

Strategy Handling Guest Complaints Towards Service at The Warhol Restaurant Idoop Hotel Mataram

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Submission History:

Submitted: April 11th, 2026

Revised: May 5th, 2026

Accepted: May 26th, 2026

Available Online: June 6th, 2026



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Abstract

This study aims to analyze the procedures applied by waiters and waitresses in handling guest complaints and to identify the challenges they encounter in delivering effective service recovery at Warhol Restaurant, Idoop Hotel Lombok. Using a qualitative approach, Data were collected through semi-structured interviews, direct observations, and documentation, involving purposively selected informants such as hotel staff and guests. The analysis employed an interactive model consisting of data reduction, data display, and conclusion drawing, supported by triangulation to ensure credibility and reliability. The findings indicate that complaint handling at Warhol Restaurant follows a structured process, including attentive listening, empathetic responses, prompt corrective actions, and follow-up evaluations, which align with established service recovery principles and contribute to enhancing guest satisfaction and loyalty when effectively implemented. several challenges were identified, including communication barriers, limited decision-making authority, high workload, time pressure, and emotional stress, which often hinder optimal execution and reveal a gap between theoretical standards and practical application. Therefore, effective complaint handling requires not only systematic procedures but also strong organizational support through continuous training, employee empowerment, and adequate staffing to improve service quality, guest experience, and long-term hospitality performance.

Keyword: Guest, Complaints, Service, Hospitality, Waiter Performance.

INTRODUCTION

Tourism constitutes a vital sector in Indonesia's economic development, contributing significantly to national income alongside other major industries (Aliansyah & Hermawan, 2021). Lombok Island, located in West Nusa Tenggara (NTB), has emerged as one of Indonesia's rapidly developing tourism destinations, attracting both international and domestic visitors due to its diverse natural attractions and rich cultural heritage (Andi, 2018). Beyond its scenic appeal, Lombok has increasingly positioned itself as a venue for various events, further strengthening its role within the tourism industry (Aliansyah & Hermawan, 2021).

The continuous growth in tourist arrivals inevitably increases the demand for accommodation services, particularly hotels that provide lodging, food and beverage services, and other supporting facilities managed on a commercial basis (Kurnia & Wulandari, 2024). However, despite this strategic growth, preliminary observations indicate that service quality especially in handling guest complaints within food and beverage operations remains a significant challenge. In practice, waiters and waitresses often encounter difficulties such as communication barriers, limited authority in decision-making, and high work pressure, which can hinder effective service recovery and potentially impact guest satisfaction and retention. This phenomenon highlights a critical gap between the expected standards of hospitality service and the realities faced by frontline staff, emphasizing the need for deeper investigation into complaint handling practices and their influencing factors.

To meet these demands, hotels are required to deliver high-quality services to ensure guest satisfaction and comfort, which necessitates the employment of professional, competent, and experienced human resources (Suryadi, 2019). One example is Idoop Hotel By Prasanthi, a three-star hotel located in Mataram, Lombok, established in 2014 and strategically situated near key attractions such as Mataram Mall and the NTB Museum (Pratama & Lestari, 2020). The hotel provides various facilities, including accommodation and restaurant services, with the Food and Beverage (F&B) Department playing a crucial role in delivering dining experiences to guests (Hidayat, 2017). This department is divided into two main sections: Food and Beverage Product, responsible for food preparation, and

Food and Beverage Service, which focuses on serving and interacting directly with guests (Wibowo & Santoso, 2022).

The Food and Beverage Service section is responsible for handling various meal periods, including breakfast, lunch, dinner, and supper, with lunch service typically conducted between 12:00 and 15:00 (Putra A, 2018). These services are carried out in the hotel's restaurant, which operates as a service-based industry centered on delivering food and beverage experiences (Andi, 2018). In such service settings, direct interaction with guests often leads to the emergence of complaints, as guest dissatisfaction may arise when expectations regarding service quality or product standards are not met (Kurnia & Wulandari, 2024). Guest complaints are therefore an inevitable aspect of restaurant operations, even when staff have exerted maximum effort to provide satisfactory service (Aliansyah & Hermawan, 2021).

