

Room Attendant Strategy in Improving Service Quality at Novotel Manado

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Abstract

Purpose: This study examines Room Attendant strategies to improve service quality at Novotel Manado Golf Resort & Convention Center and identifies practical solutions to support room cleanliness and guest comfort.

Research Methodology: A qualitative descriptive approach was employed. Data were collected through observations, semi-structured interviews, and documentation involving Room Attendants and Room Supervisors. Data were analyzed using the Miles and Huberman framework and integrated with SWOT analysis to identify internal and external factors influencing service quality improvement strategies.

Results: Room Attendants maintained service quality by adapting their daily work, setting work priorities, coordinating with supervisors, making the best use of available equipment, and conducting room re-checks. These practices were supported by SOP implementation, training, and supervision. Key challenges included limited equipment, chemicals, and linen, as well as high occupancy. SWOT analysis recommended improving equipment availability, coordination, workload management, and operational efficiency to maintain room cleanliness and service quality.

Conclusions: Room Attendant strategies have improved service quality but remain suboptimal. Adequate work facilities, consistent supervision, effective coordination, continuous training, and regular evaluation are needed to sustain room cleanliness, improve operational performance, and enhance guest satisfaction.

Limitations: This study was conducted in one hotel with a limited number of informants; therefore, the findings cannot be generalized to all hotel settings or organizational contexts.

Contributions: The findings provide practical input for hotel management and housekeeping practitioners, support service quality improvement initiatives, and serve as a reference for future studies on hotel management, housekeeping operations, and strategic service quality enhancement in the hospitality industry.

Keywords: *Housekeeping, Room Attendant, Service Quality, Strategy, SWOT Analysis*

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1. Introduction

Room cleanliness is a key indicator of hotel service quality because it directly impacts guest comfort, safety, and satisfaction during their stay. A clean, tidy, and well-maintained room can create a positive impression of the hotel, while a less-than-clean room can potentially lead to guest complaints and negatively impact the hotel's image. Therefore, the Housekeeping Department, particularly room attendants, plays a crucial role in maintaining room cleanliness standards by carrying out tasks in accordance with established Standard Operating Procedures (SOPs). Implementing SOPs serves as a guideline to ensure that each cleaning process is carried out systematically, consistently, and in accordance with hotel service standards ([Haryanto & Wijaya, 2024](#)).

However, SOP implementation in the field is not always optimal. Observations at the Novotel Manado Golf Resort & Convention Center revealed various cleanliness issues, such as watermarks on shower glass, yellowing toilet bowls, stains on stainless steel surfaces, and limited linens, chemicals, and cleaning equipment. These conditions prevent several cleaning steps from being carried out optimally, impacting the quality of room cleanliness. Furthermore, high hotel occupancy rates increase the number of rooms that must be serviced within a limited timeframe, increasing the workload of room attendants. This situation requires room attendants not only to adhere to Standard Operating Procedures (SOPs) but also to employ appropriate strategies to maintain service quality amidst various operational constraints.

Several previous studies have shown that implementing SOPs and the role of room attendants contribute to maintaining room cleanliness and improving hotel service quality ([Sinaga & Lapotulo, 2022](#); [Hiroya, 2024](#)). However, studies specifically addressing room attendant strategies in addressing limited facilities, high occupancy rates, and various operational constraints to maintaining room cleanliness are relatively limited. Therefore, this study aims to analyze the strategies implemented by room attendants to address room cleanliness issues at the Novotel Manado Golf Resort & Convention Center and to provide recommendations that can be used as input for the hotel to improve the quality of housekeeping services.

2. Literature Review

2.1 Housekeeping

Housekeeping is one of the essential departments in a hotel that is responsible for ensuring the cleanliness, orderliness, comfort, and operational readiness of guest rooms as well as all public and service areas. According to [Murdana \(2024\)](#), the department plays a vital role in maintaining hotel facilities to support efficient operations and improve guest satisfaction. According to the Green Hotel Association, as cited by [Superwiratni, Marini, and Karnita \(2025\)](#), housekeeping is a hotel department responsible for maintaining the cleanliness, tidiness, and well-maintained condition of all hotel areas. This task is carried out through various operational activities aimed at creating comfort for guests while supporting the smooth operation of the hotel. Furthermore, housekeeping also plays a role in ensuring that the hotel environment is always clean, safe, and in accordance with established service standards. According to [Wood \(2017\)](#), housekeeping plays a role in maintaining the readiness of rooms and public areas according to hotel service standards, while [Verma \(2024\)](#) states that housekeeping also supports smooth operations through coordination with other departments. Thus, housekeeping has an important role in creating guest comfort and maintaining the quality of hotel service.

