The Influence of Managerial Supervision on Service Quality at Tryas Hotel Cirebon

Iis Trisnawati[1*], Nana Supriana[1], Imas Mufti[1]
[1]Sekolah Tinggi Ilmu Ekonomi Yasmi Cirebon, Indonesia

Email: iistrisnawati.07@gmail.com

Abstract

The hospitality industry plays a pivotal role in Indonesia's economic recovery by delivering services that directly influence guest satisfaction and organizational competitiveness. Within this sector, managerial supervision functions as a critical mechanism to ensure service consistency, employee discipline, and alignment with organizational objectives. This study investigates the influence of managerial supervision on service quality at Tryas Hotel Cirebon. A quantitative-descriptive analytic method was employed, involving 30 respondents selected through simple random sampling from a population of 42 hotel guests. Data were collected using structured observations, interviews, and questionnaires, and subsequently analyzed using Pearson's product–moment correlation and t-tests at a 5% significance level. The results revealed that managerial supervision was categorized as "fairly good," with an achievement level of 73.68%. Among the indicators, objective and precise supervision scored the highest, while goal-oriented supervision was rated the lowest. Statistical analysis demonstrated a strong and significant correlation (r = 0.761) between managerial supervision and service quality, with managerial supervision contributing 57.91% to service quality improvement. These findings highlight the necessity for hotel management to enhance supervisory practices by prioritizing goal alignment, objectivity, and continuous feedback. Strengthening these aspects is expected to foster employee performance improvements and elevate overall service quality in the hospitality sector.

Keywords : Hospitality industry, hotel, managerial supervision, service quality.

1. Introduction

The tourism industry in Indonesia has demonstrated positive development (Hasudungan, Raeskyesa, Lukas, & Ramadhanti, 2021) as one of the sectors with the potential to revitalize the national economy in the aftermath of economic crises (Jucan & Jucan, 2013). This growth is marked by the increasing number of internationally rated hotels, which serve as providers of accommodation, food and beverage services, and other supporting facilities. The success of the hospitality industry largely depends on service quality that ensures guest satisfaction (Anas, 2024; Kurniawan & Nainggolan, 2023). Given its labor-intensive and multidisciplinary nature, hotel operations demand highly skilled (Chan, Stephen, & Andi Kele, 2021), professional (Sulistyawati, 2015), and service-oriented human resources (Kenar & Yeşiltaş, 2024).

In the hospitality context, human resource quality is often reflected in work discipline (Soelton, 2018), which embodies adherence to established standards and operational procedures. Work discipline is cultivated not only through formal regulations but also through consistent guidance and supervision (Santosa, Kuswarak, & Zulfikar, 2020). Managerial supervision functions as a mechanism of control and coaching (Lee, Idris, & Tuckey, 2019), aimed at preventing errors, enhancing performance, and ensuring that every employee aligns with the organization's values and objectives. Effective supervision incorporates elements of planning, objectivity, flexibility, efficiency, and sustained corrective actions.

Service quality itself is the outcome of the interaction between standardized operational procedures and the behavior of personnel delivering the service. High-quality service can be identified through dimensions such as timeliness, accuracy, politeness, friendliness, responsibility, completeness, accessibility, service variety, personalized attention, and comfort (Syaiful & Astuty, 2022). Achieving these standards requires a structured supervision system, ensuring that every aspect of service delivery is monitored and adjusted to meet customer expectations.

Hotel Tryas Cirebon, as one of the internationally rated hotels in Cirebon City, places service quality as its top priority. To achieve this objective, management implements direct supervision by managers across all departments and work units. This approach is expected to foster sustainable work discipline, minimize service gaps, and create guest experiences consistent with the standards of star-rated hotels.

Based on the above considerations, this study aims to analyze the effect of managerial supervision on service quality at Hotel Tryas Cirebon. Specifically, the study seeks to evaluate the implementation of managerial supervision, assess the level of service quality, and identify the relationship and influence between the two variables. The findings are expected to contribute theoretically to the development of hospitality management knowledge and provide practical recommendations for improving service quality in the hospitality industry.