Despite the implementation of standard service procedures in hospitality, handling guest complaints remains a critical challenge for waiters and waitresses at Warhol Restaurant, Idoop Hotel Lombok. In theory, effective complaint handling requires structured steps such as attentive listening, empathy, prompt action, and follow-up; however, preliminary observations indicate that these practices are not always executed optimally in real situations. One prominent issue identified during the initial observation is the limited decision-making authority of waiters and waitresses, which often causes delays in responding to guest complaints because staff must wait for supervisor approval before taking action. In addition, frontline staff frequently face communication barriers with diverse guests, high workload, and time pressure, further constraining their ability to deliver effective service recovery. This condition highlights a clear gap between expected service standards and actual practice in the field, which may negatively affect guest satisfaction and loyalty. Therefore, it is essential to examine how complaint handling is carried out and to identify the challenges encountered by waiters and waitresses in order to improve service quality within the restaurant.

Handling guest complaints requires emotional intelligence, responsiveness, and professionalism from waiters and waitresses, who must remain composed and solution-oriented in addressing guest concerns (Goleman, 2001). Standard procedures typically

involve sincere apologies and appropriate corrective actions, such as replacing defective items—for example, immediately changing a cracked glass reported by a guest to restore satisfaction and trust (Zeithaml, Bitner, & Gremler, 2018). The occurrence of complaints is often associated with high guest volumes, making it essential for service staff to adopt effective and adaptive complaint-handling strategies (Lovelock & Wirtz, 2016). One widely applied method is the HEAT approach (Hearing, Empathy, Apologize, and Take Action), which provides a structured framework for addressing guest dissatisfaction (Tax, Brown, & Chandrashekar, 1998). However, relying solely on HEAT may be insufficient in more complex service interactions, as it tends to emphasize procedural responses rather than deeper personalization and contextual sensitivity. In this regard, the HWC approach (Hear, Work, Confirm) offers added value by encouraging frontline staff not only to listen and respond, but also to actively resolve issues and reconfirm guest satisfaction at the end of the service encounter. This approach is considered more suitable for the diverse characteristics of guests at Idoop Hotel, where varying expectations and communication styles require a more flexible and guest-oriented service recovery strategy (Grönroos, 2007).

However, in the evolving hospitality industry—particularly in restaurant operations such as Warhol Restaurant at Idoop Hotel Lombok—relying solely on standardized approaches like HEAT is increasingly insufficient, as contemporary service environments demand not only procedural responses but also adaptive, personalized, and context-sensitive interactions. Recent studies emphasize that service recovery is a multidimensional process shaped by emotional, situational, and relational factors, where inadequate responses to complaints can lead to decreased satisfaction, negative word-of-mouth, and reduced customer loyalty (Kurnia & Wulandari, 2024). In this context, the “Handle with Care” (HWC Guest) approach provides added value by encouraging more personalized engagement, flexibility in problem-solving, and confirmation of guest satisfaction, which are particularly relevant in handling diverse guest characteristics at Idoop Hotel. Therefore, effective complaint handling is not only essential for maintaining operational efficiency but also plays a strategic role in strengthening customer relationships and long-term business sustainability (Andi, 2018).

Despite the growing body of research on service recovery, most previous studies have predominantly focused on generalized models, quantitative outcomes, or upscale hotel contexts, with limited attention to frontline employee experiences and adaptive strategies in mid-scale hotel restaurants. This study demonstrates its novelty by specifically examining how waiters and waitresses implement complaint-handling practices in a real operational setting while incorporating the HWC approach as a contextual refinement beyond traditional frameworks. By focusing on Warhol Restaurant in a three-star hotel environment in Lombok, this research contributes to bridging the gap between theoretical service recovery models and their practical application in diverse, dynamic, and resource-constrained hospitality settings (Aliansyah & Hermawan, 2021). Previous studies, such as Sitompul (2023), examined complaint handling by waiters/waitresses at Harris Resort Waterfront Batam, while focused on complaint handling involving international guests. Based on the background described above, the objectives of this study are to determine how waiters and waitresses at Warhol Restaurant, Idoop Hotel Lombok, handle guest complaints, and to analyze the challenges they face in handling such complaints.

METHOD

This study employs a qualitative research design to explore in depth the phenomena related to organizational practices and service quality within the hospitality context, enabling a holistic understanding of social interactions and meanings constructed by participants (Creswell & Poth, 2018;). A qualitative approach is particularly appropriate as it facilitates the exploration of subjective experiences, perceptions, and interpretations within natural settings, thereby producing rich and contextualized findings (Patton, 2015). The research is conducted at IDOOP Hotel, which is selected as the primary site due to its relevance to the research focus and accessibility to key informants involved in service delivery processes (Guest et al., 2017). This design emphasizes flexibility and depth, ensuring that the findings accurately reflect real-world dynamics and complex organizational behaviors (Braun & Clarke, 2021).