2.2 Strategy

Strategy is a series of decisions and actions designed to effectively achieve organizational goals ([Khalifa, 2021](#)). [Wheelen and Hunger \(2021\)](#) explain that strategy determines an organization's direction in facing environmental changes. [Risdarwanto et al. \(2023\)](#) defines strategy as a planned action taken by an organization by optimizing its resources to achieve goals and increase competitive advantage. [Seidl et al. \(2024\)](#) state that strategy is not only a formal plan but also encompasses concrete actions taken by individuals within the organization through decision-making processes and implementation of activities to achieve goals. Therefore, the success of a strategy depends not only on planning but also on the effectiveness of its implementation in operational activities.

According to [Prashantham and Healey \(2022\)](#), strategy is understood as a series of practices carried out by individuals and groups within an organization through decision-making processes and the implementation of strategic activities. This approach emphasizes that the success of a strategy is determined not only by planning but also by how consistently it is implemented through interaction, communication, and concrete actions in daily operations. [Meanwhile, Paulus and Hermanto \(2022\)](#) emphasize that strategy is the basis for formulating, implementing, and evaluating organizational decisions. In this study, strategy is understood as the means by which Room Attendants overcome operational constraints while maintaining service quality.

In this study, strategy is not viewed as long-term organizational planning or managerial decision-making at the hotel level. Instead, it refers to the practical ways Room Attendants adapt their work to maintain room cleanliness and service quality when facing daily operational challenges, such as limited equipment, high occupancy, and time constraints. Therefore, the strategies discussed in this research focus on operational practices carried out by frontline employees rather than organizational or departmental strategies.

2.3 Room Attendant

A Room Attendant is a member of the housekeeping department whose primary responsibility is to ensure that guest rooms are clean, well-organized, comfortable, and fully prepared for occupancy. According to [Handayani and Iman \(2021\)](#), [Hergiandari and Purnomo \(2023\)](#), and [Septiany and Mansur \(2024\)](#), room attendants play a crucial role in ensuring room readiness by optimally performing cleaning and organizing tasks. The quality of service provided by room attendants impacts guest experience and satisfaction during their stay, as room condition is a key factor in creating comfort. Therefore, room attendants play a strategic role in maintaining hotel room cleanliness and comfort standards through consistent service delivery in accordance with established procedures.

According to [Santoso \(2020\)](#), room attendants play a crucial role in improving hotel service quality by implementing tasks in accordance with Standard Operating Procedures (SOPs). Improved service quality is supported by the implementation of personal hygiene, the use of protective equipment, regular performance evaluations, and motivation and coaching from floor supervisors. However, service delivery still faces several obstacles, such as late linen deliveries, limited work equipment, inappropriate chemical usage, and high workloads. Therefore, improving service quality requires management support, the availability of work facilities, and consistent implementation of SOPs to maintain room cleanliness and guest satisfaction. According to [Victori & Sugiman \(2022\)](#), a room attendant is a member of the housekeeping department responsible for maintaining the cleanliness, tidiness, and availability of guest rooms. This task involves ensuring that the room is comfortable, fully equipped, and suitable for use before guests move in.

2.4 Quality of Service

Service quality can be defined as an organization's ability to deliver services that meet or exceed customer expectations ([Wilson et al., 2020](#)). [Nguyen, Tran, and Nguyen \(2021\)](#) further explain that high service quality positively affects customer satisfaction and loyalty. Within the hospitality industry, service quality is demonstrated through professional, timely, and accurate service, as well as the ability to provide guests with a comfortable and satisfying experience. Meanwhile, according to [Utami et al. \(2022\)](#), the quality of housekeeping department service plays a crucial role in increasing guest satisfaction. Services implemented in accordance with Standard Operating Procedures (SOPs) maintain room cleanliness and comfort, thus providing a better guest experience. Therefore, improving the quality of housekeeping service is one factor contributing to guest satisfaction.