2. Research Method

This study employed a quantitative-descriptive analytic research method, which aims to systematically describe and analyze the current state of a phenomenon to obtain an accurate and factual understanding of its characteristics and interrelationships. This approach was chosen to address the research objectives and problems by presenting a clear depiction of the relationship between managerial supervision (X) and service quality (Y). The population comprised 42 guests of Hotel Tryas Cirebon, considered to have direct experience with the hotel's employee performance. Using a simple random sampling technique and the precision formula with a 10% margin of error, a total sample of 30 respondents was determined. Data

collection utilized both library research and field research. Field research involved three techniques: (1) observation of activities and phenomena at the research site, (2) structured interviews with relevant and knowledgeable parties, and (3) questionnaires consisting of 12 questions (7 for variable X and 5 for variable Y) measured using a three-point Likert scale, ranging from "Very Good" (score 3) to "Poor" (score 1).

The collected data were processed and analyzed through a series of steps: classification based on research variables, tabulation, and calculation of variable scores by comparing total obtained scores with the maximum possible scores. Hypothesis testing was conducted to determine the relationship between variables X and Y using Pearson's product-moment correlation coefficient, followed by significance testing with a t-test at a 5% significance level (two-tailed). The strength of the correlation was interpreted using established coefficient intervals, and the coefficient of determination (R^2) was calculated to measure the percentage contribution of managerial supervision to service quality. All statistical computations were carried out to ensure both the validity and reliability of the findings, in line with rigorous academic standards.

3. Results and Discussion
3.1 Responses of Respondents Regarding Managerial Supervision of Employees at Hotel Tryas Cirebon

3.1.1 Cumulative Responses of Respondents Regarding Managerial Supervision of Employees at Hotel Tryas Cirebon

Table 1. Cumulative Responses of Respondents Regarding Managerial Supervision of Employees at Hotel Tryas Cirebon

No.	Variable Indicators	Response Alternatives	Total Score	Criteria
1	Supervision must be goal-oriented	Very Good: 5 (15), Fairly Good: 14 (28), Poor: 11 (11)	54	Fairly Good
2	Supervision must be objective, honest, and accurate	Very Good: 5 (15), Fairly Good: 17 (34), Poor: 8 (8)	57	Fairly Good
3	Supervision should be oriented toward truth and applicable procedures	Very Good: 5 (15), Fairly Good: 18 (36), Poor: 7 (7)	58	Fairly Good
4	Supervision must ensure efficiency and effectiveness	Very Good: 16 (48), Fairly Good: 7 (14), Poor: 7 (7)	60	Fairly Good
5	Supervision should be based on objective and precise standards	Very Good: 12 (36), Fairly Good: 13 (26), Poor: 5 (5)	67	Fairly Good

6	Supervision must be continuous	Very Good: 10 (30), Fairly Good: 15 (30), Poor: 5 (5)	65	Fairly Good
7	Ability to provide feedback	Very Good: 12 (36), Fairly Good: 10 (20), Poor: 8 (8)	65	Fairly Good
Total			420	
Average			60	Fairly Good

Table 1 above indicates that managerial supervision at Hotel Tryas Cirebon is generally perceived by employees as "Fairly Good," with an average score of 60 out of a possible maximum. Among the seven indicators, "Supervision should be based on objective and precise standards" (score: 67) received the highest rating, suggesting that employees recognize the application of clear benchmarks in the supervisory process. Conversely, "Supervision must be goal-oriented" recorded the lowest score (54), implying room for improvement in aligning supervision practices with organizational objectives. The consistency of "Fairly Good" ratings across all indicators reflects a moderate level of managerial effectiveness; however, the findings also suggest the need for enhanced goal alignment, greater emphasis on accuracy, and continuous improvement in feedback mechanisms to optimize both efficiency and employee performance outcomes.

Table 2. Research Data: Respondents' Score Values – Variable Implementation of Supervision (X)

Resp.	1	2	3	4	5	6	7	Total Score
1	3	3	3	2	3	3	2	19
2	3	3	3	2	3	3	2	19
3	3	3	3	2	3	3	2	19
4	3	3	3	2	3	3	2	19
5	3	3	3	2	3	3	2	19
6	2	2	2	3	3	3	3	18
7	2	2	2	3	3	3	3	18
8	2	2	2	3	3	3	3	18
9	2	2	2	3	3	3	3	18
10	2	2	2	3	3	3	3	18
11	2	2	2	3	3	2	3	17
12	2	2	2	3	3	2	3	17
13	2	2	2	2	2	2	2	14
14	2	2	2	2	2	2	2	14
15	2	2	2	2	2	2	2	14
16	2	2	2	2	2	2	2	14
17	2	2	2	2	2	2	2	14
18	2	2	2	2	2	2	2	14
19	2	2	2	2	2	2	2	14