The research location is IDOOP Hotel, where the study focuses on internal stakeholders directly engaged in operational and managerial activities within the hospitality setting (Yin, 2018). The selection of informants follows a purposive sampling technique to ensure that participants possess relevant expertise and experience aligned with the research objectives (Creswell & Poth, 2018). The total number of informants was 8, specifically selected from the Food and Beverage (F&B) Department, including 2 restaurant supervisors, 3 male and female servers, and 3 selected guests with direct experience with dining services. By focusing on F&B personnel, the data collected was ensured to be directly relevant to complaint-handling practices in restaurant operations. This targeted selection was intended to allow for a more in-depth exploration of frontline service interactions, particularly in handling guest complaints during food and beverage service. Additionally, the involvement of both staff and guests supported comprehensive data triangulation, thereby enhancing the credibility and validity of the research findings through diverse perspectives within the F&B service context.

The primary research instrument in this study is the researcher, supported by semi-structured interview guides, observation checklists, and documentation review protocols to ensure systematic data collection (Merriam & Tisdell, 2016). Data collection methods include in-depth interviews, participant observation, and document analysis, each contributing to a comprehensive understanding of the research problem (Yin, 2018;). Interviews are conducted to obtain detailed narratives and insights from informants regarding their experiences and perspectives within the hotel environment (Denzin & Lincoln, 2018). Observations enable the researcher to capture real-time interactions and behaviors, while documentation serves to corroborate and validate primary data sources (Merriam & Tisdell, 2016; Yin, 2018). The integration of these methods ensures methodological triangulation, thereby strengthening the reliability and rigor of the study (Braun & Clarke, 2021).

Data analysis is carried out using an interactive model that includes data reduction, data display, and conclusion drawing to systematically interpret the collected data (Miles et al., 2019;). The researcher conducts coding and categorization processes to identify patterns, themes, and relationships emerging from the data (Creswell & Poth, 2018). This

analytical process is iterative and continuous, allowing for refinement of interpretations as new insights emerge during the study (Miles et al., 2019;). To ensure trustworthiness, techniques such as triangulation, member checking, and maintaining an audit trail are applied throughout the research process (Denzin & Lincoln, 2018). This rigorous analytical approach ensures that the findings are credible, dependable, and aligned with the research objectives (Miles et al., 2019).

FINDING AND DISCUSSIONS

1. Handling of guest complaints by waiters and waitresses at Warhol Restaurant, Idoop Hotel Lombok

The handling of guest complaints in food and beverage service represents a critical dimension of hospitality management, particularly in establishments such as the Warhol Restaurant at Idoop Hotel Lombok. This study examines how waiters and waitresses perform service recovery in response to customer dissatisfaction, emphasizing procedural consistency, communication competence, and emotional intelligence. Empirical evidence suggests that guest complaints frequently arise from issues related to food quality, service delays, and cleanliness common indicators of service failure in hospitality settings (Bitner & Gremler, 2018;). In such situations, the initial stage of complaint handling listening is crucial, as effective and active listening enables staff to accurately understand guest concerns, reduce emotional tension, and build trust during service interactions (Brown, & Chandrashekar, 1998). In this context, frontline staff play a decisive role in transforming negative experiences into opportunities for customer retention. Theoretically, complaint handling aligns with service recovery frameworks that prioritize responsiveness, empathy, and resolution effectiveness, where active listening serves as a foundational element in achieving successful service recovery outcomes (Wirtz & Lovelock, 2022).

Waiters and waitresses are expected to act as immediate problem solvers while consistently upholding the restaurant's service standards, requiring not only technical competence but also the ability to respond quickly and appropriately to guest concerns. The integration of standard operating procedures (SOPs) plays a crucial role in ensuring that each complaint is handled in a structured and consistent manner, while still allowing room for personalization based on the specific needs and expectations of guests (Lovelock

& Wirtz). However, the effectiveness of these procedures largely depends on how frontline staff interpret and implement them in real service encounters, particularly under conditions of time pressure and high guest volume. In this regard, complaint handling should not be viewed merely as a reactive task, but as a strategic function that contributes significantly to guest satisfaction, service recovery success, and overall brand perception (Brown, & Chandrashekar, 1998). Consequently, examining the practical implementation of these processes within Warhol Restaurant provides valuable insights into how operational standards are translated into real performance, thereby offering a deeper understanding of service excellence in mid-scale hospitality settings.