Service quality assessment refers to the five dimensions of SERVQUAL: reliability, responsiveness, assurance, empathy, and tangibles ([Bas & Syahria, 2025](#)). Reliability indicates the Room Attendant's ability to consistently provide service according to Standard Operating Procedure. Responsiveness relates to the speed in meeting needs and handling guest complaints. Assurance reflects professionalism and the ability to provide a sense of security to guests. Empathy demonstrates concern for guest needs through friendly service. Meanwhile, tangibles include room cleanliness, completeness of facilities, and the appearance of the Room Attendant, which serve as physical evidence of service quality.

2.5 Standard Operating Procedures (SOPs)

A Standard Operating Procedure (SOPs) refers to a documented set of instructions that outlines the sequence of activities necessary to complete a particular job while ensuring consistency and adherence to organizational requirements ([Fatimah, 2016](#)). According to [Taufiq \(2019\)](#), SOPs serve as practical guidelines for employees in carrying out their duties and as benchmarks for assessing work performance. In the same context, [Hollmann et al. \(2020\)](#) describe SOPs as structured written instructions that clearly specify work processes so that tasks are completed in a uniform manner, comply with organizational standards, and reduce the possibility of operational errors. According to [Tolandang et al. \(2025\)](#), consistent implementation of Standard Operating Procedures (SOPs) is a key factor in maintaining the quality of hotel room cleanliness. Although each room attendant has a different work order, all essential steps according to housekeeping standards are still implemented. The implementation of SOPs, supported by supervision and evaluation by supervisors, contributes to improved room cleanliness, guest satisfaction, and hotel image.

[Simatupang and Pandiangan \(2022\)](#) explain that the implementation of Standard Operating Procedures (SOPs) by room attendants must be carried out effectively, consistently, and systematically to ensure that each stage of room cleaning complies with hotel operational standards. Continuous implementation of SOPs can improve service quality and work efficiency, and is supported by regular training that helps employees maintain consistency in carrying out tasks according to established procedures. According to [Wanda \(2022\)](#), the implementation of Standard Operating Procedures (SOPs) in the Housekeeping Department has a positive impact on guest satisfaction. Consistent implementation of SOPs in each housekeeping department helps maintain service quality, resulting in a better guest experience. Research also shows that SOPs in the laundry department contribute the most to increased guest satisfaction compared to other housekeeping departments. According to [Subandi et al. \(2025\)](#), Standard Operating Procedure aim to ensure that work within an organization is carried out effectively, efficiently, consistently, and in accordance with established standards. Furthermore, SOPs serve as work guidelines to increase efficiency, maintain consistency, reduce errors, help resolve operational issues, protect the workforce, and clarify workflows and the responsibilities of each party.

2.6 Standard Operating Procedures for Make-Up Rooms

[Haryanto and Wijaya \(2024\)](#) explain that the room arrangement process must be carried out systematically in accordance with Standard Operating Procedures (SOPs) to maintain cleanliness, tidiness, completeness of facilities, and comfort of guest rooms. This process begins with preparing trolleys and work equipment, entering the room according to procedures, cleaning the room and bathroom area, changing linens, completing guest amenities, cleaning the floor, and conducting a final inspection to ensure the room meets standards before being used by guests. The implementation of SOPs in housekeeping activities also serves as a control mechanism to ensure consistency in service delivery. Through standardized procedures, Room Attendants can minimize errors, manage their workload effectively, and maintain the expected level of room quality despite facing operational pressures such as high occupancy rates and limited resources. Consistent adherence to SOPs not only improves operational efficiency but also contributes to a positive guest experience, as cleanliness, comfort, and room readiness are key factors influencing guest satisfaction in the hotel industry. Furthermore, effective SOP implementation requires not only compliance with established procedures but also continuous monitoring and improvement from both employees and hotel management. Room Attendants need to possess adequate skills, discipline, and awareness of service standards to ensure that every cleaning activity is performed consistently. Meanwhile, management support through supervision, training, and the provision of sufficient equipment and supplies is essential to overcome operational limitations and sustain the quality of housekeeping services. This collaborative approach enables hotels to maintain room cleanliness standards and enhance overall guest satisfaction.

2.7 Research Gap

Previous research has shown that room attendants play a crucial role in maintaining room cleanliness through consistent implementation of Standard Operating Procedures (SOPs) and good sanitation practices. Research by [Sinaga and Lapotulo \(2022\)](#) emphasized the importance of implementing cleanliness and sanitation in accordance with SOPs to enhance guest comfort. Research by [Fakhri, Supardi, and Lubis \(2024\)](#) focused on strategies to improve sanitation

for room attendants to create a positive hotel image through room cleanliness management. [Hiroya \(2024\)](#) demonstrated that implementing SOPs for room attendants significantly impacts guest satisfaction.

