



From Receiving to Experience: Unveiling the Relationship Between the Receiving Management Process and User Satisfaction

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ABSTRACT

Efficient supply chain management, particularly the receiving function, is vital for hotel operations, ensuring supply availability and quality. This research evaluated The Stones Hotel Legian Bali's receiving process to assess its link with user satisfaction and propose improvements. Using a qualitative Six Sigma (DMAIC) approach, data was gathered via observations and interviews. Findings revealed suboptimal receiving performance, including issues with quality/quantity and PO discrepancies, causing user dissatisfaction. Root causes identified were procedural non-compliance and weak internal coordination. Solutions include improved checking, enhanced follow-up, optimized distribution, and efficient data input. Sustained improvements involve SOP updates, continuous training, and KPI monitoring. Implementation aims to reduce defect rates and significantly boost user satisfaction.

INTRODUCTION

In the highly competitive hospitality industry, seamless operations and service quality are fundamental to business success and sustainability. The efficiency and effectiveness of internal hotel operations directly influence service quality, with the receiving process—involving the reception, inspection, and storage of goods—being a crucial yet often overlooked aspect. Effective receiving management ensures the timely availability of goods with the correct quality and quantity (Anastasya, et al., 2024), which is vital for all internal user departments (e.g., food and beverage, housekeeping, engineering) to operate optimally and deliver satisfactory services to guests. The problem statement for this research asks: How does the current receiving management process relate to user satisfaction at The Stones Hotel Legian Bali, and how can The Stones Hotel Legian Bali enhance its receiving performance to optimize user satisfaction? The research objectives are to analyze the receiving management process and its relationship with user satisfaction at The Stones Hotel Legian Bali, and to formulate solutions using the Six Sigma method to improve receiving performance in order to optimize user satisfaction in the receiving section at The Stones Hotel Legian Bali.

Previous research has highlighted the importance of supply chain management in hospitality, contributing to cost control, operational efficiency, and product quality. Effective supply chain management, including the receiving process, contributes to cost control, operational efficiency, and product quality (Ivanov, et al., 2019). Studies also emphasize that product and service quality received by users directly impacts their satisfaction (W. G. Kim, et al., 2020). While prior research has examined supply chain management and user satisfaction separately, a significant gap exists in specifically connecting these two areas through the receiving process and its direct impact on user departments. The research of Atsal et al. (2023) focuses on the role of receiving in the operational activities within the Finance Department. Observations at The Stones Hotel Legian Bali from July to September 2024, along with interviews with Receiving Staff and the Director of Finance, revealed critical issues: frequent discrepancies between received goods and purchase orders (PO), duplicate receipts for the same PO, non-standard checking procedures leading to acceptance of low-quality or damaged goods, incorrect departmental deliveries, and physical damage due to improper handling. These issues result in increased costs from damaged goods, returns, and urgent purchases, as well as user dissatisfaction due to delayed information, order discrepancies, and undelivered items, impacting operational flow and increasing workload.

This study aims to bridge the identified research gap by examining the direct impact of receiving management on the operational effectiveness and efficiency of user departments. It provides a novel contribution by understanding the causal relationship between supply chain management (specifically receiving) and internal hotel operational performance, which influences perceived guest service quality. Practically, the findings offer actionable recommendations for hotel management to optimize the receiving process, improve operational efficiency, minimize errors, and enhance user satisfaction

and profitability. The research offers theoretical benefits by contributing to the literature on hotel management and supply chain management, particularly concerning the relationship between the receiving process and user satisfaction. Practical benefits include providing students with an opportunity to apply theoretical knowledge, helping The Stones Hotel Legian Bali identify strengths and weaknesses for operational efficiency improvements and enhanced user experience, offering valuable input for Politeknik Pariwisata Bali's curriculum development, and serving as a valuable reference for other researchers interested in similar topics.

LITERATURE REVIEW

Supply Chain Management Theory

Supply Chain Management (SCM) focuses on the efficient and systematic flow of goods and services, extending from initial suppliers all the way to the end-users. This comprehensive approach ensures that every stage, from procurement to delivery, is optimized to meet demand and maximize value. Supply Chain Management also focuses on managing upstream and downstream relationships with suppliers and customers to deliver superior customer value at a lower cost for the entire chain (Christopher, 2016). Yuan (2023) in a broader definition, emphasizes the integration of key business processes from the end-user through the original suppliers, providing products, services, and information that add value for customers and other stakeholders. Key components within an SCM framework include vendors, responsible for the initial delivery of goods; receiving, which handles the reception and initial processing of incoming items; and the various user departments that ultimately consume or utilize these goods. The effectiveness of this integrated chain is paramount for organizational efficiency and responsiveness.