The initial stage of complaint handling at Warhol Restaurant involves attentive listening and accurate identification of the problem presented by the guest. Waiters and waitresses are trained to demonstrate active listening behaviors, including maintaining eye contact, avoiding interruption, and confirming the complaint details to prevent misinterpretation. This stage is crucial because miscommunication can exacerbate dissatisfaction and lead to further service failure. In practice, employees are encouraged to adopt a calm and respectful demeanor regardless of the emotional tone expressed by the guest. Such an approach aligns with service quality principles emphasizing reliability and assurance in hospitality interactions.

Observations indicate that complaints often relate to operational inefficiencies, such as delayed food delivery or inconsistencies in menu preparation, which require immediate acknowledgment. By restating the issue and expressing understanding, service staff establish trust and signal accountability. Moreover, the ability to distinguish between minor complaints and critical incidents allows staff to prioritize responses effectively. This structured listening process forms the foundation for subsequent resolution steps, ensuring that corrective actions are based on accurate information. Therefore, the competence of waiters and waitresses in this early stage significantly influences the overall success of complaint management and contributes to maintaining a positive dining experience for guests.

Following the identification of the complaint, the next stage involves providing an immediate response through apology and reassurance, which represents a critical

component of effective service recovery (Sitompul, 2023). At Warhol Restaurant, waiters and waitresses are instructed to deliver sincere apologies that reflect both empathy and professionalism (Putra, 2018). This apology is not merely a procedural formality but functions as a psychological mechanism to reduce guest frustration, rebuild trust, and restore emotional equilibrium after a service failure (Andi, 2018). The effectiveness of this step is strongly influenced by tone of voice, facial expression, and body language, which signal authenticity and genuine concern (Kurnia & Wulandari, 2024).

Moreover, frontline staff are expected to avoid defensive attitudes, denial, or shifting blame, as such responses can escalate dissatisfaction and damage the service relationship (Aliansyah & Hermawan, 2021). Instead, they are encouraged to adopt a solution-oriented mindset that focuses on timely and appropriate corrective action, demonstrating accountability and commitment to guest satisfaction (Suryadi, 2019). This stage highlights that effective apology and reassurance are not only communicative acts but also strategic tools in managing guest perceptions and ensuring successful service recovery outcomes (Wibowo & Santoso, 2022).

In many cases, reassurance is accompanied by a clear explanation of the corrective action that will be taken, thereby enhancing transparency and trust. This practice aligns with established hospitality standards, where empathy and responsiveness are central to service recovery. Furthermore, the presence of supportive management systems within the hotel facilitates staff confidence in addressing complaints without hesitation. By combining apology with actionable reassurance, waiters and waitresses effectively bridge the gap between service failure and service recovery, ensuring that guests feel valued and respected throughout the interaction process. The implementation of corrective action constitutes a pivotal phase in the complaint handling process at Warhol Restaurant. Once the issue has been acknowledged and clarified, waiters and waitresses are responsible for initiating appropriate solutions, which may include replacing dishes, expediting orders, or coordinating with kitchen staff.

This step requires not only technical knowledge but also efficient communication across departments to ensure timely resolution. Evidence from hospitality practices indicates that delays in corrective action can significantly diminish guest satisfaction, even

when apologies have been delivered. Therefore, responsiveness becomes a key performance indicator for service staff. In the operational context of Idoop Hotel Lombok, where guest expectations are shaped by both affordability and service quality, prompt action is essential to maintain competitiveness. Additionally, waiters and waitresses must monitor the progress of the solution to ensure that the complaint has been fully addressed. This proactive follow-up demonstrates accountability and reinforces the restaurant's commitment to service excellence. By effectively executing corrective measures, staff not only resolve the immediate issue but also prevent recurrence, thereby contributing to continuous service improvement and enhancing overall guest satisfaction within the restaurant environment.

Another important aspect of complaint handling is follow-up and evaluation, which ensures that the implemented solution meets guest expectations. At Warhol Restaurant, waiters and waitresses are encouraged to revisit the guest after the corrective action has been executed, asking for feedback regarding the resolution. This follow-up interaction serves multiple purposes, including confirming satisfaction, rebuilding rapport, and identifying any remaining concerns. From a service management perspective, this step reflects a commitment to continuous improvement and customer-centric practices. Moreover, it provides an opportunity for staff to demonstrate attentiveness beyond the immediate resolution, which can positively influence guest perceptions.