However, previous studies have given little attention to how Room Attendants adjust their daily work to maintain room cleanliness and service quality when dealing with operational challenges, including limited cleaning equipment, high occupancy, and time pressure. Therefore, this study focuses on exploring the operational strategies and work adaptations used by Room Attendants to handle these challenges while maintaining service quality. This study contributes to the existing literature by providing deeper insights into the practical implementation of SOPs from the perspective of Room Attendants in a real hotel operational context. The findings are expected to support hotel management in developing more effective housekeeping strategies to improve operational efficiency and maintain guest satisfaction.

2.8 Conceptual Framework

This study explains that the existence of room cleanliness issues, as evidenced by guest complaints, is the basis for implementing strategies by Room Attendants. The success of these strategies is influenced by several factors, namely: Job skills and abilities, training, compliance with SOPs, increased workload, availability of cleaning tools and materials, supervisor supervision, work attitude and number of employees. If these factors can be managed properly, room cleanliness issues can be addressed, thereby improving service quality, guest satisfaction, and the hotel's image.

3. Research Methodology

3.1 Research Design

This research uses a qualitative method with a descriptive approach. This approach was chosen because it aims to gain an in-depth understanding of Room Attendant strategies in improving service quality based on real-world conditions. According to [Sugiyono \(2019\)](#), qualitative research is a method that explores phenomena in their natural settings, where the researcher serves as the main instrument for collecting and interpreting the data.

3.2 Research Site and Period

This study was carried out at Novotel Manado Golf Resort & Convention Center, situated on A.A. Maramis Street, Kayuwatu, Mapanget District, Manado, North Sulawesi. The research was undertaken between February and June 2025 during the Field Work Practice period. Throughout this period, data were gathered through direct observation, interviews with relevant participants, and the review of documents associated with housekeeping activities.

3.3 Data Source

This study utilized primary and secondary data sources. Primary data were obtained directly from the research location through observations of the room cleaning process, in-depth interviews with five room attendants and two room supervisors, and documentation of housekeeping activities at the Novotel Manado Golf Resort & Convention Center. Primary data were used to gather information on the strategies, challenges, and solutions implemented by room attendants to improve service quality. Secondary data were obtained from various supporting sources, such as scientific journals, books, housekeeping Standard Operating Procedures (SOPs), and other documents related to room cleanliness and hotel services. Secondary data served to strengthen the theoretical foundation, support the analysis, and compare the study findings with previous research.

3.4 Research Participants

The study participants consisted of seven informants: five Room Attendants and two Room Supervisors at the Novotel Manado Golf Resort & Convention Center. Informants were selected using a purposive sampling method, based on their direct involvement in the room cleaning process, implementation of Standard Operating Procedures (SOPs), and supervision of room cleanliness. Room Attendants were selected because they are the primary implementers of room cleaning activities and handle room cleanliness issues, while Room Supervisors were chosen because they are responsible for overseeing, evaluating, and ensuring that SOPs are implemented in accordance with

hotel standards. Information obtained from both groups of informants was used to describe the strategies and solutions implemented to improve service quality.

3.5 Data Collection Technique

Data collection was conducted through observation, interviews, and documentation. Observations were used to directly observe the room cleaning process, the implementation of Standard Operating Procedures (SOPs), and the cleanliness of the rooms at the Novotel Manado Golf Resort & Convention Center. In-depth interviews were conducted with five room attendants and two room supervisors to obtain information on strategies, challenges, and solutions for improving service quality. Documentation was used as supporting data in the form of photographs of room cleaning activities or processes, room cleanliness, and other documents related to the research to strengthen the results of the observations and interviews.

3.6 Data Analysis

The data analysis in this study was conducted qualitatively, referring to the Miles and Huberman model and supported by a SWOT analysis. Data obtained through interviews, observations, and documentation were first processed using the Miles and Huberman stages, then analyzed using SWOT to develop an appropriate strategy. The data analysis stages include:

Data Reduction, which involves selecting and simplifying data according to the research focus. Data Reduction, which involves organizing data into descriptive and tabular forms for easy understanding. Conclusion Drawing, which involves summarizing and verifying research findings based on the data obtained.