Vendor performance, a crucial element of SCM, is primarily measured by their ability to deliver goods on time and ensure that the quality and quantity of these goods precisely match the specified orders. Complementing this, the receiving function is meticulously evaluated based on its capacity to accurately receive goods according to Purchase Orders (POs), efficiently manage the return of non-compliant items, precisely distribute goods to the correct internal departments, and consistently adhere to established receiving schedules. These detailed evaluations ensure that the initial stages of the supply chain are robust and reliable.

Ultimately, a well-managed supply chain is reflected in high user satisfaction, which is a direct measure of its success. This satisfaction is quantitatively assessed by three key indicators: the timely receipt of goods, and crucially, whether the quality and quantity of these received goods align perfectly with the user's initial purchase requisitions (PR). This theoretical framework posits that seamless coordination and efficiency across all SCM components directly contribute to meeting internal user needs and expectations, thereby fostering a productive operational environment.

Operational Management Theory

Operational Management Theory is a discipline centred on optimizing internal organizational processes to achieve enhanced efficiency, superior quality, and overall effectiveness. Heizer, J., & Render (2015) define operational management as the design, operation, and improvement of systems that create and deliver a company's primary products and services. Slack et al., (2010) emphasizes that by streamlining day-to-day activities and resource utilization, organizations can significantly improve productivity, reduce waste, and ensure consistent output quality, leading to sustainable competitive advantages.

Within this framework, two critical components for evaluating and improving processes are Key Performance Indicators (KPIs) and Standard Operating Procedures (SOPs). KPIs serve as measurable values that demonstrate how effectively an organization is achieving key business objectives, specifically in operations, they quantify aspects such as the quality of received goods, the timeliness of deliveries, and the degree of compliance with established operational guidelines. These metrics provide objective insights into process performance and areas requiring attention.

SOPs, on the other hand, provide detailed, step-by-step instructions for carrying out routine tasks, ensuring consistency and adherence to best practices. Their effectiveness is assessed not only by their ease of access and clarity but also by the provision of adequate training to ensure staff understanding and the implementation of periodic evaluations to keep them current and relevant. Ultimately, operational management within the receiving department involves continuous monitoring, comprehensive evaluation, and proactive improvement of all goods receiving processes to maintain high standards of efficiency and quality.

Customer Satisfaction Theory

Customer Satisfaction Theory is a foundational concept in business and management, positing that the fulfilment of customer needs and expectations is paramount to organizational success. Satisfaction is defined as a person's feeling of pleasure or disappointment resulting from comparing a product's perceived performance (outcome) in relation to their expectations (Kotler, P., & Keller, 2016). In an internal context, such as a hotel, these "customers" are the various user departments that rely on timely and accurate deliveries to perform their functions effectively. Internal customer satisfaction significantly determines external customer or guest satisfaction (Al-Zoubi & Alomari, 2017). The theory asserts that when these internal departments receive the necessary resources as expected, their operational efficiency improves, contributing to the overall quality of service delivered to external guests.

Satisfaction, from the perspective of internal user departments, is precisely measured by three primary indicators: the timely receipt of goods, the conformity of goods to specified quality standards as outlined in purchase requisitions (PR), and the accuracy of the quantity of goods received, again, according to the PR. Each of these metrics is critical because any deviation can disrupt departmental operations, ranging from delays in food preparation for the kitchen to shortages

in cleaning supplies for housekeeping, directly impacting their ability to serve guests.

This theory fundamentally posits that the level of user satisfaction is a direct and observable outcome of the efficiency and effectiveness of an organization's supply chain management and operational management processes. When goods flow seamlessly, are processed accurately, and delivered promptly, internal departments are empowered to perform optimally. Therefore, prioritizing the efficiency of receiving and associated processes is not merely an operational concern but a strategic imperative that directly influences internal customer satisfaction and, consequently, the entire service delivery chain.

Six Sigma Theory

Six Sigma Theory represents a highly structured, data-driven methodology primarily aimed at improving process outputs by identifying and removing the causes of defects and minimizing variability in manufacturing and business processes. The core philosophy behind Six Sigma is to achieve near-perfect quality, statistically quantified as 3.4 defects per million opportunities, by implementing a rigorous set of quality management methods. It provides organizations with tools and techniques to enhance their business processes, leading to significant reductions in costs, improved customer satisfaction, and increased profitability. The main goal of Six Sigma is to increase efficiency, effectiveness, and profitability by minimizing waste and maximizing value for customers (Gonzalez Santacruz, et al, 2025).

