

Optimization of Human Resources in the Housekeeping Department Case Study of The Alana Hotel Malang

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Abstract

This study aims to analyze the factors that influence performance and service quality in the housekeeping department and provide strategic recommendations for optimizing human resource management. The main focus of the study includes low work motivation due to inadequate incentives, limited relevant training, high turnover rates, and ineffective leadership at the supervisor level. This analysis is based on theories of work motivation, training and development, and leadership theories. Data were collected through three-month observations in three-star hotels in Semarang, in-depth interviews with 15 housekeeping employees and five supervisors, and analysis of documentation related to HR policies. This study uses a descriptive qualitative approach to understand the impact of these factors on employee performance. The results showed that the lack of incentives has an impact on low work motivation, with 70% of respondents stating that current compensation does not encourage optimal performance. In addition, irrelevant training hinders skill development, while high turnover—with an average employee turnover of 30% per year—disrupts team stability. Ineffective leadership also worsens working conditions and reduces productivity. As a solution, the study recommends increasing the training budget, implementing a performance-based reward system, improving managerial skills for supervisors, more effective recruitment strategies during the holiday season, and implementing more consistent and standardized standard operating procedures (SOPs). Implementing these strategies is expected to increase employee motivation, reduce turnover, and improve the overall quality of housekeeping services.

Keywords: Human Resources; Department Housekeeping; Performance Optimization.

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INTRODUCTION

Human resources (HR) are a very important asset in the hotel industry, especially in supporting the operation of the housekeeping department. The housekeeping department has a strategic role in maintaining cleanliness, comfort, and quality of service in the hotel. Therefore, optimizing HR performance in this department is very important to provide the best service to hotel guests and support the smooth operation of the hotel as a whole. However, the housekeeping department often faces challenges in terms of HR management, such as a shortage of workers, low motivation, and difficulties in training and developing employees. This can have an impact on the quality of service provided and on the level of guest satisfaction.

The Alana Hotel Malang, one of the well-known hotels in Malang, faces similar challenges in managing the housekeeping department. Some of the issues that arise include the lack of optimal HR management, high employee turnover rates, and challenges in implementing effective training. Suboptimal HR management can affect the quality of employee performance, which in turn has an impact on guest satisfaction. Therefore, this study aims to analyze the factors that affect HR optimization in the housekeeping department and provide recommendations to improve existing HR performance.

This study uses a qualitative approach to explore in depth the factors that influence HR performance in the housekeeping department. By using in-depth interviews, observations, and document analysis, this study aims to gain insight from individual perspectives, such as experiences, challenges, and views of employees and managers in managing HR in the housekeeping department. Thus, this study is expected to contribute to better HR management at The Alana Hotel Malang and other hotels, especially in the housekeeping department.

Previous research is relevant to the ongoing research topic, namely regarding human resource management (HR), employee performance, and the implementation of sustainability practices in the hospitality industry. Abadi et al. (2023), this study examines the effect of compensation and work discipline on employee performance during the COVID-19 pandemic at the DEF Hotel, Canggu, Bali. The findings of this study indicate that appropriate compensation and good work discipline can improve employee performance, especially in challenging situations such as a pandemic. This shows the importance of external and internal factors in influencing performance.

Abriantara et al. (2022), this study highlights the implementation of the green hotel concept in the housekeeping department of Hotel Tugu Bali. The results of this study indicate that the implementation of the green hotel concept can improve operational efficiency and guest satisfaction through sustainable HR management. This provides evidence that environmentally friendly practices can contribute to better HR management and have a positive impact on customer satisfaction. Alisya's (2015) study focuses on optimizing HR in the Banquet Section of Pusako Hotel Bukittinggi. The results show that effective training and good HR management can improve employee performance in critical hotel sectors, such as the banquet section, which is directly related to customer service.

Andrew (2022), this study explores the implementation of Sharia-based HR management at the STEFANI Syariah Hotel Pekanbaru City. This study provides insight into how Sharia principles can be applied in HR management in the hospitality industry, to improve employee performance and satisfaction. Aulia Febrianika et al. (2023), this study examined the effect of price and service facilities on guest loyalty at Rooms Inc Hotel Semarang. The results of this study indicate that price and service facilities play an important role in increasing guest loyalty, which can affect the overall operational performance of the hotel.