To increase the credibility of the findings, data triangulation was carried out by comparing information from interviews, direct observations of room cleaning activities, housekeeping documentation, and guest reviews from the hotel's online platform. Comparing these data sources helped confirm the consistency of the findings and provided a clearer understanding of the strategies used by Room Attendants to improve service quality. After the qualitative data were analyzed using the Miles and Huberman model, a SWOT analysis was applied to organize the findings from observations, interviews, and documentation. In this study, the SWOT analysis focused on the internal and external conditions of housekeeping operations that affect the implementation of Room Attendant strategies in improving service quality. The results of the SWOT analysis were then used to develop strategic recommendations for the Housekeeping Department.

As explained by [Benzaghta et al. \(2021\)](#), SWOT analysis is a strategic planning tool that helps organizations evaluate internal capabilities and external conditions to support the development of appropriate strategies. The results of this analysis serve as the basis for developing appropriate strategies to more effectively achieve organizational goals. The results of this analysis were used to develop strategic recommendations to improve service quality at the Novotel Manado Golf Resort & Convention Center. Therefore, SWOT served as a supporting analytical framework to organize qualitative findings into strategic recommendations for housekeeping operations.

4. Results and Discussions

4.1 Room Attendant Strategy in Improving Service Quality

Based on observations, interviews, and documentation, Room Attendants maintain service quality by adjusting their daily work to deal with operational challenges. Their operational strategies include setting work priorities according to room conditions, coordinating with supervisors, making the best use of available equipment, conducting final room checks before rooms are released, and working together during periods of high occupancy. Standard Operating Procedures (SOPs) serve as the main guideline that supports these work practices. However, implementation has been suboptimal due to challenges such as limited chemicals, cleaning supplies, and linens, as well as high room occupancy rates that impact room cleanliness. To deal with these operational challenges, Room Attendants adjust their daily work based on room conditions, use the available equipment as effectively as possible, coordinate with supervisors, and carry out final room checks to maintain room cleanliness and service quality.

These findings are in line with the concept of strategy presented by [Khalifa \(2021\)](#), which explains that strategy involves a series of decisions and actions taken to achieve specific objectives. In this study, strategy is reflected in how Room Attendants adjust their daily work to respond to operational challenges while maintaining room cleanliness and service quality. [Paulus and Hermanto \(2022\)](#) also explain that strategy provides direction for carrying out actions to achieve expected results. The findings indicate that the work practices adopted by Room Attendants are practical strategies used to maintain service quality despite operational constraints.

Furthermore, the research findings can be explained using the SERVQUAL dimensions presented in the literature. Reliability is demonstrated by the Room Attendants' efforts to consistently follow Standard Operating Procedures (SOPs), perform final room inspections, and maintain room cleanliness even when operational challenges arise. Responsiveness can be seen in their ability to organize work priorities, communicate effectively with supervisors, and cooperate with colleagues during busy periods so that rooms are ready on time. Tangibles are reflected in the physical condition of guest rooms, including cleanliness, room facilities, the availability of linen, and cleaning equipment. However, shortages of chemicals, equipment, and linen affected the consistency of this aspect. Assurance is shown through regular supervision, employee training, and performance evaluations that help Room Attendants carry out their duties confidently and according to hotel standards. Meanwhile, Empathy is reflected in their commitment to maintaining guest comfort by adjusting work methods when necessary and conducting additional room checks to reduce the possibility of guest complaints.

4.2 Room Attendant Solutions to Improve Service Quality

The research results indicate that implemented solutions include optimizing SOP implementation, increasing supervision, regular training, managing workloads according to occupancy levels, and coordinating with supervisors and engineering. Furthermore, the availability of chemicals, cleaning equipment, and linens needs to be improved to ensure a more effective cleaning process and minimize guest complaints.

Based on observations, interviews, and documentation, a SWOT analysis was conducted to identify internal and external factors as a basis for formulating strategies to improve service quality, as presented in Table 1.