20	1	2	2	2	2	2	2	13
21	1	2	2	2	2	2	2	13
22	1	2	2	2	2	2	2	13
23	1	1	2	2	2	2	1	11
24	1	1	1	1	2	2	1	9
25	1	1	1	1	2	2	1	9
26	1	1	1	1	1	1	1	7
27	1	1	1	1	1	1	1	7
28	1	1	1	1	1	1	1	7
29	1	1	1	1	1	1	1	7
30	1	1	1	1	1	1	1	7
Total	**54**	**57**	**58**	**60**	**67**	**65**	**59**	**420**

Based on the Table 2 above, the research results indicate that the managerial supervision of employees at Hotel Tryas Cirebon falls into the moderate category, with an average score of 60 and an implementation level of 73.68% (42019 × 30 = 0.7368 ×100%=73.68%) based on the established criteria.

3.1.2 Cumulative Responses Regarding Service Quality at Hotel Tryas Cirebon

Table 3. Cumulative Responses Regarding Service Quality at Hotel Tryas Cirebon

No	Variabel Indikator	Respondent Answers									Tot. Score	Response Criteria
		Good			Moderate			poor				
		S	F	JS	S	F	JS	S	F	JS		
1	Timeliness	3	12	36	2	13	26	1	5	5	67	Fairly Good
2	Service Accuracy	3	12	36	2	14	28	1	4	4	68	Fairly Good
3	Politeness & Friendliness	3	12	36	2	12	24	1	6	6	66	Fairly Good
4	Ease of Service	3	12	36	2	11	22	1	7	7	65	Fairly Good
5	Comfort	3	12	36	2	10	20	1	8	8	64	Fairly Good
	Total										330	Cukup
	Average										66	Baik

To determine the category of service quality at Hotel Tryas Cirebon, the research data for the service quality variable (Y) are presented in the following table:

Table 4. Research Data: Respondents' Score Values for the Service Quality Variable (Y)

Resp.	1	2	3	4	5	Total Score
1	3	2	3	2	3	13
2	3	2	3	2	3	13
3	3	2	3	2	3	13
4	3	2	3	2	3	13
5	3	2	3	2	3	13

6	3	2	3	2	3	9
7	3	2	3	2	1	12
8	3	2	3	2	1	12
9	3	2	3	2	1	12
10	3	2	3	2	1	12
11	3	2	3	2	2	13
12	3	2	3	3	2	11
13	2	2	2	3	3	12
14	2	2	2	3	3	13
15	2	3	2	3	3	13
16	2	3	2	3	3	13
17	2	3	2	3	3	13
18	2	3	2	3	3	12
19	2	3	2	3	3	12
20	2	3	2	3	1	12
21	2	3	2	3	1	11
22	2	3	2	3	1	9
23	2	3	2	2	3	8
24	2	3	2	1	2	11
25	2	3	1	1	2	6
26	1	3	3	1	3	6
27	1	1	1	1	2	6
28	1	1	1	1	2	6
29	1	1	1	1	2	6
30	1	1	1	1	2	6
Total	67	68	66	65	64	330

The level of service quality implementation at Hotel Tryas Cirebon was determined by comparing the total score of the service quality variable (Y) with the maximum possible score (maximum score × total number of respondents), as calculated using the following formula:

$$\frac{total\ score\ of\ the\ service\ quality\ variable}{maximum\ score\ X\ \text{total number of respondents}} X 100\%$$

$$= \frac{330}{13 X 30} x 100\%$$

$$= 84{,}62\ \%$$

Based on this calculation, the service quality at Hotel Tryas Cirebon is categorized as 84.62% of the predetermined criteria.

3.2 The Effect of Managerial Supervision on Service Quality at Hotel Tryas Cirebon

To examine the effect of the supervision variable on employee work performance and service quality at Hotel Tryas Cirebon, parametric statistical analysis using the Pearson Product–Moment correlation formula was employed. The significance of the correlation was tested through two methods: (1) a t-test, in which the calculated *t* value was compared with the critical value from the *t*-distribution table at a 5% significance level for a two-tailed test with 28 degrees of freedom ($n – k – 1$), and (2) by comparing the calculated correlation coefficient (*r*) with the critical value from the Pearson Product–Moment correlation table. Upon determining the significance of the correlation between variable X (managerial supervision) and variable Y (service quality), a coefficient of determination (R^2) test was conducted to measure the proportion of variance in Y explained by X, expressed as a percentage.