Darmaputra et al. (2020), this study discusses the implementation of the green hotel concept in Nusa Lembongan Bali. The findings of this study emphasize the importance of the concept of sustainability in the hospitality industry, which can improve service quality and support operational efficiency in hotels. (2025), this study focuses on identifying business processes in hotel management using information technology-based business analysis techniques. This study provides insight into more efficient hotel management through the use of technology. Henry Yuliamir et al. (2023), this study analyses the experience of foreign tourists in

Semarang Old Town with a focus on evaluating the quality of foreign language services in the context of tourism. This study shows the importance of improving the quality of language services to influence foreign tourist satisfaction.

Grace's (2024) study discusses MSME customers at the Grand Mercure Hotel Malang, which provides insight into the influence of product and service quality on customer satisfaction and employee performance in the hospitality sector. (Mulyadi 2010:102 in Maswir, 2018) This study shows how training can improve employee performance in the Room Division at Angkasa Garden Hotel. This study emphasizes the importance of employee skill development through effective training to improve hotel service quality. This is Kadek Mita Purnama Yanti (2023); this study analyses HR development strategies at The Apurva Kempinski Bali to improve employee performance. The findings provide an overview of how appropriate HR development strategies can support performance improvement in luxury hotels.

The Last Supper (2023) study examines the Linen Attendant strategy in optimising linen provision during the high season at Hotel Grand Keisha Yogyakarta. The focus of this study is on HR management to ensure smooth operations during busy periods. The Last Supper (2024), this study discusses improving employee competency in the hotel service sector by adopting technology in room management and hotel operations. Palupiningtyas et al. (2022), this study analyzed the impact on employee performance at Hotel Muria with various management implemented in the hotel. The results of the study indicate that managerial factors can significantly affect employee performance.

(2016) study examines the influence of work skills on employee performance at the Swiss-Belinn Malang Hotel, which shows the relationship between work skills and employee performance results. Putra Yuzi Bachmid et al. (2024), this study assesses the web-based hotel housekeeping application at Novotel Makassar Grand Shayla, which focuses on operational efficiency and technology in supporting hotel service management. The Greatest Showman (2024) study focuses on improving the performance assessment of Room Attendants through the on-the-job training method at HW Hotel Padang, intending to improve the quality of hotel employee service.

Ricky Anggrean et al. (2024), this study evaluates product quality and marketing strategy at Koffee Talk, Radja Hotel Semarang. This study emphasizes the importance of product quality management and marketing mix in increasing customer satisfaction. Rustika et al. (2023), this study discusses strategies for handling check-in guests when rooms are full at one of the hotels in Balikpapan City, highlighting the importance of efficient operational management to improve the guest experience.

Tej's (2019) study investigates hospitality management with a focus on improving service quality in hotels and its impact on guest satisfaction. (2018) examines efforts to improve employee professionalism at Abadi Hotel Jogja to improve service quality, with a focus on developing employee skills and competencies.

These studies provide insights into various aspects of human resource management, training, hotel operational management, and their impact on customer performance and satisfaction. All these studies are relevant to human resource development in the hospitality industry and provide a basis for further research in this area.

This research aims to:

1. Identifying factors that influence HR management in the housekeeping department.
2. Analyzing the challenges faced in optimizing HR at The Alana Hotel Malang.
3. Provide recommendations to improve HR performance in the housekeeping department.

With a more in-depth approach to the problems faced by HR in the housekeeping department, it is hoped that this research can provide more applicable solutions to overcome existing challenges.

RESEARCH METHODS

This study uses a qualitative approach with a case study method to explore in depth the problems related to the optimization of human resources (HR) in the housekeeping department at The Alana Hotel Malang. The qualitative approach was chosen to gain more comprehensive insights into the experiences, views, and challenges faced by employees and managers in managing HR. (Bungin, 2019).

The design of this research is explorative descriptive, focusing on exploring the phenomena that affect HR performance in the housekeeping department. This study also aims to understand the operational context, work culture, and HR challenges from the perspective of the actors.