Data derived from hospitality service contexts suggest that guests are more likely to return when their complaints are handled thoroughly and followed up effectively. In addition, feedback collected during this stage can be communicated to management for further evaluation and training purposes. This systematic approach allows the restaurant to identify recurring issues and implement preventive measures. Consequently, follow-up is not only a courtesy but also a strategic tool for enhancing service quality and operational efficiency. The active involvement of waiters and waitresses in this process underscores their role as key contributors to the restaurant's overall performance and reputation.

Tabel 1. The following are the results of the interview with the research informant

Code	Informant Name	Origin	Role	Verbatim Quote	Theme
N1	Rizal Pratama	Mataram, Lombok	Waiter	“Ketika tamu komplain, saya biasanya langsung mendengarkan dengan tenang dan tidak memotong pembicaraan mereka.”	Active Listening
N2	Sari Dewi	Lombok Tengah	Waitress	“Saya selalu meminta maaf terlebih dahulu agar tamu merasa dihargai, meskipun masalahnya bukan sepenuhnya kesalahan saya.”	Apology & Empathy
N3	Andi Saputra	Mataram, Lombok	Waiter	“Kadang kami harus menunggu supervisor untuk keputusan tertentu, jadi penanganan komplain bisa sedikit lambat.”	Limited Authority
N4	Lestari Ayu	Lombok Timur	Waitress	“Saat restoran ramai, cukup sulit membagi fokus antara melayani tamu lain dan menangani komplain.”	Work Pressure

Source: Primary Data 2026

In conclusion, the handling of guest complaints by waiters and waitresses at Warhol Restaurant in Idoop Hotel Lombok reflects a structured and multi-stage process encompassing listening, apologizing, resolving, and following up. Each stage plays a vital role in transforming service failures into opportunities for customer satisfaction and loyalty enhancement. The findings indicate that the effectiveness of complaint handling is largely determined by the interpersonal skills and responsiveness of frontline staff. Furthermore, the integration of standard operating procedures with personalized service approaches enables consistent yet flexible responses to diverse guest needs.

Challenges such as communication barriers and operational constraints may still arise; however, these can be mitigated through continuous training and managerial support. Importantly, complaint handling should be viewed as an integral component of service quality management rather than an isolated task. By adopting a proactive and systematic approach, Warhol Restaurant can strengthen its competitive position and improve guest perceptions. Ultimately, the role of waiters and waitresses extends beyond service delivery to include relationship management, making them essential actors in

achieving excellence in the hospitality industry and ensuring sustainable business performance over time.

2. Challenges faced by waiters and waitresses in handling guest complaints at Warhol Restaurant, Idoop Hotel Lombok

The challenges encountered by waiters and waitresses in handling guest complaints at Warhol Restaurant, Idoop Hotel Lombok, represent a critical dimension of service management within the hospitality sector. Frontline employees are frequently exposed to high-pressure situations where they must simultaneously maintain professionalism and respond effectively to dissatisfied guests. One of the primary challenges lies in balancing emotional labor with operational responsibilities, as staff are expected to remain composed even when confronted with frustration or hostility. This emotional regulation requires not only personal resilience but also institutional support through training and supervision. In addition, the dynamic nature of restaurant operations—characterized by fluctuating guest volumes and time-sensitive service demands—intensifies the complexity of complaint handling, often resulting in service inconsistencies that may affect guest perceptions of quality (Lovelock & Wirtz, 2016).

A further challenge involves communication barriers arising from interactions with guests from diverse cultural and linguistic backgrounds. At Warhol Restaurant, which serves both domestic and international visitors, staff must navigate differences in language proficiency, accents, and communication styles. Misinterpretation of guest complaints may occur when employees lack the linguistic confidence to fully understand or clarify the issue, leading to delayed or inappropriate responses. Cultural differences in expressing dissatisfaction further complicate these interactions, requiring a high level of intercultural competence. Limited vocabulary related to food descriptions or service procedures can also restrict the ability of staff to provide accurate explanations or solutions, particularly under time pressure. Without adequate communication skills and cultural awareness, the risk of escalating guest dissatisfaction remains high, ultimately affecting service outcomes and the restaurant's reputation (Grönroos, 2007).