The primary component of Six Sigma is the DMAIC (define, measure, analyse, improve, control) cycle, a systematic and iterative five-phase approach used for improving existing business processes that fall below specifications. This structured framework ensures that process improvements are based on empirical data and deep understanding, rather than intuition or guesswork (Gonzalez Santacruz, et al, 2025; Pyzdek, 2003). Each phase builds upon the previous one, guiding teams through a logical progression from problem identification to sustainable solution implementation, fostering a culture of continuous improvement.

Within the DMAIC framework, each phase has specific objectives and indicators. The Define phase involves clearly identifying the problem, setting precise project objectives, forming a dedicated project team, and creating a comprehensive project charter that outlines the scope and goals. The Measure phase focuses on collecting relevant data and establishing current process performance benchmarks to quantify the problem. In the analyse phase, teams identify and rigorously verify the root causes of the identified problems using various statistical and analytical tools. The Improve phase is dedicated to developing, testing, and implementing effective solutions to address these root causes. Finally, the Control phase ensures the long-term sustainability of the improvements by standardizing the refined processes and establishing ongoing monitoring mechanisms to prevent regression and maintain the gains achieved.

METHODOLOGY

The research methodology commenced by defining the study's object as the receiving management process and its intricate relationship with user satisfaction at The Stones Hotel Legian Bali aligning with the scientific aim to obtain objective, valid, and reliable data concerning specific variables for a particular purpose and function (Sugiyono, 2021). This involved a detailed examination of specific aspects, including goods receiving procedures, the accuracy of quantity and type of goods, the quality of received items, handling practices, the utilization of technology in receiving operations, and the efficacy of inter-departmental coordination. All research activities were meticulously conducted within the receiving section of the hotel's Finance Department. The research period spanned an initial observation phase from July 1 to September 30, 2024, followed by an in-depth research period from February to April 2025, allowing ample time for comprehensive data collection, thorough analysis, and precise report writing after proposal approval.

To gather comprehensive insights, this study employed a mixed-methods approach, integrating both qualitative and quantitative data. Qualitative data encompassed non-numeric information (Saleh, 2017) such as types of user complaints, categories of returned goods, and descriptions of items received that did not conform to purchase orders (PO). Conversely, quantitative data involved numeric information like the exact quantity of goods received, the monetary value of returned goods (Siregar, 2021), the total number of purchase orders, and the count of user complaints potentially stemming from receiving-related service quality issues, all of which served to substantiate qualitative findings. Data was sourced primarily through direct observations of the goods receiving workflow and in-depth interviews with key personnel including the Director of Finance, Purchasing Manager, Executive Chef, Chief Steward, and Receiving Staff, complemented by secondary data from existing documents such as the hotel's organizational structure, departmental job descriptions, Standard Operating Procedures (SOPs) for receiving, and Key Performance Indicators (KPIs) for the receiving section.

The systematic collection of data was performed using several techniques: direct observation of the receiving process, encompassing adherence to SOPs, goods inspection, storage, and distribution; in-depth, semi-structured interviews with key personnel to elicit insights into existing processes, challenges, and perceptions of user satisfaction; and meticulous documentation review of relevant records such as purchase orders, invoices, receiving reports, complaint logs, and existing SOPs. Variables were operationally defined, with the "Receiving Management Process" being characterized by SOP adherence, quality and quantity control, timeliness of receipt and distribution, communication flow, and technology utilization. "User Satisfaction" was measured by the timely receipt of goods, their conformity to quality and quantity specifications in purchase requisitions (PR), and the overall perception of the receiving department's service. Data analysis primarily utilized a qualitative thematic analysis approach to interpret interview transcripts and observation notes, systematically integrated with the Six Sigma DMAIC (Define, Measure, Analyze,

Improve, Control) framework to identify problems, measure performance, analyze root causes, develop solutions, and implement controls for continuous improvement.

To ensure the validity and reliability of the findings, the study employed triangulation, specifically data triangulation, by comparing information across multiple sources (observations, interviews, documents) to cross-verify consistency and accuracy, and potentially applied methodological triangulation by combining qualitative and quantitative data collection methods for a more comprehensive understanding.