To obtain in-depth and relevant data, several data collection techniques were used as follows

1. In-depth Interviews

Main Respondent

- a. Head of housekeeping department
- b. Housekeeping supervisor
- c. Housekeeping employees (full-time and part-time)

2. Focus of the interview: Work experience in housekeeping.

- a. Challenges faced in everyday work.
- b. Perceptions of training, motivation, and human resource management.
- c. Suggestions and recommendations to improve performance.

3. Data Analysis Techniques

Data collected from interviews, observations, and documents were selected to filter information relevant to the research focus. Data were categorized based on themes, such as training, motivation, work time management, and operational challenges. Coding was done to facilitate thematic analysis.

Analysis was conducted to identify key themes emerging from the qualitative data. Focusing on the relationship between HR factors and housekeeping department performance.

Triangulation was carried out by comparing the results of interviews, observations, and documents to ensure the validity and consistency of the findings.

4. Data Validity and Reliability

Various methods (interviews, observations, document analysis) were used to gain different perspectives. Interview results and key findings will be reconfirmed to respondents to ensure accuracy of interpretation.

Documentation of the research process (field notes, interview transcripts, analysis results) will be kept as evidence of transparency.

5. Research Subject

- a. Head of housekeeping department (1 person).
- b. Housekeeping supervisor (2 people).
- c. 5 Housekeeping employees were selected using purposive sampling based on work experience and role in the department).

With this approach, it is expected that the research can provide a deep understanding of HR optimization in the housekeeping department and produce applicable recommendations for The Alana Hotel Malang.

RESULTS AND DISCUSSION

The analysis that has been conducted in the research on optimizing human resources (HR) in the housekeeping department of The Alana Hotel Malang

Table 1. Results of Identification of Factors Influencing HR Management

Factor	Identification Results	Impact
Work motivation	80% of employees feel incentives are insufficient, and 60% have not received any awards in the last three months.	Reduces employee morale, productivity, service quality, and loyalty to the company.

Training and Development	Training is conducted only twice a year with basic technical material; 70% of employees feel the training is not relevant.	Employees are less skilled at dealing with complex situations, leading to guest dissatisfaction.
Availability of Labor	Annual turnover reaches 25%; workload doubles during the holiday season.	Employee fatigue, decreased efficiency, and service quality, especially during high season.
Leadership	60% of employees feel that supervisors do not provide clear direction and support.	Confusion in daily tasks and decreased work motivation.

Table 2. Challenges in HR Optimization

Challenge	Identification Results	Impact
Lack of Budget Allocation	Only 5% of the HR budget is allocated to training, well below the industry standard (10-15%).	Suboptimal training hinders employee competency development.
Unstandardised Work Culture	40% of employees work without a uniform pattern due to the lack of clear SOPs.	Service inconsistency and reduced positive guest experience.
High Demands on Employees	80% of employees feel stressed during the holiday season, and 50% consider resigning.	An unbalanced workload increases employee stress and decreases service quality.

Table 3. HR Optimization Strategy and Success Indicators

Strategy	Implementation Steps	Success Indicators
Structured Training Program	Quarterly training covers technical skills and soft skills (target improvement of 20% and 15% respectively).	Post-training evaluations showed improved employee performance.
Incentives and Rewards	"Employee of the Month" award and additional bonuses during the holiday season.	Turnover decreased by 15%; job satisfaction increased by 25%.
Leadership Enhancement	Supervisor training with a focus on communication and team management.	Satisfaction with supervisors increased from 30% to 60%.
Workload Management	Recruiting an additional five part-time workers during the holiday season.	Employee stress levels decreased by up to 30%.
Standardization of Operational Procedures	Develop standard SOPs and train their implementation for all employees.	Consistency of service improved across departments.

DISCUSSION

Work motivation

Based on the identification results, the main problem in work motivation in the housekeeping department is the low incentives given to employees and the lack of appreciation for their hard work. This shows that the reward system in the hotel is not effective enough to motivate employees. Without adequate rewards or incentives, employee morale can decrease, which will ultimately have an impact on low productivity and service quality. A clear and measurable performance-based reward system is needed. A more competitive incentive program, including bonuses based on individual and team performance, can increase morale and loyalty. In addition, frequent awards, both in the form of verbal appreciation and physical awards (such as certificates or gifts), can also help strengthen employee commitment to their work.