The correlation analysis yielded the following descriptive statistics: mean of X = 14, mean of Y = 11, $\Sigma X^2 = 540$, $\Sigma Y^2 = 145$, and $\Sigma XY = 213$. The computed Pearson correlation coefficient was *r* = 0.761, which, based on Sugiyono's (2018) interpretation guidelines, falls within the "strong" category. With a sample size of 30, the *t*-test produced *t* = 6.205, which exceeded the critical *t* value of 1.701, thus rejecting the null hypothesis (*Ho*) and confirming that the correlation is statistically significant. Similarly, since the calculated *r* (0.761) is greater than the critical *r* value (0.361) at the 5% significance level, the result is validated. The coefficient of determination was calculated as $R^2 \times 100 = (0.761)^2 \times 100 = 57.91\%$, indicating that managerial supervision accounts for 57.91% of the variance in service quality at Hotel Tryas Cirebon. Therefore, the proposed hypothesis is supported and empirically verified.

3.3 Discussion

The research findings indicate that managerial supervision at Hotel Tryas Cirebon is generally perceived as "Fairly Good" by employees, with an average score of 60 out of the maximum possible score. The highest-rated indicator, "Supervision based on objective and precise standards," reflects employees' recognition of clear performance benchmarks in supervisory practices. However, the lowest-rated indicator, "Supervision must be goal-oriented," reveals a gap in aligning supervisory activities with the organization's strategic objectives. Although the overall ratings suggest a moderate level of supervisory effectiveness, they also signal the need for strengthening goal alignment, improving the accuracy of supervision, and enhancing feedback delivery to better guide employee performance.

Regarding service quality, the study shows that employees and customers perceive it as moderately high, with an implementation level of 84.62% according to established criteria. All measured indicators—timeliness, service accuracy, politeness and friendliness, ease of service, and comfort—received "Fairly Good" ratings. The relatively balanced scores across these dimensions suggest consistent service

delivery, yet the findings also indicate areas for refinement, such as improving responsiveness to customer needs and creating a more comfortable service environment. This level of service quality provides a solid foundation but leaves room for further enhancements to reach an "Excellent" category.

The statistical analysis revealed a strong and significant positive correlation between managerial supervision and service quality, with a Pearson correlation coefficient of 0.761. According to Sugiyono's (2018) interpretation scale, this falls within the "strong" category, indicating that improvements in supervision are likely to be strongly associated with better service quality outcomes. The t-test results further support this relationship, as the calculated t-value (6.205) exceeded the critical t-value (1.701) at the 5% significance level, leading to the rejection of the null hypothesis. This confirms that managerial supervision plays a statistically significant role in influencing service quality in service sector (Rosnaida, Rahman, & Japina, 2025) in hospitality and tourism (Handayani, Indrayani, Khaddafi, & Wibisono, 2022), especiall at the hotel. This direct impact on service quality is particularly crucial in the highly competitive hospitality industry (Al-Ababneh, Masadeh, Al-Shakhsheer, & Habiballah, 2018).

The coefficient of determination analysis shows that managerial supervision explains 57.91% of the variance in service quality, meaning more than half of the improvements in service quality can be attributed to better supervisory practices. The remaining 42.09% is likely influenced by other factors such as employee training, customer service systems, motivation, and external market conditions. This highlights the strategic importance of enhancing managerial supervision through clearer goal setting, more precise evaluation standards, and continuous coaching to optimize service quality. Overall, the study validates the hypothesis and emphasizes that strong managerial supervision is a key driver of service excellence at Hotel Tryas Cirebon.

4. Conclusion

Based on the research findings, it can be concluded that the implementation of managerial supervision at Hotel Tryas Cirebon falls into the "fairly good" category, with an average score of 60 and an achievement level of 73.68% against the established criteria. Among the seven measured indicators, "supervision based on objective and precise standards" received the highest score, while "goal-oriented supervision" obtained the lowest score, indicating a need for improvement in aligning supervision with organizational objectives. The Pearson Product–Moment correlation analysis yielded an r-value of 0.761, classified as a strong and statistically significant relationship, with managerial supervision contributing 57.91% to service quality.

Based on these findings, it is recommended that hotel management strengthen the planning and implementation of supervision that is more directed toward achieving organizational goals, accompanied by improvements in accuracy, objectivity, and consistency in the supervision process. Furthermore, the provision of continuous feedback should be optimized to encourage improvements in employee performance, which in turn can enhance overall service quality. These efforts are expected to raise the score of the lowest-rated indicator and increase the overall contribution of supervision to service quality improvement.