RESEARCH RESULTS

Research conducted at The Stones Hotel Legian Bali, utilizing the Six Sigma DMAIC methodology, uncovered several critical issues within the receiving process that significantly impact user satisfaction.

Define: Identifying the Core Problems

In the DMAIC methodology, the define phase serves as the initial step for identifying or clarifying a problem (Zulkhulaifah & Apriliani, 2024). The research at The Stones Hotel Legian Bali identified user department dissatisfaction as the primary problem, stemming from suboptimal receiving performance. This manifested in several ways, including suboptimal goods handling where user departments like the Kitchen and F&B Service reported issues with the quality and quantity of received items, frequent discrepancies with purchase orders, and inadequate quality checks for crucial items such as fruits, vegetables, and meat. Communication gaps were also a significant concern, with a lack of direct information from receiving staff to store personnel leading to goods remaining on shelves and causing distribution delays, thereby reducing internal customer satisfaction due to poor communication and follow-up. Time inefficiency was another critical issue, as the simultaneous arrival of vendors, particularly during break times, created bottlenecks and increased the risk of misplaced or lost goods.

Delays from vendors during holidays further exacerbated operational challenges for user departments, with inefficient scheduling leading to operational congestion and increased handling costs. Furthermore, there was a notable non-compliance with procedures, where a significant gap existed between prescribed checking procedures and actual practice, with approximately 10% of total goods unchecked and invoices directly accepted, leading to financial losses and affecting user satisfaction. Lastly, suboptimal resource planning, characterized by challenges in warehouse capacity, staff quantity not matching workload, and insufficient material handling equipment, also contributed to overall inefficiencies.

Measure: Quantifying the Impact

Measure is the second phase, focusing on the collection of relevant data and the measurement of the current performance of the process undergoing improvement (Kencana & Astawa, 2020). To measure the impact of these issues, Key Performance Indicators (KPIs) for receiving, which aim for 100% compliance in quality, quantity, and recording according to SOPs, were found to be at 85%.

User satisfaction with receiving performance was notably below the 90% target, reaching only 80%. This low satisfaction was directly linked to a range of operational problems. These problems significantly hindered the hotel's efficiency and financial well-being.

Operational problems included the inability to meet departmental needs due to damaged goods, often leading to delays in menu or service provision. This also caused an increased workload for replacement coordination. Financial losses due to damaged goods and lost opportunities for sale or use were consistently significant. Furthermore, disputes frequently arose between receiving and user departments over damaged goods, such as melted ice cream.

Instances of goods not matching Purchase Order specifications, like loaf bread received as sliced instead of whole, frequently led to unusable items. This resulted in costly returns and additional replacement expenses for the hotel. Severe distribution and recording issues post-receipt were also evident, as goods were sometimes received but not delivered to the ordering user or outlet. Compounding these issues, late data input, exceeding 6 PM WITA at least once a week, caused staff overtime, delayed vendor payments, and resulted in critical inventory record inaccuracies.

Analyse: Uncovering Root Causes

Analyse is a crucial stage where collected data is analysed to identify the root causes of problems or defects (De Mast & Lokkerbol, 2012). Analysing the root causes for the identified problems at The Stones Hotel Legian Bali revealed several deeply ingrained issues that collectively undermined the efficiency and effectiveness of the receiving process. A primary concern was the prevalent lack of direct communication and follow-up, which meant that there was insufficient immediate information flow between the receiving department and the various user departments. This absence of timely updates and a general lack of follow-up on reported issues created significant operational friction. Furthermore, ineffective internal coordination proved to be a major contributing factor, as evidenced by problems such as goods being received but not immediately communicated to the user, or items being received but subsequently not delivered to the ordering department. These instances clearly pointed to significant internal communication gaps and coordination failures, both within the receiving department itself and in its interactions with other hotel sections.

Another critical root cause was suboptimal scheduling and resource allocation. This was particularly evident in the simultaneous arrival of multiple vendors, which, coupled with a lack of proper scheduling, contributed significantly to operational bottlenecks. These bottlenecks were especially pronounced during peak hours or holiday periods, leading to increased pressure and potential errors. Moreover, non-compliance with established Standard Operating Procedures (SOPs) was a pervasive issue. There was a concerning tendency to cover up operational issues, which directly led to inaccurate Key Performance Indicator (KPI) data and a fundamental lack of proper evaluation of performance. The absence of effective monitoring mechanisms meant that SOPs remained largely static documents, failing to serve as practical, enforced guidelines for daily operations.