Table 1. SWOT matrix of room attendant strategies in improving service quality

	Internal	
External	Strength: Many have worked for over 10 years, Have standard operating procedures, Evaluation and research	Weakness: Weaknesses: Limitations of tools and chemicals, Insufficient amount of linen
Opportunities: Often hold big events, Opportunities to increase the availability of equipment, chemicals, and linens to improve the quality of room cleanliness.	Strategy SO: Optimizing Standard Operating Procedures, Teamwork, Improve supervision and training for new employees. Utilizing the increasingly adequate availability of tools, chemicals, and linen to support the implementation of SOPs.	Strategy WO: Increase the availability of cleaning tools and materials. Utilize regular training and evaluation, Coordinate with Engineering and increase the availability of equipment, chemicals, cleaning supplies, and linen.
Threat: High Occupancy Rate, Damage to room facilities - High iron levels in water. Lack of chemical availability, The number of guests who checked out	Strategy ST: Improve Standard Operating Procedures, double check and coordination with Supervisors. Repairing or handling damaged facilities. Improve water quality.	Strategy WT: Increase casual energy and training. Conduct periodic evaluations. Arrange workload according to room occupancy level, Increase the availability of equipment, and strengthen supervision.

Based on the SWOT Matrix in Table 1, the SO strategy focuses on optimizing SOP implementation, teamwork, supervision, training, and utilizing increased availability of tools, chemicals, and linen. The WO strategy is implemented through the addition of tools, chemicals, and linen, periodic training and evaluation, and coordination with Engineering. The ST strategy emphasizes strengthening SOP implementation, re-checking by supervisors, coordination, and handling of facility damage to overcome high occupancy rates and operational constraints. Meanwhile, the WT strategy is directed at adding freelance workers, periodic evaluations, adjusting workloads according to occupancy rates, increasing equipment availability, and strengthening supervision. This SWOT analysis is more specific to the performance of the housekeeping staff rather than the department or organization as a whole.

The SWOT analysis also supports the SERVQUAL framework by showing how internal and external factors influence service quality. The availability of cleaning equipment, chemicals, and linen improves the tangibles dimension, while SOP implementation and final inspections strengthen reliability. Teamwork, supervision, and workload management enhance responsiveness, while training improves assurance through employee competence. Moreover, Room Attendants' efforts to maintain guest comfort despite operational challenges reflect empathy. These findings highlight that service quality depends on both effective operational strategies and organizational support to achieve SERVQUAL dimensions.

These results align with [Tjiptono and Chandra \(2016\)](#) and [Wilson et al. \(2020\)](#), who stated that service quality is determined by a hotel's ability to meet guest expectations. These findings also support research by [Hiroya \(2024\)](#), which shows that consistent implementation of SOPs can improve service quality if supported by adequate facilities and continuous supervision. Therefore, improving service quality requires synergy between Room Attendant competency, management support, and interdepartmental coordination.

Guest reviews from online travel platforms were also examined. Some reviews indicate that guests continue to experience cleanliness issues, as shown in Figure 1