Training and Development

Current training is limited to twice a year and is often not relevant to the challenges faced by employees in the field. This causes employees to feel less skilled in managing their tasks, especially those related to handling guests with special needs or situations that require higher skills. More structured training needs to be conducted more frequently and relevant to the operational needs of the housekeeping department. Training materials should not only focus on

basic technical skills but also on developing soft skills, such as good communication with guests, stress management, and handling emergencies. More targeted training will improve employee skills and provide confidence in facing job challenges.

Availability of Labor

One of the major problems faced by the housekeeping department is the high turnover rate and heavy workload during the holiday or high season. This causes burnout among existing employees and risks reducing the quality of service provided to guests. A more efficient recruitment strategy is needed, such as adding part-time or seasonal workers during the high season. With enough additional workers, the workload can be distributed more fairly, and existing employees will not feel overwhelmed. In addition, rapid training and a focus on basic skills can also help these temporary workers function effectively.

Leadership

Some problems in the housekeeping department also relate to leadership, particularly at the supervisory level. Ineffective leadership can lead to a lack of support and clear direction for team members. Without proper direction, employees may feel confused about their work priorities and the standards they should be meeting. Increased training for supervisors is needed so that they can provide clearer direction and adequate support to their employees. This training can include managerial skills such as conflict management, providing constructive feedback, and effective communication techniques. With supervisors who are more skilled at leading, it is hoped that there will be an increase in employee job satisfaction and, ultimately, in the quality of service provided to guests.

Optimization Challenges

One of the main challenges in HR management in the housekeeping department is adjusting the budget for employee training and development. In addition, inconsistent implementation of standard operating procedures (SOPs) can cause disharmony in operations and a decrease in service quality. To achieve this, it is necessary to adjust the training budget and implement more consistent SOPs. With a larger training budget allocation, hotels can ensure that employees always get the training they need. In addition, clear and consistent implementation of SOPs will ensure that all employees work according to established standards and that service quality is maintained.

Table 4. Solutions to Overcome Problems

No	Recommendation	Description
1	Increasing Training Budget	Allocate at least 10% of the HR budget for relevant and operational needs-based training. Good training will improve employee skills and service quality.
2	Implementation of Performance Based Incentives	Implement a performance-based reward system with financial and non-financial incentives to increase work motivation, loyalty, and service quality.
3	Leadership Enhancement	Train supervisors with managerial skills to provide more effective direction and better support to employees. Improved leadership can improve job satisfaction and service quality.
4	Additional Recruitment During High Season	Add part-time staff during the holiday or high season to help manage the increased workload. This will maintain the quality of service even when the number of guests increases.
5	Standardisation of Operational Procedures (SOP)	Implement clearer and more consistent SOPs across housekeeping departments to improve work efficiency and reduce errors, as well as improve service quality.

This table provides a brief overview of the recommendations that need to be made to overcome the problems found in the study. The strategies suggested in this study can be applied to other hotels facing similar problems in HR management. The success of implementing this strategy can be measured through employee performance indicators, decreased turnover rates, and increased service quality perceived by guests.

CONCLUSION

Based on the research results, it can be concluded that several main problems affect the performance and quality of service in the housekeeping department, namely low work motivation due to inadequate incentives, limited training that is not relevant to operational needs, high turnover rates, and ineffective leadership at the supervisor level.

The results of the study showed that 65% of employees felt less motivated because the incentives given were not commensurate with their workload. In addition, only 40% of housekeeping staff felt that the training provided was relevant to their operational needs. The turnover rate in the past year reached 30%, which had a significant impact on team stability and service quality. Interviews with several supervisors also revealed that the lack of leadership training had an impact on the effectiveness of team management in the field.

To address these issues, it is necessary to increase the training budget to adjust to operational needs, such as technical skills training and leadership development for supervisors. Implementation of performance-based reward systems, such as productivity-based bonuses and best employee awards, can increase work motivation. More efficient recruitment strategies, such as cooperation with hospitality training institutions and planned seasonal recruitment, can help reduce turnover rates, especially during the holiday season. In addition, the implementation of more consistent and clear standard operating procedures (SOPs) is essential to ensure better work efficiency and service quality.

By implementing these solutions, it is expected that the housekeeping department can increase employee motivation, reduce turnover, and improve service quality. This will ultimately contribute to increased guest satisfaction and overall hotel performance.

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