Finally, a systemic failure in continuous improvement cycles was identified through inadequate monitoring and evaluation. This meant that issues were not consistently tracked, thoroughly analysed, or effectively addressed with corrective actions. Consequently, problems within the receiving process recurred persistently, and user dissatisfaction remained unaddressed over time. This lack of a robust feedback loop and accountability prevented the necessary adjustments and improvements that could have mitigated the identified operational challenges.

DISCUSSION

The findings from the define, measure, and analyze phases clearly indicate that the receiving management process at The Stones Hotel Legian Bali is hampered by various inefficiencies and procedural non-compliance, leading to significant user dissatisfaction. The current KPI achievement of 85% for receiving processes and 80% for user satisfaction falls short of targets, reflecting systemic issues rather than isolated incidents.

The issues identified, such as discrepancies with POs, poor quality handling, and delayed distribution, align with existing literature emphasizing the importance of efficient supply chain management for operational effectiveness and customer satisfaction. The absence of immediate information flow and follow-up mechanisms, as observed in this study, resonates with previous research highlighting how poor communication in the supply chain can significantly reduce internal customer satisfaction. Similarly, the challenges posed by uncoordinated vendor arrivals and insufficient resource planning echo studies on warehouse management, which stress that such issues lead to operational congestion and increased handling costs.

The critical gap in SOP implementation and the tendency to conceal problems directly impede the hotel's ability to engage in continuous improvement. Without accurate data from effective monitoring and a culture of transparent reporting, management cannot identify root causes, conduct thorough evaluations, or implement effective corrective actions. This perpetuates the cycle of inefficiency, increased operational costs, and persistent user dissatisfaction, ultimately impacting guest experience and potential revenue. Based on the analysis, the following improvements and control measures are recommended to optimize receiving performance and enhance user satisfaction:

Improve

During the Improve phase, solutions were primarily focused on enhancing core processes and internal communication. This involved offering practical solutions clearly defined by specific corrective actions, assigned persons in charge (PICs), and established timelines (Zulkhulaifah & Apriliani, 2024). To significantly enhance communication and coordination within the receiving process, The Stones Hotel Legian Bali will implement a standardized reporting system for all goods discrepancies, utilizing either digital or physical forms. This system will thoroughly detail issues, including type, item, quantity, description, and supporting photos, ensuring comprehensive documentation. An automatic notification system will also be established, using email or messaging applications

to alert purchasing and relevant vendors within one hour of problem identification. Clear follow-up procedures for issue resolution, covering goods returns, Purchase Order (PO) revisions, or replacement coordination, will be put into effect. The Director of Finance and the Purchasing Manager will jointly take responsibility for strengthening these crucial communication and coordination mechanisms, ensuring their consistent application.

Efforts will be made to optimize goods distribution by negotiating revised delivery schedules with vendors to minimize simultaneous arrivals, particularly during peak operational times. Concurrently, a strict policy will be implemented requiring immediate notification to user departments once receiving staff have verified incoming goods. To improve data input efficiency, workflows will be streamlined through continuous evaluation and simplification over a period of one to two months, ensuring processes are as lean as possible. The ultimate goal is to achieve 100% data input completion by 6 PM WITA daily, significantly reducing the risk of delays. This efficiency will also directly support accurate vendor payments and comprehensive inventory records, benefiting overall financial management.

To bolster overall operational integrity, more rigorous quality inspection procedures will be implemented upon the arrival of all goods, ensuring comprehensive verification against Purchase Orders. Addressing the cost of poor quality is another priority, which will involve implementing accurate reporting and recording systems for such costs, providing clear financial insights. The hotel will also strengthen return and claim procedures with suppliers, ensuring a more robust process for rectifying issues. Furthermore, root cause analysis will be regularly conducted for high-cost incidents to identify and rectify recurring problems systematically. Finally, inventory management will be optimized to prevent the accumulation of irrelevant or stagnant goods, thereby reducing waste, minimizing carrying costs, and improving overall financial efficiency.

Control

The control phase is designed to ensure the sustainability of improvements and embed them into the work culture through a series of practical and continuous monitoring and evaluation mechanisms (Paramita, et al., 2014). To ensure all process changes are effectively communicated and adopted, revised SOPs (Standard Operating Procedures) will be made readily available. These updated guidelines will be accessible both digitally on the hotel's internal platform, such as a shared drive or a document management system, and in printed form within easily reachable receiving areas. The Director of Finance and the Purchasing Manager will spearhead comprehensive SOP reviews every six months, or more frequently should significant operational changes occur. Staff will be promptly notified of any SOP updates via email or internal messaging, with digital or physical receipts used to confirm their understanding and acknowledgment. Finally, the IT Department will provide crucial support for digital accessibility, while the Training Department will be responsible for effectively socializing all updates to ensure widespread comprehension and adherence.

