews provided by consumers through websites providing information on travel information.
2. The quality control of Papandayan Hotel with criteria on Malcolm Baldrige method based on the company and consumer resulted that Papandayan Hotel focuses on quality control of its products based on human resources, consumer complaints, target market so that Papandayan Hotel does not pay much attention to competitors.

### **5.2. Suggestion**

Based on the above research and conclusions, the researcher tries to propose some suggestion to the company in executing the quality control of the product in order to achieve maximum consumer satisfaction measured from the increasing positive review for Hotel Papandayan.

1. Companies should be more aware of the environment, especially competitors. This is important because with the growing world of hospitality, there will also be many competitors. If Papandayan Hotel does not follow the developments of competitors, Papandayan Hotel could not know good things what is on the competitors that should be used as an improvement service at Hotel Papandayan.



2. The Company may use Malcolm Baldrige's method of controlling the quality of hotel services products resulting from the criteria that Malcolm Baldrige can provide a framework for enhancing performance excellence, which is further integrated into the framework and includes all the factors that define the organization, operational processes and outcomes work.

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