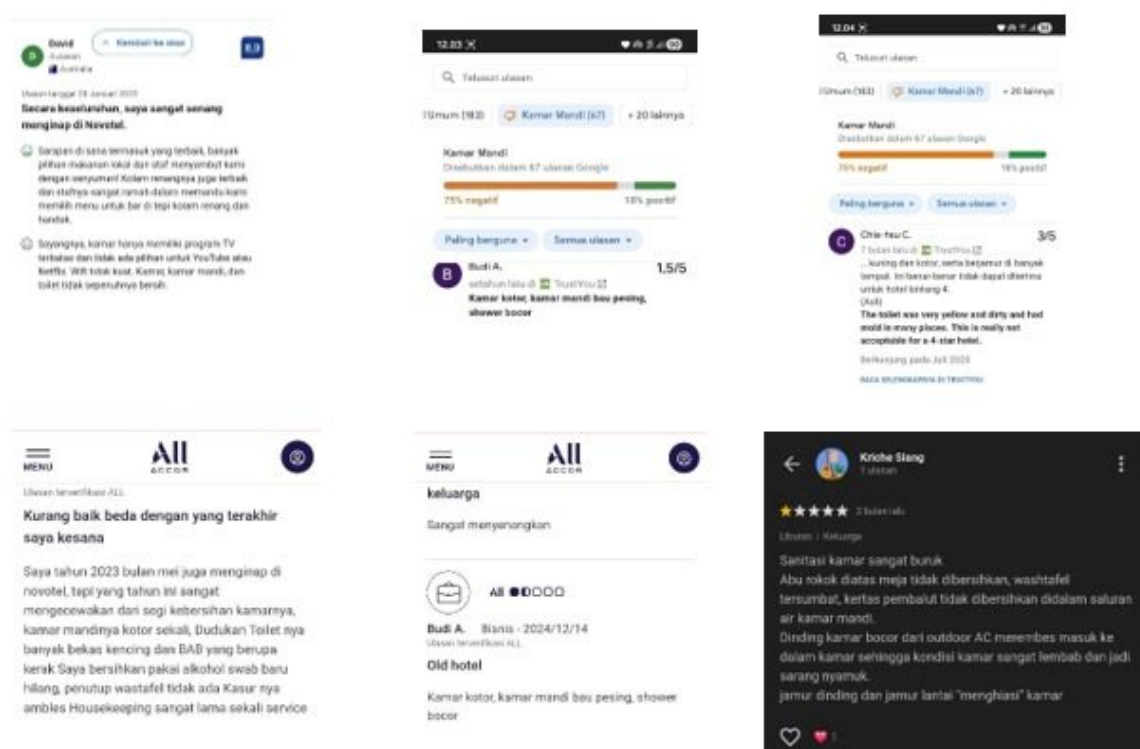


Figure 1. Guests review

5. Conclusions

5.1 Conclusion

This study found that Room Attendants enhance service quality by adopting adaptive operational practices in their daily work. These practices include setting work priorities during periods of high occupancy, performing final room inspections before rooms are released to guests, maintaining close coordination with supervisors, making the best use of available equipment, and working collaboratively with team members. The implementation of these practices is supported by Standard Operating Procedures (SOPs), regular supervision, and ongoing training. Nevertheless, their effectiveness is still affected by several operational constraints, including limited cleaning equipment, chemicals, and linens, high room occupancy, and the condition of room facilities. Overall, these operational practices contribute to improving the reliability, responsiveness, assurance, empathy, and tangible aspects of housekeeping services.

The results also suggest that maintaining high service quality depends not only on the skills and adaptability of Room Attendants but also on strong operational support from hotel management. Based on these findings, the hotel should ensure the adequate availability of cleaning equipment, chemicals, and linens, strengthen coordination between the Housekeeping and Engineering departments, provide continuous supervision and training, and distribute workloads according to occupancy conditions. These improvements are expected to help maintain consistent room cleanliness, support more efficient housekeeping operations, and increase guest satisfaction.

5.2 Research limitations

This study has several limitations that should be considered when interpreting the results. First, the study was conducted only at the Novotel Manado Golf Resort & Convention Center, so the results reflect the conditions and implementation of room attendant strategies at that hotel. Differences in hotel characteristics, occupancy rates, facilities, and operational policies could yield different findings if the study were conducted elsewhere.

Second, this study used a qualitative approach with a limited number of informants, namely room attendants and housekeeping supervisors. Data were obtained through observation, interviews, and documentation, so the results are highly dependent on the information and experiences shared by the informants. This study also did not involve guests or management in a broader context, so the picture of service quality does not fully encompass all perspectives.

Third, the study focused on room attendant strategies for improving service quality. Therefore, other factors that can influence service quality, such as hotel management systems, employee job satisfaction, technology utilization, availability of work facilities, and guest satisfaction levels, were not discussed in depth.

Based on these results and limitations, future research is recommended to involve more hotels with different characteristics to allow for comparison and broader coverage. Future research could also expand the number of informants, including hotel management and guests, to gain a more comprehensive perspective. Furthermore, the use of quantitative or mixed methods, along with studies on technology, employee training, and housekeeping operational management, is expected to provide more comprehensive recommendations for improving hotel service quality.

5.3 Suggestions and Directions for Future Research

Future research is recommended to expand the scope of the study by involving more hotels or comparing several hotels with different characteristics to obtain a broader picture of Room Attendant strategies in improving service quality. Furthermore, future research can examine other factors not discussed in depth in this study, such as training effectiveness, workload, availability of work facilities, inter-departmental coordination, and the use of technology in housekeeping operations. The use of a quantitative approach or mixed methods can also be considered to analyze the relationship between implemented strategies, service quality, and guest satisfaction more comprehensively. Thus, the results of this study are expected to provide broader recommendations for the development of housekeeping service quality in the hotel industry.

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Author Contributions

ASM contributed to the conceptualization, methodology development, investigation, data collection, formal analysis, preparation of the original draft, manuscript review and editing, and final manuscript preparation. Meanwhile, BDP and JWAK contributed through supervision, validation, methodological guidance, and critical review of the manuscript.

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