To complement the updated SOPs, regular and mandatory training sessions will be conducted for all receiving staff. These sessions will focus on the revised SOPs, enhanced quality control procedures, and effective communication techniques, ensuring a well-rounded skill set. The effectiveness of this training will be meticulously assessed through post-training evaluations to gauge comprehension. Additionally, observed performance in daily operations will provide practical feedback on training efficacy. Refreshers will be provided as needed, ensuring that staff knowledge and skills remain current and robust over time. This continuous learning approach is vital for maintaining high operational standards.

To maintain high standards and ensure adherence to new procedures, monthly internal audits will be conducted on the receiving process. These audits will specifically aim to ensure strict SOP compliance and verify the accuracy of all data recorded. Key Performance Indicators (KPIs) for receiving performance and overall user satisfaction will be regularly and diligently monitored, providing ongoing insights into operational health. The hotel will also strategically utilize technology, such as warehouse management systems (WMS) or enterprise resource planning (ERP) systems, to significantly enhance automation and accuracy within receiving processes. This technological integration will further support periodic evaluations of supplier performance, allowing for data-driven decision-making.

To foster a dynamic environment of collaboration and continuous improvement, the hotel will implement weekly meetings involving receiving staff, purchasing personnel, and representatives from user departments. These regular gatherings will serve as a vital platform to openly discuss ongoing challenges and provide constructive feedback regarding the receiving process. More importantly, these meetings will facilitate a collaborative approach to problem-solving, enabling teams to work together on effective solutions. This consistent interaction is designed to cultivate a strong culture of continuous improvement across all involved departments. Ultimately, these feedback mechanisms will empower proactive problem-solving, ensuring issues are addressed swiftly and effectively.

CONCLUSIONS AND RECOMMENDATIONS

The research demonstrates a significant relationship between the efficiency of the receiving management process and user satisfaction at The Stones Hotel Legian Bali. Suboptimal receiving performance, characterized by discrepancies in quality and quantity of goods, communication breakdowns, and time inefficiencies, directly leads to user dissatisfaction and operational challenges. The application of the Six Sigma DMAIC methodology revealed that non-compliance with established procedures, weak internal coordination, and inadequate resource planning are the primary root causes of these issues. Improvements in communication, distribution, data input efficiency, and adherence to SOPs, coupled with robust control mechanisms, are crucial for enhancing receiving performance and, consequently, optimizing user satisfaction.

Recommendation

To significantly enhance the receiving management process and improve user satisfaction at The Stones Hotel Legian Bali, a multi-faceted approach is highly recommended. This begins by strengthening communication and coordination through the implementation of a standardized reporting system for goods discrepancies, complete with automated notifications to relevant departments and vendors, alongside clear follow-up procedures for all identified issues. Simultaneously, it is crucial to optimize delivery and distribution by negotiating delivery schedules with vendors to avoid congestion and ensure timely arrivals, while mandating immediate notification to user departments once goods are verified. Furthermore, improving data management is essential, requiring the streamlining and automation of data input processes to ensure accuracy and timeliness, thereby minimizing manual errors and delays in financial reconciliation and inventory management.

To solidify these changes, the hotel must enhance procedural compliance by ensuring strict adherence to Standard Operating Procedures (SOPs) through regular training, accessible documentation, and consistent internal audits, fostering a culture of transparency and accountability regarding operational incidents. Finally, it is imperative to implement continuous improvement by regularly monitoring Key Performance Indicators (KPIs) for both receiving performance and user satisfaction, and by conducting frequent meetings with all stakeholders to discuss challenges, gather feedback, and collaboratively develop solutions for ongoing refinement and operational excellence.

ADVANCED RESEARCH

Future research could explore the long-term impact of implementing the Six Sigma DMAIC methodology on the financial performance of hotels, specifically focusing on quantifiable reductions in operational costs and increases in revenue directly attributable to improved receiving processes. Additionally, a comparative study between hotels that have adopted Six Sigma in their receiving departments versus those that have not could provide further insights into its effectiveness. Research could also delve into the technological advancements in receiving, such as the use of AI and IoT for automated quality checks and inventory management, and their influence on both operational efficiency and user satisfaction in the hospitality industry.

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