References

Al-Ababneh, M. M., Masadeh, M. A., Al-Shakhsheer, F. J., & Habiballah, M. A. (2018). The impact of internal service quality on job satisfaction in the hotel industry. *Research in Hospitality Management*, *8*(1), 55–62. https://doi.org/10.1080/22243534.2018.1501182

Anas, M. (2024). Customer Satisfaction in the Hotel Industry: A Case Study from Makassar City. *Journal of Economic Education and Entrepreneurship Studies*, *5*(1), 135–150. https://doi.org/10.26858/je3s.v5i1.3265

Chan, J. K. L., Stephen, S. G. A., & Andi Kele, A. T. (2021). Exploring Sustainable Human Resource Practices and Framework in Star-Rated Hotels. *Sustainability*, *13*(16), 9024. https://doi.org/10.3390/su13169024

Handayani, E., Indrayani, I., Khaddafi, M., & Wibisono, C. (2022). Influence Of Planning, Implementation And Supervision To Customer Satisfaction Through Quality Tanjung Gelam Port Services Karimun District. *International Journal of Social Science, Educational, Economics, Agriculture Research and Technology (IJSET)*, *1*(12), 779–786. https://doi.org/10.54443/ijset.v1i12.83

Hasudungan, A., Raeskyesa, D. G. S., Lukas, E. N., & Ramadhanti, F. (2021). Analysis Of The Tourism Sector In Indonesia Using The Input-Output And Error-Correction Model Approach. *Jurnal Ekonomi Bisnis Dan Kewirausahaan*, *10*(1), 73. https://doi.org/10.26418/jebik.v10i1.44329

Jucan, C. N., & Jucan, M. S. (2013). Travel and Tourism as a Driver of Economic Recovery. *Procedia Economics and Finance*, *6*, 81–88. https://doi.org/10.1016/S2212-5671(13)00117-2

Kenar, G., & Yeşiltaş, M. (2024). Service-oriented high performance human resource practices and proactive work behavior: A moderated mediation model. *The Service Industries Journal*, *44*(3–4), 237–264. https://doi.org/10.1080/02642069.2023.2261857

Kurniawan, H. R., & Nainggolan, B. M. (2023). Meningkatkan Kepuasan Pelanggan Melalui Kualitas Pelayanan, Persepsi Harga Dan Customer Experience Di Grand Cemara Hotel Jakarta. *Jurnal Bina Bangsa Ekonomika*, *16*(2), 321–337. https://doi.org/10.46306/JBBE.V16I2.376

Lee, M. C. C., Idris, M. A., & Tuckey, M. (2019). Supervisory coaching and performance feedback as mediators of the relationships between leadership styles, work

engagement, and turnover intention. *Human Resource Development International*, *22*(3), 257–282. https://doi.org/10.1080/13678868.2018.1530170

Rosnaida, R., Rahman, A., & Japina, H. (2025). The Effect Of Supervision, Professionalism And Teamwork On Employee Performance Of Pt. Sarana Abdi Bahagia Medan. *JIM UPB (Jurnal Ilmiah Manajemen Universitas Putera Batam)*, 50–67. https://doi.org/10.33884/jimupb.v13i2.10134

Santosa, E., Kuswarak, K., & Zulfikar, I. (2020). Pengaruh Pengawasan Terhadap Disiplin Kerja Pegawai Pada Sman 13 Di Bandar Lampung. *Jurnal Manajemen Mandiri Saburai (JMMS)*, *1*(03), 61–68. https://doi.org/10.24967/jmms.v1i03.521

Soelton, M. (2018). How Culture, Training Standard and Discipline on the Employee Performance Affect Hotel Management. *European Research Studies Journal*, *XXI*(Issue 4), 378–385. https://doi.org/10.35808/ersj/1128

Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.

Sulistyawati, S. (2015). Position Improvement Strategy for Balinese Tourism Human Resources to Manager Level in Rated Hotels in Bali. *Journal of Business on Hospitality and Tourism*, *1*(1), 15. https://doi.org/10.22334/jbhost.v1i1.26

Syaiful, S., & Astuty, P. (2022). Assessing conceptual dimensions of quality service. *International Journal of Social Sciences*, *5*(1), 88–95. https://doi.org/10.21744/ijss.v5n1.1885