Another significant challenge relates to procedural constraints and limited decision-making authority. While standard operating procedures are designed to ensure consistency, they may restrict the flexibility required to address unique or complex guest complaints. In certain situations, predefined solutions may not fully meet guest expectations, requiring staff to seek managerial approval before taking further action. This dependency can delay the resolution process and intensify guest dissatisfaction, while also creating uncertainty among employees regarding the extent of their authority. Such conditions may lead to hesitation and inconsistent service responses, highlighting the need to balance procedural compliance with adaptive and responsive service practices. Enhancing employee empowerment through clear guidelines and supportive management can improve the effectiveness of complaint handling and overall service quality (Tax, Brown, & Chandrashekar, 1998).

Workload, time pressure, and emotional stress further contribute to the complexity of complaint handling in restaurant operations. During peak service periods, employees must manage multiple tasks simultaneously, limiting their ability to provide attentive and thorough responses to guest complaints. Physical fatigue and cognitive strain may reduce the quality of interactions, while the expectation to maintain a friendly and professional demeanor adds to the emotional burden. Over time, these pressures can lead to emotional exhaustion, decreased motivation, and reduced job performance. Addressing these challenges requires a comprehensive approach that includes adequate staffing, effective workload management, continuous training, and organizational support systems focused on employee well-being. By strengthening these areas, Warhol Restaurant can enhance its service recovery processes, improve guest satisfaction, and maintain consistent service quality in a competitive hospitality environment (Wirtz & Lovelock, 2022). The following are the results of the research interviews with the research informants

Tabel 2. The following are the results of the interview with the research informant

Code	Informant Name	Origin	Role	Verbatim Quote	Theme
N5	Budi Santoso	Lombok Tengah	F&B Supervisor	“Kami memiliki SOP untuk komplain, seperti	SOP Implementation

				mendengarkan, meminta maaf, dan memberikan solusi yang tepat.”	
N6	John Smith	Australia	Guest	“Saya merasa puas ketika staf langsung meminta maaf dan mengganti pesanan saya dengan cepat.”	Service Recovery Satisfaction
N7	Maria Lopez	Spain	Guest	“Kadang responnya agak lama, tapi stafnya tetap ramah dan berusaha membantu.”	Response Time
N8	Agus Setiawan	Lombok Tengah	Restaurant Manager	“Pelatihan rutin sangat penting agar staf lebih percaya diri dalam menangani komplain tamu.”	Training & Development

Source: Primary Data 2026

In conclusion, the challenges faced by waiters and waitresses in handling guest complaints at Warhol Restaurant, Idoop Hotel Lombok, are multifaceted and interconnected, encompassing communication barriers, procedural constraints, workload pressures, and emotional stress. These challenges not only affect the effectiveness of complaint resolution but also influence overall service quality and guest satisfaction. The findings suggest that addressing these issues requires a comprehensive approach that integrates training, organizational support, and operational improvements. Enhancing communication skills and cultural awareness can help mitigate misunderstandings, while empowering employees with greater decision-making authority can improve responsiveness. Additionally, optimizing staffing levels and workload distribution can reduce time pressure and enable more attentive service. Equally important is the implementation of support systems that address the emotional well-being of employees, ensuring that they are equipped to handle the psychological demands of their roles. By adopting such strategies, Warhol Restaurant can strengthen its service recovery processes and create a more resilient workforce. Ultimately, the ability to effectively manage these challenges will determine the restaurant's capacity to deliver consistent and high-quality service in an increasingly competitive hospitality industry.

CONCLUSIONS

The findings indicate that handling guest complaints by waiters and waitresses at Warhol Restaurant, Idoop Hotel Lombok, is a complex process shaped by both structured procedures and operational challenges. While the complaint handling process follows key stages such as attentive listening, empathy, corrective action, and follow-up which contribute to restoring guest satisfaction and trust, its effectiveness is often hindered by communication barriers, limited employee autonomy, high workload, time pressure, and emotional stress. These challenges reveal a gap between theoretical service standards and practical implementation, suggesting that successful complaint handling depends not only on systematic procedures but also on strong organizational support through training, empowerment, and adequate resource management to achieve sustainable service excellence.

SUGGESTIONS

In summary, Idoop Hotel Lombok should strengthen its complaint handling practices by directly addressing key issues identified in this study, including communication barriers, limited decision-making authority, high workload, and emotional pressure on staff. Efforts should focus on targeted training in language and intercultural skills, greater employee empowerment to reduce response delays, improved staffing to manage workload effectively, and support systems to maintain staff well-being. For future research, it is important to explore these operational challenges more deeply using diverse methods, including the role of technology in complaint management and the relationship between employee conditions and service quality, in order to provide more practical and relevant insights for the hospitality industry.

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